



Team Biographies

- **Jason Grier**, Founder and President and CEO, Delphic Research
- **Chris Moffatt Armes**, Founder, PoliTraQ
- **Mark Smithyes**, Lead, Health and Life Sciences Practice, Delphic Research
- **Janine Hopkins**, Strategic Advisor, Delphic Research and Project Lead
- **Marwan El Fayoumi**, Project Coordinator, Delphic Research
- **Nusaiba Rakhshan**, Automation and System Analyst
- **Judy Murray**, Director of Customer Success, Delphic Research

Jason Grier: Jason is the Founder, President, and CEO of Delphic Research, leading a mission to elevate the government affairs profession through knowledge. With more than thirty years of experience in healthcare policy, communications, and government affairs, he has worked in senior roles across government, the private sector, and the healthcare system. Jason served as chief of staff to Ontario's Minister of Health, as well as a special assistant to Canada's health minister. In the private sector, he was Vice President and National Director of Health Policy at the Canadian subsidiary of a multinational public affairs consultancy and later would found Santis Health, a Canadian leader in health-focussed public affairs. Known as an innovator in policy intelligence and information development, Jason founded Delphic Research to address the information challenges facing government affairs and other strategic professionals in heavily regulated sectors, building tools that transform overwhelming data and raw intelligence into timely, actionable insights.

Chris Moffatt Armes: Chris is a seasoned government relations and communications professional with experience that spans political campaigns, parliamentary work, and the post secondary sector. He founded PoliTraQ, a CRM built for Canada's public affairs industry, after years spent managing stakeholder relations, conducting policy analysis, and coordinating outreach for senior university leadership. Earlier in his career, he led communications and campaign strategy for federal and provincial candidates, gaining deep operational and messaging experience. His work blends policy understanding, practical political insight, and a builder's instinct for creating tools that strengthen advocacy and engagement.

Mark Smithyes: Currently, Mark leads the Health & Life Sciences Practice at Delphic Research. Mark's 30+ year career in Life Sciences includes various senior leadership positions in pharmaceutical and medical device multinationals like Novartis and Alcon as well as founding, running, and exiting a successful life sciences start-up venture. In 2017,

Mark founded Janus Life Sciences Consulting to help other entrepreneurs drive their business success, focusing on Seed and Series A fundraising, strategy, and commercialization. His consulting firm has also guided the entry of several international companies into the Canadian market. Mark serves as an advisor for several funds and incubators including Genome Quebec, the Ontario Centre of Innovation, Sunnybrook Research Institute's Medventions, and Accelerating Clinical Trials Canada. He is on faculty at the University of Toronto's Master of Biotechnology and McMaster University's Master of Biomedical Innovation programs. Mark is on the Board of Directors and is former Chair of Life Sciences Ontario. He holds an MBA from the Kellogg School of Management and the Schulich School of Business.

Janine Hopkins: Janine Hopkins brings nearly 30 years of senior leadership experience in the health sector spanning strategy, policy, communications and public affairs. Janine has deep expertise in guiding organizations through complex change and building partnerships to improve community health and drive policy change and system performance. Since 2018, Janine served in executive roles in the hospital sector, including as Chief Communications and External Relations Officer at North York General Hospital (NYG) as well as the hospital's Executive Lead for the North York Toronto Health Partners (NYTHP) Ontario Health Team. She has also been a senior leader at Cancer Care Ontario, the Toronto Central LHIN and in the office of the former Minister of Health and Deputy Premier. Janine was a Principal with Canadian public affairs and strategy consultancy Santis Health, where she advised clients and led projects at the intersection of strategy, health policy and communications. She has extensive experience creating policy products and delivering advocacy campaigns for government audiences. This includes cases for capital investment in hospitals and other providers, provincial and federal budget submissions, campaigns advancing evidence-based colorectal and breast screening, HPV vaccination and testing, and White Papers in areas including the role of community pharmacies in primary care and a new model for eye care for the Optometrists Association of Ontario. Janine's has served on several community boards and is currently a member of the Ontario Community Support Association Board of Directors. She holds a master's degree in political science (Public Policy and Administration) from the University of Toronto

Marwan El Fayoumi: Marwan El Fayoumi is a political analyst and project manager with experience in government and policy research. He previously worked with the NATO Association of Canada, focusing on Middle Eastern affairs, and at Egypt's Ministry of International Cooperation. He also developed an online course, 'Introduction to Analytical Thinking Applied to Geopolitics,' teaching structured analytic methods for global affairs. A University of Toronto graduate, Marwan will focus on developing The Academy, which will provide subscribers access to a learning management platform that provides backgrounds, briefing notes and tools to optimize their use of the information and knowledge we provide for them.

Nusaiba Rakhshan: Nusaiba Rakhshan is a Computer Engineering student at the University of Toronto with expertise in software development and front-end technologies like HTML,

CSS, and React, as well as C/C++, Python, and SQL. She has served as webmaster for student organizations, managing full-stack development and contributing to projects such as the 2022 student handbook and 2025 orientation website. A passionate advocate for inclusivity in STEM, Nusaiba founded the Girls Game Development Club to create a welcoming space for young women in tech. Beyond coding, she is an accomplished graphic designer and illustrator, blending technical skill with creative vision.

Judy Murray: Judy is Delphic Research's Director of Customer Success. In this role, Judy works closely with our National Director of Life Sciences, Mark Smithyes, to lead efforts enhancing client relationships and ensuring the successful delivery of our political, regulatory, and policy intelligence solutions. She will play a pivotal role in driving client satisfaction, engagement, and retention. Judy brings over 20 years of expertise in government relations, market access, reimbursement, and stakeholder management, with a primary focus on the healthcare and pharmaceutical sectors. Her extensive experience navigating complex regulatory environments and building multi-stakeholder partnerships will be instrumental in aligning Delphic's services with evolving client needs and expectations. Judy also brings significant public sector experience, having served as Policy Advisor and Special Assistant to the Ontario Minister of Health and Long-Term Care, and as Senior Policy Advisor to the Minister of the Environment. Judy holds a B.A. in Political Studies from the University of Guelph, where she also served as Vice-President of the Student Council and President of the College of Social Science Student Council. She has completed executive leadership training through Cornell University, earned her CCPE Accreditation through the Council for Continuing Pharmaceutical Education, and completed advanced regulatory training through the Health Profession Regulators of Ontario. Her commitment to public service continues through her current role as a Public Member of the College of Midwives of Ontario, where she serves on several committees. She previously served as a Public Member on the Town of Oakville's Committee of Adjustment, appointed by the Mayor.