

Terry McQuaid, Psy.D., C.Psych.
Senior Clinical Professional in Client Success, Health, Risk Management and EDI

Candidate summary:

A senior transformational professional with extensive experience building and developing service-oriented teams through a lens of health, equity and anti-racism within complex social service and education environments. Leadership is operationalized through collaborative engagement and focused on continuous improvement.

Expertise

- Continuous quality improvement of social & well-being services and programs
- Anti-Racism, equity and inclusivity best practice
- Demonstrated negotiation and conflict resolution competencies to address performance and labour relations matters
- Whole person-centred approach to risk management and overall team building
- Risk management of Gender-Based Sexual Violence, Mental Health Impairment, Accessibility, Harassment, Discrimination, Complaints and Investigations
- Innovative and Proactive Design, Development, and Implementation of Training and Education Initiatives in Digital and In-person Spaces
- Business Acumen in management of contentious or controversial issues (e.g. media, government)
- Development and implementation of integrated care policies, programs, and services for improved health access and outcomes
- Utilizing stakeholder feedback to increase satisfaction and engagement outcomes in response to customer/client needs
- Project Management with accompanying budgetary, process and staffing impacts
- Continuous quality improvement of health & well-being services and programs
- Decision Making and Collaboration informed by institutional priorities and evidence-based metrics
- Continuous quality improvement of health & well-being services and programs

CAREER EXPERIENCE

2024 January

Interim, Associate Vice President Student Success

-George Brown College

Reporting to the Provost offering strategic leadership to integrated student success teams (i.e. Library and Learning, Counselling and Student Wellbeing, Student Engagement and Career Services) throughout the academic life cycle. Overseeing a dedicated team of directors, senior operations manager and 27 managers across the portfolio. The position collaborates with the Faculty Deans, the University Registrar,

Recruitment and Admissions services, Legal Counsel, and Human Resource Units to support student learning and well-being.

Interim Key Outcomes

- Adjustment of portfolio budget to incorporate strategic impacts on programming and staffing aligned with recent IRCC announcements
- Re-negotiation of Student Association Master Agreement
- Review of, and Implementation of Service Standards within portfolio

2020 to September 2023

Director, Wellness and Well-being

- *Western University*

Lead newly integrated wellness education, medical and mental health, support, and case management portfolio. Responsible for strategy development, health services, case management, course/program planning and implementation, and quality improvement through point-of-care delivery across an interdisciplinary team of approx. Ninety employees who are prepared to respond effectively to emergencies and critical incidents, including high-risk matters.

Key Achievements

- Demonstrated political acumen in managing multidisciplinary teams whilst balancing stakeholder priorities as complex interconnected issues are addressed under community and media scrutiny.
- Digitization implementation of shared electronic records with enhanced enterprise functions, capabilities, processes for health care and case management from concept, acquisition, configuration, training and implementation (e.g. Collaborative Health Record, Advocate).
- Oversight of strategic, budget, and human resource planning for all departments (combined budget \$7.5M inclusive of base, ancillary, revenue, development, and external grants) aligned with university priorities.
- Configuration and operational implementation of COVID-19 Vaccination and Testing Centre (e.g. procurement resource availability, including physical setting, workforce and staffing modelling, health and safety, inter and intra- campus communication) for students and employees.
- Oversight and implementation of Western's GBSV prevention and training programs for students and employees now recognized by the Council of Ontario Universities (COU), and being considered by COU reference group for sector-wide program adoption.
- Subject matter expert and media spokesperson demonstrated through issues management across equity, health, and gender-based sexual violence prevention and investigation through a collaborative and responsive pathway of care and support.
- Provides leadership and guidance for policy development, review and implementation on behalf of university-wide health and wellness initiatives and programs (e.g. Accessibility Advisory Committee, Action Committee on Gender-Based and Sexual Violence, EDI Data Governance Committee).
- Relationship management with successful outcomes in key areas of external review cycles, and community partnerships (Psychology, Hospitals and research units).

2018 to 2020

Director, Diversity, Equity and Human Resources

- *George Brown College*

Human Rights Advisor to the President and members of the senior leadership team. Consultant reporting to and communicating on behalf of the Vice President Human Resources and Organizational Development on diversity, equity and inclusion issues, including Sexual Violence, Human Rights Discrimination and Harassment, Privacy and Conflict of Interest for students and employees.

