

## Case Study: National Governance, Financial Turnaround, and Organizational Leadership

**Organization:** Kidney Foundation of Canada

**Role:** National President

**Engagement Period:** National Term (Volunteer Executive Leadership)

### Context

A national health charity operating across multiple provinces faced declining financial performance, having experienced **five consecutive years of funding shortfalls**, alongside increasing demand for patient services, advocacy, and research funding.

### Core Challenges

- Reversing sustained national funding deficits
- Maintaining public trust and donor confidence during financial pressure
- Aligning national strategy with regional fundraising realities
- Ensuring strong governance, fiduciary oversight, and policy compliance

### Approach

Provided national leadership focused on governance discipline, financial stewardship, and stakeholder alignment. Worked closely with the Board, executive leadership, and regional organizations to reset expectations, strengthen accountability, and restore financial sustainability.

### Key Actions

- Led national governance discussions emphasizing financial accountability and strategic focus
- Supported fundraising strategy alignment and performance oversight across regions
- Strengthened board decision-making, risk management, and fiduciary discipline
- Represented the organization nationally with donors, partners, government, and the public

### Outcomes

- **Turned five consecutive years of funding shortfalls into five years of funding surpluses**
- Restored national financial stability and donor confidence
- Improved governance alignment and organizational cohesion across regions

### Value Delivered

This role demonstrated board-level leadership in driving a national financial turnaround while strengthening governance, stakeholder trust, and mission delivery at scale.