
Florence Tarrant R.N., MPA, MBA, PhD

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PROFILE

Dr. Tarrant has completed graduate studies in public policy, organization and management as well as business. She has experience teaching at the undergraduate and graduate levels in public administration, business administration and management. Her teaching experience is varied and encompasses the traditional classroom; the blended classroom/online approach; and the asynchronous online teaching model. Her diverse educational background has provided an opportunity for teaching across multiple disciplines and subject areas.

Dr. Tarrant has experience teaching the following courses at the Baccalaureate and Master's level: Bachelor of Management [Strategic Management, Management in the Public Sector, & Organizational Behavior]; Bachelor of Commerce [Strategic Management & Wage & Salary Administration]; Public Administration [Human Resource Management in the Public Sector (MPA & MPAM), Special Topics in Human Resource Management (MPA)]; Information Management [Collaboration (MIM)]; and Nursing & Health Professions [Health Program Planning & Evaluation and Proposal Development].

Dr. Tarrant is a specialist in health policy, organization and management theory, strategic management, organizational behavior and human resource management. She is a peer reviewer for the Academy of Management in these areas. She also has expertise in community health nursing and health care management and is a reviewer for the Online Journal of Rural Nursing and Health Care. She has extensive industry experience in public sector leadership and management including public sector policy formulation, organizational structure, design and governance, health program evaluation, financial management, strategic management, and human resource management.

Ms. Tarrant has combined her expertise in public policy, organization and management with her work in aboriginal health to develop unique research interests, namely Aboriginal Health Policy and management, community health needs assessment and planning as well as aboriginal health human resource issues. While she has been involved in some quantitative research studies the emphasis of her work is on community based participatory research (CPBR) and qualitative methods.

EDUCATION

PhD, Organization and Management, Human Resources Management, Capella University, 2011

Executive Masters Business Administration, St. Mary's University, 2005

Masters Public Administration, Health Policy, Queen's University, 2001

Bachelor of Nursing, Memorial University, 1991

Community Health & Outpost Nursing, Diploma (DOPN), Dalhousie University, 1985

Registered Nursing, Diploma, St. Clare's School of Nursing, 1982

LANGUAGE

English

PROFESSIONAL EMPLOYMENT EXPERIENCE

Dalhousie University, Halifax, Nova Scotia
Academic Director Undergraduate Programs, Faculty of Management
July 2013 - Present

Senior Instructor and Academic Director in the Faculty of Management. Teaching responsibilities include courses in program evaluation, strategic management and human resource management. Program Administration and Curriculum responsibilities include program reviews and the ongoing provision of academic leadership in both the Bachelor of Management and Bachelor of Commerce programs.

Athabasca University, Athabasca, Alberta
Contract Lecturer
January 2010 – August 2018

Contract appointment as on-line lecturer in the School of Nursing & Health Studies. Teaching responsibilities include Health Systems and Services Evaluation, Proposal Development and Organizational Change courses in the School of Nursing and Health Studies.

Dalhousie University, Halifax, Nova Scotia
Part-time Instructor / Lecturer
January 2009 – July 2013

Part-time appointment as a sessional lecturer in both the Faculty of Management and the School of Nursing. Course responsibilities include teaching in the Master's of Nursing, the Bachelor of Management and the Master's of Public Administration programs.

Dalhousie University, Halifax, Nova Scotia
Full Time Lecturer
September 2009 – August 2010

Limited term appointment as lecturer in the School of Nursing. Course responsibilities include Coordinator for the Senior Clinical Nursing Internship, course Professor for Social and Cultural Determinants of Health and Nursing Research. All courses taught using a hybrid of land-based and on-line methodologies using BLS.

F. Tarrant & Associates
Sole Proprietorship
October 1996 – July 2013

The company was created to provide culturally appropriate services to First Nation communities, in the areas of primary health care management, administration, program development and evaluation. The company brings over 25 years of experience in aboriginal health service delivery, community-based

health provider education and capacity building, policy development, research and management. A selection of projects is available upon request to give an overview of the type of consulting and research expertise the company can provide.

**Health Canada
First Nations & Inuit Health Branch
Zone Nursing Officer
October 1991 – March 1998**

Managed primary health care services, community health nursing services and the delivery of community based programs for 32 remote and isolated First Nations communities

**Dalhousie University, Halifax, Nova Scotia
Clinical Instructor / Lecturer
January 1987 – August 1988**

Lectured outpost-nursing students in topic areas such as clinical medicine and paediatrics within a primary health care framework. Coordinated all teaching and learning activities for student internship placements at the Baffin Regional Hospital and remote field units.

**Health Canada
First Nations & Inuit Health Branch
Primary Health Care / Community Health / Nurse-in-Charge
February 1983 – September 1991**

Responsible for the direct delivery of primary health care, community health nursing and public health programming in various locations throughout northern Canada. She lived and worked in various locations across Canada working with Cree, Ojibwa, Métis and Inuit populations.

**Health Canada
First Nations & Inuit Health Branch
General Duty Staff Nurse
September 1982 – January 1983**

Provided nursing services to First Nations clients across medical, surgical, pediatric, obstetric and emergency care programs.

