

CURRICULUM VITAE

**CHRISTOPHER CARRUTHERS**

*BSc MD MBA FRCS FAAOS ICD.D*

- Presenter to Physicians on retirement
- Health care consultant / Corporate Director
- Experience as a director of several not for profit boards
- Experienced in senior hospital executive medical positions
- Experienced in medical legal issues, risk management, quality care assessment
- Experienced in managing of complex health organizations and systems
- Experienced in dealing with hospital physician issues
- Experienced in management training and mentoring for physicians
- Experienced in introducing clinical programs to third world countries (Africa)
- Experienced public speaker and presenter
- Founder and first President of the Canadian Society of Physician Executives
- Orthopedic Surgeon (retired)
- Holds Master in Business Administration
- Professional Certification from Institute Corporate Directors

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## ***SUMMARY***

Name Christopher C. Carruthers

Languages English

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Ottawa, Ontario  
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Current Activities

- Health care consultant
- Corporate director
- Seminar Presenter

## ***EDUCATION AND QUALIFICATIONS***

### Degrees and Diplomas

2007 ICD.D Professional Certification, Institute of Corporate Directors

1991 - 1992 MBA (Executive), Concordia University, Montreal

1991 CHE (Certified Health Executive)

1969-1973 Fellowship Royal College of Physicians and Surgeons of Canada

1964 - 1968 MD, University of Ottawa

1960 - 1964 BSc, Carleton University

### **Qualifications, Licensures and Certifications**

- 1980 - present American Academy of Orthopaedic Surgery, Fellow (emeritus)
- 1973 - present Royal College of Physicians and Surgeons of Canada, Fellow (retired)
- 1973- present College of Physicians and Surgeons of Ontario (emeritus)

### **Present Board Director Appointments**

1. Ottawa International Airport Authority-*Chair Compensation committee*
2. Carleton University – *Vice-Chair*
3. Ashbury College Board (*life Governor, Past Chair, Board and Foundation Board*)
4. Mach-Gaensslen Foundation- *President-Board Chair*
5. Executive Committee Institute of Corporate Directors, Ottawa Chapter

### **Previous Board Director Appointments**

1. Canadian Blood Services
2. Accreditation Canada
3. Ashbury College and Foundation (*past Chair both*)
4. Board of Councilors, American Academy of Orthopedic Surgeons
5. The Ottawa Hospital
6. The Ottawa Hospital Foundation
7. The University of Ottawa Heart Institute
8. EXTRA Advisory Board -Canadian Health Services Research Foundation
9. The Ontario Hospital Association
10. The Canadian Orthopedic Foundation
11. The Ottawa Civic Hospital
12. The Ottawa Civic Hospital Foundation
13. The Ottawa Flying Club
14. The Carruthers Foundation

### Recent Continuing Professional Development

May 2015	CUBA-Meeting of University Chairs and Vice Chairs Montreal
April 2015	Canadian Society of Physician Executives-Vancouver
April 2014	Canadian Society of Physician Executives-Toronto
November 2013	ICD - Human Resources & Compensation Committee Effectiveness, Toronto
April 2012	Canadian Society of Physician Executives Annual meeting-Ottawa
May 2011	Canadian Society of Physician Executives Annual Meeting-Vancouver
April 2010	Canadian Society of Physician Executives - Toronto
April 2009	Canadian Society of Physician Executives -Vancouver
May 2008	American Academy of Orthopedic Surgery Leadership Institute, Washington, D.C.
May 2008	Canadian Society of Physician Executives annual meeting – Ottawa
October 2007	AAOS Board of Councilor’s Fall Retreat Washington State
February 2007	American Academy of Orthopedic Surgery Meeting, San Diego
February 2007	Total Joint Course- Whistler British Columbia
October 2006	Board of Councilors, American Academy of Orthopaedic Surgery, Santa Fe, New Mexico
October 2006	Directors Education Program, Institute Corporate Directors, Toronto
May 2006	Canadian Society of Physician Executives, Ottawa
May 2006	American Academy of Orthopaedic Surgery Leadership

