

Introducing Al Coady, Senior Vice President Redevelopment, Facilities and Retail Operations

Halton Healthcare is a leading healthcare organization serving our communities with compassionate, quality and integrated community hospital care. A priority of the organization is to respond to the care needs of our communities. As part of this commitment, we are proud to introduce **Al Coady** as Senior Vice President of Redevelopment, Facilities and Retail Operations to guide the organization as it continues to grow and expand.



Al has over 25 years of progressive experience in project planning and management in the private and public sectors, including policy development and finance. He brings extensive knowledge of hospital facility planning to his position and is no stranger to the organization, having served in progressive roles from 2012 to 2020. Effective August 19, 2022, Al returns to Halton Healthcare to serve as SVP, Redevelopment, Facilities and Retail Operations.

Q&A

Q: What's your professional background?

A: I graduated with a Bachelor of Arts in Economics and then earned a Master of Arts in Economics. While I enjoyed my courses, I was drawn to project management from the get-go. In fact, while I was completing my Master's degree, I began working as a construction project manager. This is where I learned the foundations of development, like tendering and managing contracts as well as costing projects, and procurement.

A major step in my career came as I helped develop a policy framework for introducing public private partnerships for Ontario SuperBuild (which you may now know as Infrastructure Ontario). I was soon working with my predecessor in the SVP role, Bill Bailey, at the Ministry of Health and together we developed a framework for the assessment of hospital infrastructure for all Public Private Partnerships. As I moved through progressive positions I was able to hone my project management skills and develop funding and financial frameworks associated with infrastructure projects to support various government programs.

This new role excites me because the project manager that lives within me is thrilled to help steer the team and empower them to make a positive impact on our communities. I'll be doing what I love, which is making sure that our projects go according to plan.

Q: What are your most important strengths?

A: My ability to be a strategic thinker has been invaluable. I'm lucky to have an innate ability to assess a situation and see how things are going to play out. It helps me identify potential problems and has been immensely valuable throughout my career, particularly when working on complex, big budget projects with countless moving parts.

I also consider myself a generalist – I know a little about a lot, but I am not an architect, engineer or lawyer. This helps me understand how important it is to surround myself with a team of diverse and capable professionals with expertise in their various fields. Those are the folks I rely on to advise and challenge me. I think it is crucial to empower people and I love seeing them blossom and shine. The idea is to let them run with their projects and guide quietly from the background so they can take ownership of their work and accomplishments. A team is better when it feels empowered.

Q: What do you see as your biggest challenges?

A: Hospital constructions builds are unique. We have to follow the most stringent safety protocols and specifications. We need to design welcoming and safe clinical areas for our patients while enhancing both patient care and workflow. This requires careful planning and input from everyone involved and all of those who use the spaces. We have to find creative ways to engage our stakeholders – including our clinical staff and our community. This needs to be timely and across planning stages in order to optimize our end result.

Q: As a child, what did you want to be when you grew up, and why?

A: My father was a firefighter, but in his spare time he worked as carpenter and built homes in our community. I followed him around and actually worked with him quite a bit. He taught me how to work meticulously: measure twice before you cut and think before you speak. He introduced me to the world of construction and project management. It was really neat to watch him finish a house – the satisfaction of starting and completing a job. This idea of getting things done really sparked something in me and I was naturally drawn to project management.

Q: What is the best piece of advice you've ever been given?

A: In construction, we don't mince words. The words of my very first boss, "You need brains and a backbone to succeed in project management" still ring in my ears. For me this means thinking things through methodically, working smartly and strategically, upholding my principles, being honest with people, and speaking up, when necessary, to get the job done.

Q: Any final thoughts?

A: I am very excited to be taking on this new role. It feels good to be back at Halton Healthcare. I already know our teams here so it feels like home. I have big construction boots to fill following Bill Bailey who has led the development of two hospital projects – the Oakville Trafalgar Memorial Hospital build and the Milton District Hospital expansion. Those projects are considered crown jewels of the Ontario healthcare industry and I'm anxious and ready to keep the shine on those crowns.

Al Coady

Senior Vice President Redevelopment, Facilities and Retail Operations



I am looking forward to continuing the work to redevelop Georgetown Hospital to ensure there is a sustainable longterm growth plan to meet the growing healthcare needs of our communities and evolving models of care. On the facilities side, I take very seriously the need for our patients and staff to have a safe, secure and well maintained environment.

I am honoured to be able to build on Bill's legacy. I'm grateful to the leadership at Halton Healthcare for entrusting me with this wonderful opportunity and I'm so incredibly lucky to be working in an organization with such highly skilled and professional people, who really care about the people they serve.