



*Care. Compassion. Community.*

June 14, 2018

Dear Carea Partners & Funders:

I am writing to inform you that Lee Kierstead has left Carea Community Health Centre. We wish Lee well in his pursuit of future endeavors.

The Board of Directors is committed to providing oversight and insight to Carea CHC to ensure it is best positioned to fulfil its mandate and to meet the needs of our clients. To that end, we have appointed Francis Garwe as Acting CEO, Carea Community Health Centre to ensure continuity of the organization until a new CEO has been appointed.

Francis joined Carea CHC in October 2015 at the time of amalgamation from Northern Health Authority (NHA) in British Columbia as Director Clinical Services. He led the organization's change management initiatives and integration strategy to what we see today as Carea CHC, a multi-site organization, delivering primary health care throughout Durham's four major municipalities of Oshawa, Ajax, Whitby and Pickering. He has been instrumental in the development of integrated full clinical service delivery model throughout the catchment service area and multi-faceted partnership agreements with universities and several other community services organizations to provide seamless services for patients and clients in our community.

The Board will embark on an executive search for a new CEO in the coming weeks.

If you have any questions or concerns during this time of transition, please do not hesitate to reach out to me directly at [ijademr@gmail.com](mailto:ijademr@gmail.com).

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ijade', written in a cursive style.

Ijade Maxwell Rodrigues, MPA  
Chair, Carea CHC Board of Directors

Encl: Francis Garwe's Bio

**115 Grassmere Avenue, Oshawa, ON L1H 3X7**

**Bio of Francis Garwe**  
**Acting Chief Executive Officer, Carea Community Health Centre**

Francis joined Carea CHC in October 2015 at the time of amalgamation from Northern Health Authority (NHA) in BC as Director Clinical Services. He led the organization change management initiatives and integration strategy to what we see today as Carea CHC a multi-site organization delivering primary health care throughout Durham's four major municipalities of Oshawa, Ajax, Whitby and Pickering. He has been instrumental in the development of integrated full clinical service delivery model throughout the catchment service area and multi-faceted partnership agreements with universities and several other community services organizations to provide seamless services for patients/clients and our community.

Francis is a systems leader with expertise in health care sector leading strategic clinical expansion and integration, system design medical inter-professional teams' and sustainable partnership builder.

Outside his role as the Director of Clinical Services, Francis has extensive boardroom expertise having served on several public and not-for-profit organizations. He currently is on the Board of Governors for University of Ontario Institute of Technology (UOIT). He is also an Adjunct Faculty at Schulich Executive Education Centre in Healthcare Management program, York University, and serves as one of University of Toronto's MD Admissions File Reviewers and Interviewer for their MD program. He also has served as Consultant for SAP Americas USA and Expert Consultant for Lenovo Corporation and Walgreens Pharmaceuticals Inc.

Francis' broad expertise in strategic leadership, governance and organizational redesign issues comes from his previous roles in a variety of health care organizations in Canada and abroad namely, British Columbia Health Leadership Development Collaborative (BCHLDC), Association of Ontario Health Centres (AOHC) Rural Coordination Centre British Columbia – medicine practice (RCCBC) and University of British Columbia - Continuing Professional Development (UBC-CPD) and Susan G. Komen Breast Cancer Organization on Clinical Trials, with Senior Scientific Advisor Dr. Dwight Randal at HQ Dallas Texas USA. Francis is Registered Consultant with McGrew Hill International Research Society for Industry Leaders (SDL), Gerson Lehrman Group (GLG) council research council member and several other professional associations including Sigma Beta Delta for International Business Management and Administration. He is an advisor/Liaison Lead to ZimCan Healthcare Initiatives providing expert policy advise and consultation on healthcare strategies to both Canadian / Zimbabwean Ambassadors. The initiative supports 30 Canadian physicians and allied health teams annually to train and practice

tropical medicine on the ground in Zimbabwe in partnership with University of British Columbia school of medicine, Ministry of Health and Child Welfare Zimbabwe and University of Zimbabwe medical school.

He is a recipient of a few awards and certifications including the Honorary Ambassador Award from Dallas Baptist University in 2002 and 2006 and the United States Achievement Award for outstanding Academic Achievement from United States Achievement Academy.

Francis also held the positions as the VIP Protocol Advisor for the 2015 Canada Winter games and was a Torch Bearer for the 2010 Olympics Vancouver, British Columbia.

He received a Master's in organizational management with specialization in Health Care Management (M.A.O.M-HCM) and a Bachelor of Sciences in Management Information Systems (B.Sc.-MIS) both from Dallas Baptist University in Dallas Texas USA, as well as a Certified Court Appointed Mediator in Texas USA. Francis is ProSci certified practitioner in Change Management and a dedicated servant leader who is committed to empowering organization, staff and community to achieve their fullest potential.