	Institute, Washington, D.C.
May 2006	Canadian Society of Physician Executives, Ottawa, Ontario
April 2006	EXTRA Advisory Committee (CHSRF), Ottawa, Ontario
March 2006	American Academy of Orthopedic Surgery Annual Meeting, Chicago
June 2005	Canadian Orthopaedic Association Meeting, Montreal, Quebec
February 2005	American Academy of Orthopaedic Surgery Leadership Institute, Washington, D.C.
February 2005	American Academy of Orthopaedic Surgeons Annual Meeting, Washington, D.C.
January 2005	Canadian Society of Physician Executives, Ottawa, Ontario
January 2005	Canadian Medical Association Leaders Forum, Ottawa,
January 2005	EXTRA Advisory Committee, Banff, Alberta
January 2003	Three Faces of Quality, American College of Physician Executives, Tucson, Arizona
September 2002	Program on Negotiation, Harvard Law School
April 2002	Orthopaedic Total Joint Meeting, Key West, Florida

### ***ACADEMIC AND PROFESSIONAL EXPERIENCE***

### ***HONOURS AND AWARDS***

2015- Ashbury College- Jean Teron Outstanding Volunteer Award

2012- Ontario Medical Association Glenn Sawyer Service Award

2011-Honorary Life-time Founder/Inaugural President membership-Canadian Society of Physician Executives

2009- Honorary membership Academy of Medicine Ottawa ( recognition of distinguished contributions to the practice of medicine )

2008- The naming of the Chris Carruthers Operating Room at the General Campus, The Ottawa Hospital, in recognition of his career as a leading orthopedic surgeon

2007- Division of Orthopedic Surgery University of Ottawa, Dr. Jacques Robichon Award for Exemplary Service to orthopedics

2006- Recipient of the first Canadian Society of Physician Executives Excellence in Medical Leadership Award, named The Chris Carruthers Award

2002- National Audit Office, Republic of China, The Professional Medal of Auditing

Listing in Canadian Who's Who

### **Positions Held**

2013- 2014 Interim Chief of Staff Bruyere Continuing Care, Ottawa

2008- 2009 Health care consultant and Advisor to the CEO of The Ottawa Hospital

1998 – 2008 Chief of Staff, The Ottawa Hospital

1996 - 1998 President Medical Staff, Ottawa Civic Hospital

1992 - 1993 Acting President and CEO, Ottawa Civic Hospital

1991 - 1995 Vice President of Medical Affairs, Ottawa Civic Hospital

1986 - 1991 Chief of Staff, Ottawa Civic Hospital

### **University Appointments**

1975 – 2014 Assistant Professor, Division of Orthopedic Surgery, Department of Surgery, University of Ottawa

### **Hospital Appointments**

1973 - 2014 Active, Division of Orthopedic Surgery, The Ottawa Hospital

## ***COMMITTEES AND OTHER BOARDS***

### **Service and Administration**

- 2013 – present Member, Physician Management Institute (workshop presenter)
- 1973 - present Member, Canadian Medical Association
- 1973 - present Member, Ontario Medical Association
- 2004 - present Member, American College of Physician Executives
- 1973 - present Member, Royal College of Physicians and Surgeons of Canada (emeritus)
- 1973 – present Member, College of Physicians and Surgeons of Ontario (emeritus)
- 1980 - present Member, American Academy of Orthopaedic Surgeons (emeritus)
- 2011- 2013 Chair Certified Canadian Physician Executive Review Assessment Panel
- 2011- 2013 Member OHA Physician Leadership Resource Manual Advisory Panel
- 1996 – 2009 Past Member, Canadian College of Health Service Executives
- 1973 - 2009 Past Member, Canadian Orthopedic Association
- 2005 – 2008 Chair, Eastern Ontario Hospitals' Chiefs of Staff Association
- 1998 – 2008 Hospital Committee Service, Member, Senior Executive and Board of Governors of The Ottawa Hospital
- 2004 - 2006 Member, Ontario Hospital Association, Advisory Group on Wait Lists
- 2003 Ontario Hospital Association, Working Group on Physician Issues