Key Achievements

- Subject matter expert responsible for outlining and implementing the framework for consultation and investigation for matters that come to the university's attention, including accompanying documentation and process to support decision-making.
- Represented the College as Chair on Committees on Sexual Assault and Sexual Violence and Accessibility for Ontarians with Disabilities on all legal matters, accompanying legal counsel to both court and the Human Rights Tribunal of Ontario related to all formal complaints.
- Lead policy review and updates to ensure compliance with institutional policies (e.g. Human Rights and Discrimination, Sexual Violence Policy) and procedures, applicable legislation (e.g. OHRC, [AODA](#), Mental Health Act, [PHIPA](#), [FIPPHA](#), H&S etc.) when providing risk management, counselling services, support and accommodation for students and employees.
- Strategic Advisor on grievance administration and resolution in response to fact-finding and investigations for employees and students..
- Mentoring and advising a team of Human Resources Consultants as designate to the Director, Labour Relations.
- Digital systems transformation of documents and implementation of a case management system for employees and student cases across the key service areas (e.g. InSight)
- Provided consultation and implementation oversight for a revised Complaint Resolution Process ensuring a consistent, transparent and coordinated approach for resolving complaints about all members of the College.
- Oversight of the [external consultation](#) in response to issues of anti-black racism and recommendations from Truth and Reconciliation. These comprehensive consultations lead to direct leadership on the College's [Anti-Racism Strategy](#) and the reimaged [Office of Anti-Racism, Equity and Human Rights](#) and collaborations on the Indigenous Education Strategy.
- Development of college-wide accountability metrics, qualitative and quantitative assessments, surveying and reporting on policies, programs and services for recruitment and talent acquisition.
- Privacy Officer for all activities related to the College's privacy matters including ensuring compliance with legislation (processes and procedures for freedom of information, investigations, reporting).

2016 – May 2018

Executive Director, Sexual Violence, Prevention and Support

- *University of Toronto*

Responsible for providing overall leadership, strategic direction and management for the university's personal safety initiatives, including support and services by developing and implementing an inter-professional tri-campus approach to well-being across critical and high-risk areas.

Key Achievements

- Inaugural incumbent successful in establishing relationships and enhancing communication pathways across existing departments with the objective to develop and implement training and risk management processes in areas of safety, security, and emergency management for faculty, staff, and students inclusive of special populations.
- Demonstrated project management in design, procurement and launch of tri-campus/locations including financial planning and forecasting, budget analysis, purchasing, personnel modelling, accounting within the budgetary framework.
- Consultant on policy related the mental health, critical and crisis response policy for students.
- Subject matter expertise as a member of the Equity Issues Advisory Group to further the University's commitment to equity and excellence in all of university undertakings.
- Oversight of agreements between the University and relevant police services (Toronto Police Services, Peel Police Services).
- Demonstrated critical collaborations with academic and administrative leaders to deliver on their priorities by providing proactive advisory, consulting, and labour relations support across issues of personal safety, risk and equity.
- Excellent collaboration, negotiation and relationship-building skills working in large, complex, and unionized organizations.

2012 –2016

Director, Counselling and Accessibility Services

-Seneca College of Applied Arts and Technology

Responsibility for ensuring strategic alignment of the departments' planning and implementation of an integrated service delivery model across Counselling and Accessibility Services. Determined service priorities for the department, including appropriate staffing models and practices to ensure appropriate coverage to manage risk.

Key Achievements

- Implemented the College's strategic plan through aligning the new departments' vision and mission of an integrated service delivery model across Counselling and Accessibility Services.
- Policy review and update to transform processes and procedures to bring institution into compliance with applicable legislation (e.g. OHRC, AODA, Mental Health Act, PHIPA, FIPPA, H&S etc.) when providing risk management, counselling services, support and accommodation to students across four campuses and two satellite offices.
- Managed interconnected labour relations issues implementing conflict management and negotiation skills to facilitate the resolution of labour and employment issues with employees.
- Oversaw, and implemented effective business processes to support the administration of, and compliance with, collective agreements and policy.
- **Responsible for** implementation of Government's Action Plan on Sexual Violence and the Mental Health and Addictions Strategy.
- Oversaw the training and implementation of Mental Health First Aid Strategy across the College for students and staff.
- Efficient systems digitization of documentation and case management files aligned with privacy policy and processes and practices.

