

	Policy/Procedure Name:	President and Chief Executive Officer Direction and Position Description
Manual: Governance	Number:	
Section: Leadership	Effective Date:	01 APR 2009
Pages: 1 of 5	Revision Date:	09 MAY 2024

Purpose

This policy outlines the responsibilities of the President and Chief Executive Officer.

Scope

The policy pertains to Muskoka Algonquin Healthcare (MAHC) Board of Directors and President and Chief Executive Officer.

Policy

The Board provides direction to the President and Chief Executive Officer in accordance with Board policies and typical best practices. The Board delegates responsibility and authority to the President and Chief Executive Officer for the management and operation of the Corporation and requires accountability to the Board.

The President and Chief Executive Officer is required to follow directions of the Board directly or as received through the Chair. When Directors or Committee members make requests without express Board authorization, the President and Chief Executive Officer will determine how such requests will be addressed based on work priorities and available funds. The President and Chief Executive Officer may refer the matter through the Chair to the next Board meeting for discussion.

The President and Chief Executive Officer shall perform the duties described in the Position Description below and supplemented by the employment agreement executed by the Chair and the candidate accepting the position, as well as other tasks, duties, and responsibilities as may be associated with the position of President and Chief Executive Officer or as may be assigned by the Board from time to time.

The Board-approved President and Chief Executive Officer position description is included in the employment agreement between the Corporation and the President and Chief Executive Officer.

Responsibilities

The position includes the following responsibilities:

- Be accountable to the Board for the organization, management, and leadership of the Corporation in accordance with applicable law, and the Corporation’s articles, by-laws, and policies, subject to the authority of the Board.
- Ensure systems are in place to ensure compliance with all applicable laws, as amended from time to time.

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- Establish and maintain a positive, accountable, and collegial working relationship with the Board and Chief of Staff characterized by decisive leadership, candour, and transparency.
- Build solid relationships with the Credentialed Staff.
- Establish an organizational structure that facilitates, in an accountable and efficient manner, the quality and safety of all programs, services, departments, and staff in order to fulfil the mission, vision, and values and the strategic plan of the Corporation.
- Provide leadership in support of the Board's responsibility to develop and periodically review the mission, vision, and values and the strategic plan of the Corporation.
- Work in partnership with the Chief of Staff and the Medical Advisory Committee to ensure alignment of clinical programs with the Corporation's strategic plan.
- Develop, recommend, and foster the mission, vision, and values of the Corporation.
- Demonstrate fiscal accountability to the Board and ensure appropriate systems and structures are in place for the effective management and control of resources including the employment, development, control, and direction of all employees.
- Ensure effective human resource and succession planning that considers current and future requirements, the health system and the community, and identify resource implications.
- Ensure systems are in place, in consultation with the Chief of Staff, for the review, development, and implementation of new programs and services and/or changes to existing programs and services.
- Consult with the Chief of Staff with respect to clinical programs and services, including the introduction of any new clinical programs and services and/or changes to existing programs and services.
- Work in partnership with the Chief of Staff to ensure capital projects are strategically aligned with the Corporation's mission and vision and provide strategic oversight and support to enable effective implementation and evaluation.
- Collaborate with health service and community providers to promote the co-ordination and integration of health services in the region served by the Corporation.
- Represent the Corporation to the community, the government, the media, and the broader public on matters relating the activities and affairs of the Corporation.

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- Ensure the payment by the Corporation of all salaries and amounts due from and owing by the Corporation which fall within the purview and scope of the Board-approved annual budget or as otherwise established by Board resolution.
- In accordance with the Corporate By-law:
 - serve as an *ex-officio* non-voting Director.
 - serve as an *ex-officio* member of all Committees.
 - serve as the Board Secretary, unless otherwise determined by the Board; and
 - perform such other duties as directed by the Board from time to time.

Required Leadership Capabilities

The Board has adopted the LEADS leadership capability framework (attached as Appendix 1) to inform the leadership expected of the President and Chief Executive Officer when fulfilling their responsibilities.

Cross Reference

MAHC Corporate By-Law

Notes

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Appendices

Appendix 1 – LEADS Leadership Capabilities Framework

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The **LEADS in a Caring Environment** framework embodies the key skills, behaviours, abilities and knowledge required to lead in all sectors of the economy and types of organizations. It fosters a common understanding of what good leadership looks like at all levels.

The dimensions of the framework represent the collective wisdom of current leadership literature and the capabilities required by leaders dedicated to making meaningful organizational change. The framework is informed by, and expands on, major, progressive leadership frameworks around the world.