- 2003 - 2006 Hospital Research or Teaching Administrator, Past Advisory Board Member, EXTRA Program - Canadian Health Services Research Foundation
- 2001 Member, Provincial Working Group on AFPs
- 2001 - 2002 Hospital Committee Service, Member, Transition Rehabilitation Institute, Past Board Member
- 2001 - 2003 Hospital Committee Service, Member, Ontario Hospital Association, Past Board Member
- 1997 Member, Workers' Compensation Board of Ontario committee
- 1996 - 1998 Hospital Committee Service, Member, Ottawa Civic Hospital Board, Trustee
- 1996 Canadian Medical Association (appointment / re-appointment process) committee
- 1986 - 1991 Member, Ottawa Civic Hospital Foundation Board
- 1986 - 1991 Ottawa Civic Hospital Board, Trustee
- Past President, Medical Staff, Ottawa Civic Hospital
- Past Board Member, Canadian Orthopaedic Foundation
- Past Member, OHA Advisory Committee on Wait Times
- Past Chair, Council of Ottawa Medical Staff Executives
- Past representative for the Canadian Orthopaedic Association on CMA Committee of Affiliates
- Past Surveyor, Accreditation Canada
- Past Member, International Arthroscopy Association (Founding Member)
- Past Medical Director Ottawa National Capital Marathon

## Other Appointments and Activities

- 2008-2009** Advisor to the President and CEO of The Ottawa Hospital. practicing non surgical orthopedic surgery, mentor/sponsor twinning program with Aga Khan University Hospital Nairobi and The Ottawa Hospital; health care consultant; board memberships
- 1998 -2008** Chief of Staff and member of the Senior Executive and Board of Governors of The Ottawa Hospital, reappointed for a second 5-year term in 2003. Practiced orthopedic surgery - emphasis on artificial joint surgery (hip and knee), and knee arthroscopy
- 1973 - 2014** **Active Staff Member Orthopaedic Surgical Division**
- Developed skill in use of the arthroscope for knee surgery
- Practice was specialized in total joints (hip and knee)
- Past special interest in management of back pain
- Skilled in Chymopapain injection (disc surgery)
- Taught Chymopapain injection technique in United States
- Developed a "Back Clinic" at the Ottawa Civic Hospital
- Expert witness on medical legal issues, College of Physicians and Surgeons of Ontario (physician complaints), and in the past CMPA
- 1996-98** **President Medical Staff** , Ottawa Civic Hospital
- 1991-95** **Vice President of Medical Affairs**
- Direct line management for Radiology, Laboratory services and other departments.
- Responsible for negotiating service contracts between physician groups and the hospital.
- Coordinated Medical Human Resource Planning.
- Implemented a revised annual appointment process, complaints management process, educational program, and orientation program for physicians.

Managed hospital's resources provided to geographic full-time physicians.

Negotiated and managed relationships of University house staff and hospital.

Developed revised affiliation agreement between hospital and University of Ottawa.

Guided all medical legal issues.

Member of the Senior Management Team.

**1992 - 1993 Acting President and CEO, Ottawa Civic Hospital (7 months)**

Lead negotiations between Hospital and Heart Institute developing a proposed new management structure.

Organized the development of the hospital's strategic plan and identification of its centres of excellence.

Successfully managed the hospital despite the sickness of the President and leaving of Chief Operating Officer and one other Vice President.

Developed orientation program for trustees.

Continued orthopaedic surgery practice.

**1986 – 1991 Chief of Staff, Ottawa Civic Hospital**

Implemented a restructuring and reporting process for Medical Advisory Committee.

Initiated health lectures for the general public.

Chaired medical Department and Division chief's Selection and Review Committees.

Represented physicians on the Board of Trustees

## ***INTERNATIONAL EXPERIENCE***

1995- Mombassa, Kenya- Visiting Consultant

1997- Fiji, Leutoka Hospital, Visiting Consultant

2005- Aga Khan Hospital Nairobi, Kenya, and Queen Elizabeth Hospital Maseru Lesotho

2007- Aga Khan University Hospital Nairobi, Kenya- Visiting physician and performed total joint procedures as part of establishing a total joint program at the hospital

2007-2008 Fellow –Dr. Wafula Khamala from Kenya trained at The Ottawa Hospital in total joint surgery

2009- Visiting Consultant Aga Khan University Hospital, Nairobi

2010- Workshop Organizer and Presenter, and Consultant Aga Khan University Hospital, Nairobi

## ***RESEARCH AND SCHOLARLY ACTIVITIES***

### ***PUBLICATIONS***

#### ***Books***

*2013 Co-Editor- Leading from the Front: Experiences of Canadian Physician leaders Canadian Medical Association and Canadian Society of Physician Executives*

*2009 Editor -Lessons Learned –Reflections of Canadian Physician Leaders Canadian Medical Association and Canadian Society of Physician Executives*

