



CAMPBELLFORD
MEMORIAL HOSPITAL

Board of Directors
Policy Manual

Subject: **CHIEF EXECUTIVE OFFICER
POSITION DESCRIPTION**

Policy # 2-020

Approved by: Board of Directors

Issue Date: Apr, 2007

Revised (R) / Reconfirmed (RC) Dates

Nov 2010 (rc); June 2015 (rc); June 2019 (r) November 2022 (r)

POLICY

Appointed by the Board, the CEO provides leadership to the Corporation's employees, physicians, and volunteers in pursuit of the Corporation's Mission, Vision, Values and strategic objectives. The CEO is accountable for the overall administration and performance of the Hospital, the Multi-Care Lodge, the CM Health Centre, Community Programs and all current and future elements of the Campus of Care.

The CEO is also responsible for establishing and maintaining effective relationships between the Corporation and external Stakeholders to advance the interests of the community and contribute to the broader healthcare system.

PURPOSE

The CEO Position Description details the responsibilities, competencies, qualifications, working conditions and reporting relationships of the CEO. It further provides the framework for selection and 360 evaluation of the CEO by the Board.

PROCEDURES

MAJOR RESPONSIBILITIES:

Strategy and Organizational Effectiveness

The CEO:

- In partnership with the Board, establishes the Corporation's strategic plan and strategic goals.
- Ensures the Corporation's strategy, structure, culture, and skills align with the Corporation's strategic priorities.
- Ensures that effective systems and resources are allocated to develop, deploy and monitor progress of the organizational strategy throughout the Corporation.
- Measures and monitors organizational effectiveness, using best practice methods, across strategic areas of focus (Quality, Experience, People and Resources) using performance metrics that define the Corporation's broader strategic priorities.
- Regularly apprises the Board of organizational performance results along with plans to sustain or improve organizational performance.

- Evolves organizational strategy, as patient /client expectations and experiences change.
- Identifies and implements strategies to elevate the voice of the patient/client in strategic forums and quality improvement initiatives.
- Serves as CEO of the Campbellford Memorial Health Centre (CMHC) and as a member of its board of directors, working with the board to establish strategies that maximize its benefit to the community.
- Sits as an ex officio member on the Board of Directors of the Campbellford Multicare Lodge (CMML) and ensure that the vision and policy directives of the Board are executed by the staff of the CMML. The CEO also gives supervision to the CMML Manager, reviews budget proposals and ensures the efficient coordination of contract services to achieve maximum economy. Ensures the strategic priorities developed by the affiliated Ontario Health Team (OHTN) are aligned with the CMH strategic priorities.
- Measures CMH contribution to patient and caregiver experience, health outcomes, work life experience, and value to the community in accordance with the OHTN priorities.

People Leadership and Culture

The CEO is expected to:

- Be a role model of the Corporation's core values and lead the development of a culture that lives the values.
- Be an active sponsor for large-scale organizational change initiatives by being active and visible throughout the change project, helping to build a coalition of sponsors across the Corporation's leadership community, and communicating directly with staff.
- Ensure that a talent management system is in place that ensures adequacy and retention of employees and physicians; identifies high potential future successors for leadership positions; and provides for ongoing development of these potential future successors as well as the broader Corporation leadership community.
- Provide for the ongoing professional development needs of all Corporation personnel to ensure the skills provided in support of high quality and safe patient care are always in line with current best practices in all professional disciplines.
- Ensure the development of and adherence to processes to recruit and retain qualified and competent personnel who promote high quality and safe patient /client care and live the Corporation's values and enable the Corporation to pursue its strategic plan and meet its operating plan commitments.
- Ensure that the Corporation provides a positive, safe and respectful work environment for all employees, physicians and volunteers; equitable and accessible services for patients/clients, their families and visitors; and inclusive, welcoming surroundings for all.
- Oversee the development, implementation and evaluation of strategies and tactics to maximize employee engagement and retention and report on the progress of such initiatives to the Board.

Resource and Financial Stewardship

The CEO:

- Ensures that Corporation's resources are used to support the strategic plan and the annual operating plan approved by the Board and meets government accountability agreements.
- Ensures that the Corporation complies with the legislation, regulations, policies and directives governing Ontario Corporations and Ontario Public Hospitals.

- Develops and enforces all necessary controls on resource use and revenue generation to appropriately safe guard the corporation's assets.
- Collaborates with funding agencies, such as the Ontario Ministry of Health, Ontario Health, Ministry of Housing, and Campbellford Memorial Hospital Foundation, to obtain the financial support required by the Corporation to meet the needs of the community.
- Ensures that Corporation services are delivered efficiently within the annual fiscal operating and capital plans and compare favourably against appropriate benchmarks.
- Ensures the development of accurate, timely and user-friendly information to support decision-making and program planning and review across the Corporation.
- Plans for and updates Corporation services to meet changing technical and environmental requirements.
- Oversees the needs assessment, capital planning, access to funding and construction of facility renewal for the Corporation and Campus of Care.
- Leads the Corporation in the development of an integrated healthcare system. This includes the development of innovative strategies to co-locate area health service providers (Acute, Community Services, Housing, Long Term Care, Primary Care, and Social Services) in a robust and larger campus of care to increase the efficiency, effectiveness and access to local health services..

Aligns corporate resources and operating plans with the strategic priorities of the OHTN.

