

Linda Mills

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Focus: CASE MANAGER, PUBLIC SECTOR

DRIVING AGENCY COLLABORATION, HEALTH & SAFETY OPTIMIZATION, AND REGULATORY COMPLIANCE

OVERSIGHT UP TO 20 DIRECT/30 INDIRECT REPORTS & \$4M BUDGET

Multilingual Case Manager developing, deploying, and monitoring comprehensive and integrated case management plans to achieve recovery, community integration, and return to work. Identify untapped opportunities, delivering innovative programs and solutions that elevate service delivery in LTC, supportive housing, and retirement. Establish community partnerships. Improve bottom-line, inspire cultural integrity, and enhance health/safety standards—achieving high stakeholder satisfaction through maximizing capabilities and implementing strategic interventions with RTW programs. Effective communicator and problem solver, coaching diverse teams, collaborating with government agencies to address barriers, evaluate cases, promote quality assurance, and resolve issues. *Expertise in:*

Case Management • Health & Safety • Return-to-Work Programs • Office Administration • Project Management • Strategic Partnerships • Training & Development • Strategic Planning • Negotiations • Conflict Resolution • Crisis Prevention • Trauma-Informed Support • Risk Management • Customer Service • Community Integration • Emergency Management • Policy & Best Practices • Legislative Compliance

CAREER EXPERIENCE & HIGHLIGHTS

Senior Living Inc. – Hamilton, ON | Leading operator of senior living communities, southwestern Ontario 2020 to Present

ADMINISTRATION DIRECTOR, SUPERB LIVING RETIREMENT HOME

Oversight: 15 Direct Reports • 30 Indirect Reports • Concierge Team • Joint Health & Safety Committee

Manage administration, accounting, onboarding, payroll, and reporting; meet high peopleCare standards. Trusted liaison for resident/family contact. Oversee resources, cost centres, team development, and IT systems; meet residents and families' service needs and referral requests. Review claims/incidents, optimize RTW programs, ensure compliance, and gauge risks.

Established trusted agency partnerships, managed high-volume cases, and facilitated safety protocols.

- Drove placements for barrierred populations—hired 75% of placement students with 100% retention rate.
- Elevated efficiency—deployed new payroll software while revamping 8 months of employee files for accuracy. Collaborated with leadership office. Selected to train staff on new payroll system.
- Trained and coached staff to enforce health and safety regulations and infection control procedures for visitors during pandemic, while enforcing legislative compliance.
- Sustained zero lost time based on injuries regarding COVID, navigating short-staffed conditions and peak volumes.
- Promoted workplace equity, diversity, and inclusion—enhancing morale, culture, and job satisfaction. Created and lead sensitivity training—received positive staff feedback.

Oaktown Supportive Housing – Oakville, ON | 75-unit wheelchair accessible residence w/housing 2016 to 2018

HOUSE MANAGER

Oversight: 20 Direct Reports • \$1M Budget • Supportive Housing Residence • 50 Beds

Facilitated operations, including intake, orientation, and client/case management of residence services. As key liaison, addressed 24/7 emergency inquiries. Collaborated with hiring agency leads to drive employment for barrierred individuals.

Devised compliant maintenance programs, built robust team, and cultivated supportive and safe work environment.

- Drove 30% quicker service access without need for resident relocation. Communicated with agencies and updated relevant resident changes.
- Strengthened quality of agency relationships and resident numbers by 20%. Applied multi-disciplinary approach to secure best resident placements.
- Sustained zero code violations on annual inspection by Fire Department. Educated and coached staff and owners to understand code.
- Accelerated performance of 2 challenged hires from fair to excellent within 1st 3 months. Coached and mentored hires and advocated community groups.

"Linda is resilient and determined. She has a positive outlook on life which makes her a good team leader."