Presentations Given

The Sioux Lookout First Nations Health Authority Regional Physician Service Model, First Nations Governance & Management; co-presented with Janet Gordon at the International Congress for Circumpolar Health, Fairbanks, AK 2012

The Sioux Lookout First Nations Health Authority Ayaangwaamiziwin - A First Step Toward Making First Nations Communities Healthier; co-presented with Janet Gordon at the International Congress for Circumpolar Health, Fairbanks, AK 2012

Assessing Human Capital Needs: A Study of Capacity Development among Community-Based First Nations Health Managers. Presented at the 8th International Organizational Behavior in Health Care Conference, Dublin, Ireland 2012

A Technological Beacon for Rural and Remote Nurses, poster presentation co-presented with Roberta Gates-Thompson and Micheline Jaworski at the Canadian Association of Advanced Practice Nurses, St. John's, NL, October 2009

The Sioux Lookout First Nations Health Authority Anishinabe Health Plan, co-presented with Janet Gordon at the International Congress for Circumpolar Health, Yellowknife, NT 2009

Using Health Needs Assessment to inform primary health care planning in First Nations communities, oral presentation session co-presented with Janet Gordon at the International Congress for Circumpolar Health, Yellowknife, NT 2009

Improving retention through the development of a capacity building strategy, presented at the Canadian Institute for Health Information (CIHI) Health Human Resources Conference, Ottawa, ON 2007

A grounded theory study exploring management capacity in First Nations Health Directors, Doctoral dissertation proposal presented at the 8th Advances in Qualitative Methods Conference, Banff AB 2007

HHR data modeling in the Anishinawbe Health Plan, presented at the Health Canada HHR Data & Modeling Workshop, Vancouver, BC 2007

The Sioux Lookout First Nations Health Authority Anishinabe Health Plan, co-presented with Janet Gordon at the Primary Health Care Transition Fund Summit, Toronto, ON 2006

Using Health Needs Assessment to inform primary health care planning in First Nations communities, poster session co-presented with Janet Gordon at the Canadian Rural Health Research Society conference, Quebec City, QC 2005

The Sioux Lookout Anishinabe District Health Plan - Development of a Reinvestment Plan to enhance community based Primary Health Care Services for the Sioux Lookout District, co-presented with Janet Gordon at the Canadian Rural Health Research Society conference, Quebec City, QC 2005

The Sioux Lookout District Health Plan Project – Health Integration Initiative, co-presented with Janet Gordon at the Health Integration Workshop, Vancouver, BC 2005

The Sioux Lookout First Nations Health Authority District Health Plan Project, co-presented with Janet Gordon at the Primary Health Care Transition Fund conference, Toronto, ON 2004

Publications

Tarrant, F.A. (2011). *Assessing Human Capital Needs: A Study of Capacity Development among Community-Based First Nations Health Managers* (Doctoral Dissertation). Capella University, Minneapolis, MN. Document ID:2303994701

Conference Proceedings

Assessing Human Capital Needs: A Study of Capacity Development among Community-Based First Nations Health Managers. Paper presented at the Organizational Behavior in Health Care Conference at Trinity College, Dublin Ireland, April 15-17, 2012.

Professional Association Memberships

Active nursing licensure with the College of Registered Nurses of Nova Scotia.

Membership in the following professional organizations:

- Canadian Evaluation Society (CES)
- The American Evaluation Society (AES)
- The Institute of Public Administration of Canada (IPAC)
- The Academy of Management (AOM)
- The Society for Human Resource Management (SHRM)
- The Human Resource Management Association of Nova Scotia (HRANS).

Board Commitments & Leadership

Member at Large, Canadian Evaluation Society, Nova Scotia Chapter, 2015 - Present

Peer reviewer for the Academy of Management and Online Journal of Rural Nursing and Health Care.

Member of the Professional Conduct Committee for the College of Registered Nurses of Nova Scotia (CRNNS) 2005-2008 and 2009-2012

Awards and Honors

JDC Faculty Advisor of the Year Award 2017 – Presented at the Annual Jeux de Commerce (JDC) Games for Outstanding Service to the JDC team. https://www.dal.ca/faculty/management/news-events/news/2017/01/21/rowe_faculty_member_honoured_at_jdcc.html

Rosemary Gill Award – Dalhousie University 2015. Awarded by the President of the University for Outstanding Service to Students.

BETA GAMMA SIGMA MEMBERSHIP – inducted into the International Honor Society of Beta Gamma Sigma for achieving academic excellence in my MBA program.

ANNA TRENHOLM MEMORIAL PRIZE - Dalhousie Outpost Nursing Program. Awarded for outstanding achievement in clinical skills.

LEADERSHIP AWARD - St. Clare's Mercy Hospital School of Nursing. Awarded to the student who displayed strong leadership skills in everyday nursing practice.

Community Involvement

Director, Halifax County Condominium Corporation # 299, 2009-2011

President, Board of Directors, Halifax County Condominium Corporation # 229, 2002 – 2004

Grants Written

Sioux Lookout First Nations Health Authority Anishinabe Health Plan, Primary Health Care Transition Fund (PHCTF) Grant Number: G03-05812, for \$1.2M, 2004-2006

Sioux Lookout First Nations Health Authority Anishinabe Health Plan, PHCTF – Health Integration Initiative (HII) for \$0.8M, 2004-2006

Sioux Lookout First Nations Health Authority, Public Health System Development, Health Services Integration Fund (HSIF) for \$0.85M, 2012-2015

References

To be supplied upon request