The LEADS framework enables effective leaders to take responsibility for their own performance and continuous learning, to foster the development of others, to achieve quality results, to actively build coalitions and to create a climate of continuous improvement for organizational renewal. All leaders, regardless of their role, can use the LEADS capabilities to guide their behaviour and actions.

The **LEADS Collaborative**, a partnership between the Canadian College of Health Leaders, the Canadian Health Leadership Network (CHLNet), Royal Roads University and Dr. Graham Dickson, share the mission to develop, support and sustain LEADS-based leadership capacity for organizational transformation. The partners endorse the following principles:

- Quality leadership is fundamental to improving organizational performance;
- A common conception of leadership – the LEADS framework – as validated by research, will unite leaders and organizations in building their leadership capacity;
- Maintaining the research and integrity of the LEADS framework is fundamental to its use, and for ensuring that appropriate standards and quality of leadership are created through its use; and
- Sustained effort across sectors, industries and regions is required to build the leadership capacity needed in Canada.



DO YOU NEED SUPPORT TO DEVELOP SUCCESSFUL LEADERS?

LEADS Canada can help develop leaders and maximize the leadership capacity of individuals, organizations and regions.

LEADS LEADERSHIP CAPABILITIES FRAMEWORK

LEADS Canada, operating within the Canadian College of Health Leaders, partners with organizations, networks and individuals across Canada interested in implementing and integrating the LEADS framework. Through LEADS Canada, certified LEADS Consultants offer customized LEADS-based programs and services.

FOR MORE INFORMATION

LEADSCanada.net
Tel.: 613-235-7218 / Toll-free: 1-800-363-9056
leads@cchl-ccls.ca

www.leadscanada.net

The **LEADS in a Caring Environment** capabilities framework is a foundational component of systems transformation. Originally designed for leadership development, it can also be leveraged as an effective change model and culture-reshaping tool.

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LEAD SELF

Self-motivated leaders...

Are self aware

They are aware of their own assumptions, values, principles, strengths and limitations

Develop themselves

They actively seek opportunities and challenges for personal learning, character building and growth

Manage themselves

They take responsibility for their own performance and health

Demonstrate character

They model qualities such as honesty, integrity, resilience, and confidence



ACHIEVE RESULTS

Goal-oriented leaders...

Set direction

They inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes

Strategically align decisions with vision, values, and evidence

They integrate organizational missions and values with reliable, valid evidence to make decisions

Take action to implement decisions

They act in a manner consistent with organizational values to yield effective, customer-centric service

Assess and evaluate

They measure and evaluate outcomes, compare the results against established benchmarks, and correct the course as appropriate



SYSTEMS TRANSFORMATION

Successful leaders...

Demonstrate systems / critical thinking

They think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems and design, and implement effective processes across systems and stakeholders

Encourage and support innovation

They create a climate of continuous improvement and creativity aimed at systemic change

Orient themselves strategically to the future

They scan the environment for ideas, best practices, and emerging trends that will shape the system

Champion and orchestrate change

They actively contribute to change processes that improve performance and service delivery



ENGAGE OTHERS

Engaging leaders...

Foster development of others

They support and challenge others to achieve professional and personal goals

Contribute to the creation of healthy organizations

They create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities

Communicate effectively

They listen well and encourage open exchange of information and ideas using appropriate communication media

Build teams

They facilitate environments of collaboration and cooperation to achieve results



DEVELOP COALITIONS

Collaborative leaders...

Purposefully build partnerships and networks to create results

They create connections, trust and shared meaning with individuals and groups

Demonstrate a commitment to customers and service

They facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service

Mobilize knowledge

They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system

Navigate socio-political environments

They are politically astute, and can negotiate through conflict and mobilize support

DISTRIBUTED LEADERSHIP

Do these capabilities apply to all leaders regardless of role or formal position?

Yes... All leaders – regardless of their position in the organization – must be able to lead themselves, engage others, achieve results, develop coalitions, and effect systems transformation in order to ensure their organizations remain relevant, sustainable and successful.

and No... For each of the five LEADS domains, 'leadership effectiveness' varies, depending on the context in which an individual exerts influence.

To create a leadership culture, each person in the system, regardless of position or title, must lead when required. This is distributed leadership.

"Leadership is the capacity to influence self and others to work together to achieve a constructive purpose."

- Graham Dickson

"The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development."

- James Kouzes & Barry Posner, The Leadership Challenge