Communication and Counsel

The CEO:

- Facilitates feedback and ideas from across the Corporation, patients /clients and families, and community and includes these in corporate and Board decision-making.
- Provides timely information on adherence to corporate policy and direction to internal and external stakeholders.
- Ensures that the community served by the Corporation is fully informed about the Corporation, its activities and future plans.
- Provides strategic advice to the medical staff leadership through a non-voting position on the Medical Advisory Committee and through establishing collaborative relationships with the chiefs of departments and services.
- Keeps the Board fully informed of all matters pertinent to the Board's mandate and corporate governance accountabilities.
- Provides guidance and counsel to the Board, employees, physicians and volunteers to assist them in responding to the challenges facing the health care system.
- Serves as a resource to the Board, employees, physicians and volunteers, providing data, information and knowledge, to inform team decision making and innovation.
- Provides strategic advice to the CMH Campbellford Memorial Hospital Foundation through liaison with the Executive Director of the Foundation and as a non-voting director on the Board of the CMH Foundation.

Advocacy and Ambassadorship

The CEO:

- Advocates for the interests of the Corporation and the healthcare needs of our community at the regional, provincial and national levels.
- Establishes collaborative working relationships with all levels of government (local, OHT, provincial and federal) and across the healthcare system.
- Leverages knowledge through active participation with provincial health care associations, enabling the profiling of the Corporation, transfer of best practices, and creation of meaningful relationships with key Stakeholders.
- Supports the development and implementation of Ontario Health Teams, through various affiliations and joint ventures of integrated delivery systems with other hospitals and healthcare providers to meet the needs of the community and achieve economies of scale, improvements in access, patient/client experience, and staff experience in the delivery of healthcare.
- Identifies, formulates, and evaluates public-private partnerships to enhance the effectiveness of services offered by the Corporation.
- Builds effective relationships with high schools, colleges and universities to support the development of robust strategies in support of recruitment of health human resources.
- Fosters a positive working relationship with the Campbellford Memorial Hospital Auxiliary and Volunteers and offers recognition of their contribution to the Corporation.
- Supports the development and work of other related local external task forces and initiatives (e.g. Physician Recruitment,) that advance the mission of the Corporation.
- Attends a range of functions serving as the Corporation's ambassador and chief spokesperson.
- Supports the Foundation (staff and Board) in gaining an understanding of innovative models of service delivery (campus of care) to enable the community to make a financial contribution to the construction of the related infrastructure.

Secretary of the Board

The CEO:

- Is accountable to the Board for the general administration, organization and management of the Corporation in accordance with policies established by the Board and taking action necessary to ensure compliance with the Public Hospitals Act and the Regulations made thereunder and the corporation's By Laws.
- Attends all meetings of the Board and its committees.
- Employs, controls and directs all employees of the Corporation.
- Is responsible for payment of all salaries and amounts due from and owing by the Corporation which fall within the purview and scope of the approved annual budget, or otherwise as may be established from time to time by resolution of the Board.
- Reports to the Board any matter about which it should have knowledge

CORE LEADERSHIP COMPETENCIES

Proven ability to consistently demonstrate the Corporation's leadership competencies:

- Model the Way: relating to others in a humble, authentic and high integrity manner

- Develop and Empower Others: relating to others in a way that brings out the best in them
- Create Alignment: offering visionary leadership and fostering accountability
- Collaborate without Boundaries: encouraging the open exchange of ideas and fostering teamwork in pursuit of shared goals
- Continuously Improve: actively pursuing the continuous improvement of the Corporation and the broader healthcare system

SPECIFIC EXPERIENCE AND COMPETENCIES:

The CEO shall have:

- Sound governance knowledge and seasoned experience reporting to, or serving on, a board of directors, with a track record of establishing an effective working relationship with the board
- Exceptional leadership and management skills developed through progressive and extensive experience as a healthcare executive
- Knowledge of multiple sectors within the healthcare system including acute care, community, long term care, primary care and housing.
- Strong commitment to patient/client-centred care and the provision of a quality patient/client and family experience
- Demonstrated commitment to the highest levels of quality and safety, with proven experience in enterprise quality and risk management, including fostering a mindset of continuous learning and improvement
- Highly credible and forward-thinking leadership skills, to communicate and execute a clear and compelling vision
- Strong financial acumen, and experience in healthcare administration as well as enterprise productivity and efficiency initiatives
- Proven change leadership and systems thinking abilities
- Supportive, inclusive, transparent and respectful leadership skills and be passionate about team and leadership effectiveness
- Outstanding interpersonal and relationship management skills
- Demonstrated experience influencing change at a systems level and leveraging initiatives and partnerships to advance corporate interests and improve the broader healthcare system
- Strong understanding of and commitment to the Corporation's values and an ability to influence others and to create a desired organizational culture

EDUCATION

- Master's degree in Health Administration, Business Administration or substantially equivalent

PREFERRED QUALIFICATIONS

- Certified Health Executive (CHE) through the Canadian College of Health Leaders (CCHL).

WORKING CONDITIONS:

Hours: Days

Weekends: Occasional

Shift:

Other:

REPORTING RELATIONSHIPS:

	President and Chief Executive Officer ()	<u>OCCUPATIONAL CODE:</u>	
	Administration	<u>REVIEWED:</u> <u>BOARD APPROVED:</u>	XXX
<u>REPORTS TO:</u>	Board of Directors	<u>EMPLOYEE GROUP:</u>	Administration
<u>POSITION:</u>	<ul style="list-style-type: none"> - Vice President, Patient Care & Chief Nursing Executive - Manager, Human Resources - Vice President Corporate Support Services (CFO) - Manager Community Programs - Executive Assistant - Chief of Staff (dotted line reporting) 	<u>STAFFING COMPLEMENT:</u>	Approximately employees 280, 60 volunteers and 90 physicians
<u>DEPARTMENT:</u>	- NA		