– Francine Lacroix, CEO
Oaktown Supportive Housing

Toronto Retirement Village – Etobicoke, ON | Retirement community; ~120 suites 2012 to 2013

ASSISTANT GENERAL MANAGER

Oversight: 10 Direct Marketing Reports • ~20 Indirect Reports • \$3M Budget • Interim Operations Manager

Directed operations of apartments and villas while complying with newly established operational and marketing budgets. Planned, navigated, and coordinated marketing campaigns with other departments to maintain full residence occupancy. Forecasted budgets with projections for monthly occupancy. Supported full operations during general manager's absence.

CAREER EXPERIENCE & HIGHLIGHTS ■ Toronto Retirement Village ■ continued...

Fostered high performance and service delivery while achieving 90% target among 130 occupants.

- **Boosted occupancy levels 5%** through establishing new community alliances and promoting service value.
- **Fuelled high performance—led, trained, and supported staff, volunteers, and managers in driving best practices.**

Continental Retirement Residence – Mississauga, ON | Retirement community; 180 living suites

2007 to 2010

EXECUTIVE DIRECTOR

Oversight: 30 Direct Reports • \$1M Budget • 160-Bed Retirement Residence

Incorporated Assisted Living Assessment Program focused on elevating revenue growth, continuous quality improvement, and risk management. Championed high-quality resident care aligned with policies and procedures. Devised budgets/plans.

Maintained team morale while consistently elevating standards of care without staff reductions.

- **Achieved 90% occupancy EOY—progressed from 50% (42 residents/72 beds) to 90% occupancy in 6 months.** Championed frontline staff and sales/marketing staff plans. **Created new program with hospital; cut WSIB costs.**
- **Maintained zero injury loss time in 3 years.** Worked with staff and healthcare providers to understand RTW needs of staff and developed safe, balanced RTW program that maximized employees' skills while preventing injuries.
- **Reputed as Top 10 Financial Performer of Residence in 2nd year.** Drove customer service excellence and resident retention, fostering team accountability in increasing customer satisfaction. Engaged staff in sales process.
- **Reduced complaints from daily to 1x per week.** Created new format for Residents' Council and partnered with chef in constructing new menus that met residents' personalized nutrition and wellness needs.

York Village Home for the Aged – North York, ON | Long-term care to 300+ residents

2001 to 2007

DIRECTOR OF ENVIRONMENTAL SERVICES (2006–2007)

Oversight: 10 Direct Reports • ~\$130K Budget • 160-Bed Charitable Home for Aged

Oversaw administration of housekeeping, laundry, and maintenance services for 174-bed charitable home for elderly.

Strengthened health care control and analysis through computerized and streamlined financial management.

- **Improved morale and departmental accountability 20%.** Spearheaded professional development activities for staff.
- **Drove system and program improvements to management team** through careful assessment and evaluation.

Director of Social Services (2001–2006): Supported 10 department managers, residents, and families in acclimatization to Long-Term residence. Pioneered and facilitated Family Support Group while decreasing caregiver stress levels and increasing quality family time. Developed and deployed subsequent action plans by analyzing resident satisfaction questionnaires. Maximized healthcare delivery by establishing trusted relationships with healthcare team; encouraged residents' independence.

Past Experience: Nursing Schedule Clerk; Office Manager – Oakdale Village for Seniors, Toronto, ON: Worked with union, Director of Care, Nursing Department, and staff to manage scheduling.

As key contact/office manager, directed cases/inquiries via tours, bookkeeping, rent, bank deposit collection, and care conference coordination for 63-unit retirement residence. Led emergency plans.

EDUCATION / TRAINING & SKILLS

International Business Education Diploma • Mohawk College – Hamilton, ON

Nursing Diploma • Oakville Medical College – Oakville, ON

Fluent: English • Spanish • Polish

Standard First Aid/CPR | Coaching for Success Workshop | Oakville Medical College

COMMUNITY LEADERSHIP / VOLUNTEERISM

Supported students at Collegiate French Immersion School, Hamilton, ON – Grades 1 to 5; Family caregiver (2010–2012)

At Continental Retirement Residence, initiated school alliances and helped students with special needs gain valuable life skills and enhance confidence and independence (2007–2010)