- Proactive advice on issues pertaining to legal liability or requirements within the context of the provision accessible learning opportunities for a diverse student population.
- Execute service priorities for the department, including appropriate staffing models across the year and continual review of practices to ensure appropriate coverage, where possible to manage risk.

Clinical and Consulting Practice

Consulting Psychologist, Complex Needs Services Team, Central York Region

- *York Region District School Board, Newmarket, Ontario*

Consulting Psychologist, Female Division

- *Roy McMurtry Youth Centre, Ministry of Children and Youth, Youth Justice Division, Brampton, Ontario*

Psychologist

- *Traumatology Institute (Canada) Toronto, Ontario*

Psychologist

- *Private Practice, Pinnacle Health Sciences Centre, Richmond Hill, Ontario*

Psychologist, Supervised Practice

- *Atkinson Counselling & Supervision Centre, York University, Toronto, Ontario*

Key Achievements

- Presentations for Schools/Institutions, Parents and Community Partners on mental health conditions and disorders and the accommodations to support complex client/patient populations
- Diagnostic assessment, report writing and intervention in psychiatric, learning, and behavioural disorders.
- Violence-Risk Threat Assessment Level I and Level II
- Liaison and coordination with agencies and professionals
- Consulting services for Veteran Affairs Canada providing assessment and treatment for Veterans with PTSD and other mental health conditions
- Project consultation in clinical operations, human resource allocation, and psychological service delivery

2001-2004

Research Coordinator

- *Centre for Addiction and Mental Health (CAMH) Concurrent Disorders Unit
Toronto, Ontario*

Psychology Resident

Psychotherapist

- *Ontario Addiction Treatment Centres, Richmond Hill, Ontario*
- *Supervised Private Practice (with Dr. Rosemary Barnes), Toronto, Ontario*

Education

2020-2022

Masters in Health Law

Osgoode Hall Law School, York University, Toronto, Ontario

2001-2005

Psy.D. in Clinical Psychology

Adler School of Professional Psychology, Chicago, Illinois

Dissertation: "A Quantitative Comparison of Performance: Measures of Attentional Functioning, Intellectual and Cognitive Abilities in Individuals Diagnosed with Attention Deficit Hyperactivity Disorder"

1998-2001

M.A. in Psychology

Adler School of Professional Psychology, Toronto, Canada

Masters Thesis: "A Critical Analysis of the Cumulative Effects of Trauma: PTSD Correlates and Treatment Factors Influencing the Disruption of Long-term Sequelae"

1990-1995

B.A. Honours in Psychology

York University, Toronto, Ontario

Honours Thesis: "State-Trait Anxiety in the Treatment of Sexual Assault"

BOARD OF DIRECTORS/ADVISORY COMMITTEE MEMBERSHIP

June 2016 to December 2016

Canadian Association of College, University Student Services

Board of Directors –Policy Committee

Appointment member of the Board of Directors with an expertise on policy and program development for the Association.

2008-February 2010*

Ministry of Community and Social Services, Toronto, Ontario

Advisor Board Member. Position responsibility includes providing advice to the Minister of Community and Social Services on the development of accessibility standards. To provide advice on sector-specific and general public education programs to support the effective implementation of the Accessibility for Ontarians with Disabilities Act (ODA).

Tropicana Community Services, Scarborough, Ontario

Member of Board of Directors. Oversee the financial operations and the administration of culturally appropriate social services for youth, newcomers, and the Caribbean and Black communities. Collaborative assessment and monitoring of agency programs including those served in the infant, school age and youth populations. Re-alignment of and implementation of programs to meet the changing needs of community members.

2005-2007

Barbra Schlieffer Commemorative Clinic, Toronto, Ontario.

Member of Board of Directors. Oversee the financial operations, programs, and services offered to women who are victims of violence.

