

NORTH BAY REGIONAL HEALTH CENTRE (NBRHC)

Policy and Procedure		Policy Number	ADM-BO-022	
Title CEO Job Profile		Policy category	<input type="checkbox"/> Departmental <input type="checkbox"/> Organization Wide <input checked="" type="checkbox"/> Board	
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1.0 Purpose

To clarify expectations with respect to the President and CEO’s role and job profile.

2.0 Policy

Reporting to the Board of Directors, the President and CEO of North Bay Regional Health Centre (NBRHC) has responsibility for the overall operational and financial management of the organization with duties circumscribed by the Centre’s By-Laws and applicable provincial legislation.

3.0 Minor Revision History

Not Applicable.

4.0 Definitions

Not Applicable.

5.0 Materials required

6.0 Job Profile

The CEO must attend to both the internal and external dimensions of the role by discharging these responsibilities:

Key Responsibilities:

- Establish a positive, accountable and collegial working relationship with the Board of Directors, characterized by decisive leadership, candor, and transparency;

- Support the Board of Directors in developing and implementing strategies for the organization that fulfill NBRHC's vision and mandate;
- Guide the implementation of these strategic priorities and ensure that the resources of the organization (organizational, human, information, financial) are aligned with NBRHC's Mission, Vision, Values and strategic goals. Very specifically, ensure structures and systems are in place for the development, review, and recommendation of new programs, program expansion, and program changes or divestment;
- Develop and manage effective, collaborative relationships with NBRHC's numerous stakeholders, both internal and external, to meet clinical and operational objectives, influence system change and share knowledge in order to enhance patient care and service delivery;
- Provide leadership that is visionary, inspiring and engaging; that is collaborative, consensus building and motivating; that attracts, supports and develops top talent; that promotes integrated service delivery and inter-professional practice; and that fosters a culture of quality, safety, team work, accountability and transparency;
- Establish a strong presence in the community and region, further enhancing the organization's profile and positive image as well as working to improve the region's health status;
- Lend strong support to the Foundation through active participation in capital campaigns, annual giving, bequests, major gift, and special event programming.

Internal Hospital Environment

- Ensure that exemplary patient-centred care, inclusive of the family (as applicable), is the over-arching objective against which resources are applied;
- Support the Board in direction setting, decision-making and issues management;
- Ensure that the organizational structure and resources (organizational, human, information, financial) are aligned with NBRHC's Mission, Vision, Values and strategic goals. Very specifically, ensure structures and systems are in place for the development, review, and recommendation of new programs, program expansion or program changes;
- Champion, in a fiscally prudent manner, the ongoing renewal of facilities and implementation of new technologies conducive to the provision of exemplary patient-centered care;
- Ensure that NBRHC's operations are efficient and effective with a soundly conceived organizational structure populated by highly capable and accountable leaders;
- Ensure that Quality, Safety and Risk Management issues as they affect patients, staff, volunteers and visitors are priorities of the organization, informing resource allocation decisions;

- Provide clear and decisive leadership, congruent with the intended direction established by the Board, sustaining and enhancing the Hospital's excellence;
- Ensure that the organization progresses with the development of e-health technology;
- Ensure that decisions are made in accordance with the organization's ethical decision-making framework;
- Ensure NBRHC is fiscally responsible and stable through benchmarking, revenue maximization and cost minimization;
- Ensure that the organization has systems in place to support leadership at all levels;
- Support and expand the application of the Recovery Model in mental health and physical care programs;
- Develop, recommend, foster and model the values, culture and philosophy of NBRHC, ensuring that the organization continues to embrace creativity and innovation contributing to staff, volunteer and physician development and engagement;
- Continue to build solid relationships with physicians and ensure physician programmatic alignment with the Centre's overall Strategic Plan; and
- Establish a visible and approachable presence within the Hospital, fostering strong relationships with all levels of management and front line staff, and expecting the same from management staff.

External Environment

- Foster a mutually satisfactory, collaborative, productive, and respectful relationship with the Ontario Health North (OHN) and the Ministry of Health and Long-Term Care, with a view to continuing to position NBRHC as a trusted and leading provider agency in the OHN, operating with a sound rationale for funding support on the basis of providing needed high quality, high efficiency clinical services that are responsive to the needs of the diverse communities served by NBRHC;
- Continue to be a significant contributor within the HUB group of providers (Sault Area Hospital; Health Sciences North in Sudbury; Timmins and District Hospital; and the OHN – Community and Home Support);
- Develop effective relationships with the Northern Ontario School of Medicine and other post-secondary health science institutions, building a dynamic environment for academic inquiry and a first-rate learning experience;
- Champion partnerships and joint ventures with the broader public and private sectors in pursuit of innovative enterprise-wide solutions serving to both leverage available resources and enhance service quality and efficiency;
- Represent NBRHC to the community, government, media, and other related organizations, agencies and associations utilizing effective communications and public relations techniques;
- Collaborate actively with the other health care organizations in the Ontario Health North region ensuring that the aggregate clinical profile is strong, rationalized to underscore the respective areas of clinical focus upheld by

each provider organization, and to ensure the communities served have access to care on a timely, accessible basis; and

- Champion systems integration and linkages with the community agencies and other health care partners (locally and provincially), with a view to improving the health status of the populations touched by the work of NBRHC.

Ideal Candidate Profile

The role of President and Chief Executive Officer at North Bay Regional Health Centre is demanding, and will require an optimal combination of the following elements of professional experience, core competencies and personal attributes:

Experience

The ideal candidate will possess the following:

- A progressive track record in senior leadership, preferably in a highly regulated environment (ideally health care), with a dossier of demonstrated achievements, accompanied by an impeccable reputation;
- Academic credentials consistent with industry practice at the CEO level (e.g. ideally prepared at the Masters level, or equivalent);
- Proven ability to determine, communicate, lead and execute the delivery of strategic directions;
- Demonstrated success in formulating and implementing creative and innovative initiatives to improve service delivery (quality and access) on a cost-effective basis;
- Operational oversight of a significant, complex enterprise (≥\$200 million) is desirable;
- Experience working with Boards will be decidedly advantageous; and
- Outstanding government and advocacy public relations skills evidenced by a track record of experience and achievement in these areas.

Key Core Competencies and Personal Attributes

In alignment with the key responsibilities of the role, the ideal candidate should possess the following competencies, skills and attributes:

- Creative and innovative thinking ability
- Strategic leadership skills
- Communication and listening skills
- Commitment to and passion for the organization
- Financial acumen
- A results focus and bias for action
- Energy, enthusiasm, resilience and the courage of his/her convictions
- Relationship building finesse
- Strong emotional intelligence and model that behaviour
- Collaborative and inclusive
- Relentless in the pursuit of continuous quality improvement
- Utilizes and applies team-based decision making tools and processes

- Develops leaders at all levels using education, coaching and special assignments
- Influencing, negotiation and facilitation skills
- Probity

It is expected by the Board of Directors that the CEO live in the North Bay area.

7.0 Appendices/Educational Materials

8.0 References

Four Corners Group Consultation Report – February 2012

9.0 Content Experts/Stakeholders

Content Expert/Stakeholder	Date Sent

10.0 Signing Authority Approval

Position	Date Signed
Chair, Board of Directors	