#### ***Refereed Journal Articles***

1. CAREER TRANSITION:PLANNING YOUR THIRD ACT.  
Carruthers,Chris;Gautam,Mamta. CSPE Journal Fall 2014
2. THE SANDWICH FELLOWSHIP: A SUBSPECIALTY TRAINING MODEL FOR THE DEVELOPING WORLD Kassam, Faazil; Damji, Karim F.; Kiage, Dan; Carruthers, Chris; Kollmann, K.H Martin. Academic Medicine. 84(8):1152-1160, August 2009

3. TRANSMISSION OF HEPATITIS C IN A PHYSIOLOGICAL STUDY.  
Saginur R, Nixon J, Devries, Bruce N, Carruthers Cc, Scully, Berger, Nicolle L, Mackenzie Amr. . Infection Control And Hospital Epidemiology Vol 22:11. November, 2001

#### *Invited Editorials*

1. CARRUTHERS CC. Guest Editorial, Leadership in Health Services, The Challenge of the Nineties: Physicians as Team Players. Vol3: 3. May, 1994. **Principal author (PA).**
2. CARRUTHERS CC. Book Review Patients First, Healthcare Quarterly, Page 72, Vol.8, Number 1, 2005. **Principal author (PA).**
3. CARRUTHERS CC. Sustaining the Wait Time Strategy, Healthcare Papers 7(1), 2006: 51-54. **Principal author (PA).**

#### *Published Abstract*

1. SAGINUR R, MACKENZIE AMR, NIXON J, BRUCE N, CARRUTHERS CC, NICOLLE L. Possible Acquisition of Hepatitis C Between Health Volunteers Participating In Physiological Studies. Interscience Conference on Antimicrobial Agents and Chemotherapy. September, 1995. **Co-Principal author (CPA).**

#### *Non-refereed Journals*

1. CARRUTHERS CC, GAUTAM, M. Hospitals Must Do More To Help Late-Career Docs Transition To Retirement. Healthy Debate March 2, 2015
2. CARRUTHERS CC, MERROW NANCY. Career Transitions For Physicians .Ontario Medical Review. December 2013
3. CARRUTHERS CC. Why I like Twitter. Canadian Society of Physician Executives Newsletter. Fall 2010
4. CARRUTHERS CC. Enough timid steps toward hospital mergers. The Ottawa Citizen. February 2010
5. CARRUTHERS CC. Lessons learned by physician leaders. Canadian Society of Physician Executives Newsletter. Winter 2009
6. CARRUTHERS C C. Physicians' competency and well-being; Increasing responsibility of hospitals. Canadian Society of Physician Executives Newsletter. Summer 2009

7. CARRUTHERS CC. Canadians Report Results of First Physician Executive Compensation Survey. *The Physician Executive*. November, 2005. **Principal author (PA).**
8. CARRUTHERS CC. The Need For An Integrated Health Care System In Eastern Ontario. *Ottawa Citizen*. June, 2004. **Principal author (PA).**
9. CARRUTHERS CC. What Young MDs Want. *The Medical Post*. April, 2003. **Principal author (PA).**
10. CARRUTHERS CC. Hospital On-Call Stipends. *Ontario Medical Review Readers Views*. February, 2003. **Principal author (PA).**
11. CARRUTHERS CC. Physician Managers in the Canadian Context. *Hospital Quarterly*. September, 2000. **Principal author (PA).**
12. CARRUTHERS CC. Applying For Medical Administrative Positions: Preparation Is The Key To Success. *Ontario Medical Review*. October, 1998. **Principal author (PA).**
13. CARRUTHERS CC. Digital Cameras and the Internet. *Canadian Medical Association Journal*. November, 1997. **Principal author (PA).**
14. CARRUTHERS CC. A Short Stint In A South Pacific Paradise (Fiji). *The Medical Post*. September, 1997. **Principal author (PA).**
15. CARRUTHERS CC. Hospital Program Management In The Restructuring Era: Examining Physician Role. *Ontario Medical Review*. September, 1997. **Principal author (PA).**
16. CARRUTHERS CC. Physicians' Hospital Privileges Letter to Editor. *FORUM* Volume 10, No 1. January, 1997. **Principal author (PA).**
17. CARRUTHERS CC. Group Practice: The Next Challenge for Physicians. *Ontario Medical Review*. June, 1996. **Principal author (PA).**
18. CARRUTHERS CC. A View of Kenya. *The Medical Post*. April, 1996. **Principal author (PA).**
19. CARRUTHERS CC. Hospital Boards Need Surgery. *Ottawa Citizen*. September, 1995. **Principal author (PA).**
20. CARRUTHERS CC. Family Physicians Better Beware Or Someone Else Will Take Their Place. *The Medical Post*. September, 1995. **Principal author (PA).**
21. CARRUTHERS CC. Re-Engineering the Physician Payment System. *Ontario Medical Review*. May, 1995. **Principal author (PA).**