AWARDS/PRESENTATIONS

2015

AODA 10th Anniversary Accessibility Champion Award

Leadership in promoting awareness of accessibility and inclusiveness associated with mental health challenges and disability and for increasing the capacity of front-line staff to respond to youth and adults with highly complex issues.

2018

Ministry of Children and Youth Services. Youth Justice Division

Professional development provided to frontline corrections and probations officers; management and administrative staff on effective behaviour management practices for responding to, and managing various mental health issues and risk related behaviours.

2014

Workshop: **Mental Health Conditions and Disorders: Implications in the Care of Youth in Custody** to Roy McMurtry Youth Centre January 21, 2014, Toronto, Ontario Canada.

2012

Workshop: **Trauma and Impact on Learning**, presented to The Adoption Council of Ontario April 21, 2012, Toronto, Ontario Canada.

2011

Workshop: **Mental Health Conditions and Disorders: Implications in the Care of Youth in Custody** presented to Roy McMurtry Youth Centre – Female Division June 16-17, 2011, Toronto, Ontario Canada.

2010

Seminar: **Behaviour Management Practices for Youth With Complex Mental Health Issues**, presented to The 5th International Conference on Special Needs Offenders September 19-22, 2010, Niagara Falls, Ontario Canada

*Workshop: **Trauma Informed Care for Justice Involved Youth Under Intensive Rehabilitation, Custody and Supervision, IRCS Special Project**, presented to Female Division, June 29, 2010, Roy McMurtry Youth Centre, Brampton, Ontario*

*Project Manager: **Connecting with Female Youth in Custody For Frontline Staff RMYC Female***

Division Conference 2010 Hosted by Ministry of Children and Youth Services, Youth Justice Division, Roy McMurtry Youth Centre, February 22-26, 2010, Brampton, Ontario

2009

Seminar: **Self-Injury within Schools: Legal and Ethical Considerations**, presented to Provincial Dialogue June 2009. (Elementary and High School population. York University, Toronto, Ontario)

Seminar: **Balancing Ourselves: Strategies for Living Well**, presented to TD Canada Trust Management Group, May 20, 2009, Etobicoke, Ontario

2008

Seminar: **Self-Injury within Schools: Legal and Ethical Considerations**, presented to Provincial Dialogue June 2008. (Elementary and High School population. York University, Toronto, Ontario)

2006

Seminar: **Understanding Self-Harm in Adolescents and Young Adults**, presented to Guidance Counsellors at Saint Elizabeth Catholic High School. Thornhill, Ontario.

2006

Seminar: **Understanding Self-Harm in Adolescents and Young Adults**, presented to Guidance Counsellors Day (Elementary and High School population). York University, Toronto, Ontario

2005

Seminar: **Understanding Self-Harm in Adolescents and Young Adults**, presented to Guidance Counsellors Day (Elementary and High School population). York University, Toronto, Ontario

Professional Development

2005

Certificate: **Certified Clinical Traumatologist**, Traumatology Institute (Canada), Toronto Ontario.

2010

Correctional Program Assessment Inventory (CPAI – 2010) Independent Evaluator Accreditation. Corrections Service Canada October 18-21, 2010.

Intergenerational Trauma Treatment Model Valerie Copping M.A., Psy.D., Candidate August 23-September 03, 2010. Recognized Program Centre for Excellence in Children's Mental Health.

2016-2017

Workplace Investigations Professional Development Rubin Thomlinson Toronto, Ontario

Completed Certificate December 2016 to April 2017

- Basic Workplace Investigation Techniques & Report Writing Workshop
- Conducting Sexual Harassment and Violence Investigations
- Assessing Credibility
- Interviewing and Dealing with Difficult Witnesses
- Workplace Investigations in the University and College Context
- Conducting Workplace Assessments

PUBLICATION

[A Randomized Trial of Dialectical Behavior Therapy Versus General Psychiatric Management for Borderline Personality Disorder](#)

PROFESSIONAL MEMBERSHIPS

College of Psychologists of Ontario, 2005 to present.

Ontario Psychological Association, 1999-present.

Canadian Psychological Association 2002-present.

American Psychological Association 2003-2008.

National Register of Health Service Providers in Psychology Scholarship Recipient 2008