22. CARRUTHERS CC. Saying Good-Bye to Canada's Single-Payer System. Canadian Medical Association Journal. March, 1995. **Principal author (PA).**
23. CARRUTHERS CC. Orthopaedic Surgeons and the Changing Healthcare. Environment Bulletin Canadian Orthopaedic Association. February, 1995. **Principal author (PA).**
24. CARRUTHERS CC. The Myth That There's No Extra-Billing. The Globe and Mail Newspaper. January, 1995. **Principal author (PA).**
25. CARRUTHERS CC. Hospital Strategic Planning: Physicians at the Table. Ontario Medical Review. August, 1994. **Principal author (PA).**
26. CARRUTHERS CC. Physician Participation Essential in Health Reform Process. Ontario Medical Review September 1993. January, 1993. **Principal author (PA).**
27. CARRUTHERS CC. Canadians Report Results of First Physician Executive Compensation Survey, The Physician Executive, November-December 2005, Page 38. **Principal author (PA).**

#### ***PHILANTHROPY***

1. Chris and Donna Carruthers Legacy Fund for Palliative Care Support, The Ottawa Hospital Foundation
2. Chris and Donna Carruthers Endowment Fund- Ashbury College Foundation

#### ***OTHER***

1. Former private pilot and plane owner

#### ***RECENT INVITED PRESENTATIONS AND REPORTS***

##### ***National and International Meeting Presentations***

1. Academy of Medicine Ottawa- Physician Career Transition October 2014
2. North York General Hospital. Physician Career Transition January 2015
3. Ontario Medical Association Women's Health Care Seminar. Career Transition April 2015
4. Society of Rural Physicians. Career transition Montreal April 2015
5. The Ottawa Hospital. Career transition. May 2015

6. Canadian Conference Physician Leaders Toronto-Career Transitions for physicians, April 2014
7. Physician Leadership workshop, Nairobi May 2010
8. Queensway Carleton Hospital Board April 2010
9. Quinte Health Board November 2009
10. Leeds Grenville Medical Association November 2009
11. Canadian (LTC) Medical Directors Conjoint Meeting Toronto Nov 2009
12. Twentieth Century Orthopedic Association – Mont Tremblant August 2009
13. Canadian Society of Physician Executives Ottawa April 2008
14. National Health Policy and Negotiations Conference, Ottawa, October 2007
15. Quality Healthcare Network, Gatineau , November 2007
16. Artic Orthopedic Conference, Yellowknife, July 2007
17. Kenya Orthopedic Association, Nairobi , June 2007
18. CMA Physician Manager Institute , Ottawa, June 2007
19. Canadian Society of Physician Executives, Ottawa, May 2007
20. CMA Physician Manager Institute, Toronto , March 2007
21. Taming of the Queue, Ottawa, May 2006.
22. . CMA Physician Manager Institute, Toronto, May 2006.
23. CMA Physician Manager Institute, Ottawa, June 2006.
24. Canadian Society Physician Executives, Ottawa, May 2006.
25. Arctic Orthopedic Meeting, Yellowknife, July 2005.
26. CMA Physician Manager Institute, Ottawa, May 2005.
27. Ontario Hospital Association, Trustees Education Day, September 2004.
28. Conference on Performance Management in Health Care, Taipei, Taiwan, September 2002.
29. Society of Obstetricians and Gynecologists, Winnipeg, June 2002.
30. Chiefs of Staff Summit, Toronto, April 2002.



31. North York Hospital Joint Conference Committee, March 2002.
32. Canadian Society of Physician Executives, Toronto, February 2001.
33. Orthopedic Residents National Meeting, London, September 2000.
34. Canadian Society of Physician Executives, Toronto, March 2000.