

| | | |
|----------------------------|-------------------------------|--|
| | Policy/Procedure Name: | Chief of Staff Direction and Position Description |
| Manual: Governance | Number: | |
| Section: Leadership | Effective Date: | 08 JAN 2011 |
| Pages: 1 of 5 | Revision Date: | 09 MAY 2024 |

Purpose

This policy outlines the responsibilities of the Chief of Staff.

Scope

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

Policy

The Board provides direction to the Chief of Staff in accordance with Board policies and typical best practices. The Board delegates responsibility and authority to the Chief of Staff for the general clinical organization of the Corporation and the supervision of the medical, dental, midwifery, and extended class nursing staff of the Corporation.

In accordance with the Credentialed Staff By-law, the Chief of Staff shall:

- be an *ex officio* Director and as a Director, fulfill fiduciary duties to the Corporation;
- chair the Medical Advisory Committee;
- be an *ex officio* member of all Medical Advisory Committee subcommittees;
- report regularly to the Board on the work and recommendations of the Medical Advisory Committee;
- perform such additional duties as may be outlined in the Board-approved Chief of Staff position description, or as set out in the Rules, or as assigned by the Board; and
- in consultation with the President and Chief Executive Officer, designate an alternate to act during the absence of the Chief of Staff and Deputy Chief of Staff (if any).

The Board-approved Chief of Staff position description is included in the employment agreement between the Corporation and the Chief of Staff.

Responsibilities

The position includes the following responsibilities:

- Serve as a member of the Corporation’s senior leadership team.
- Establish and maintain a positive, accountable, and collegial working relationship with the Board and the President and Chief Executive Officer characterized by decisive leadership, candor, and transparency, that is aligned with the mission, vision and values of the Corporation.
- Report regularly to the Board on the work and recommendations of the Medical Advisory Committee and any other matters about which the Board should have knowledge.

| | |
|--|--|
| Last Reviewed Date: 05/09/2024 00:00:00 | Signing Authority: Board of Directors |
| Next Review Date: 05/09/2027 00:00:00 | Version: 6.0 |
| Disclaimer Message: A printed copy of this document may not reflect the current, electronic version in the MAHC Document Management System (DMS). Any copies of this document appearing in paper form should always be checked against electronic version prior to use. | |
| Date/Time Generated: May 15, 2024 10:41 | Generated By: MAHC\tammy.tkachuk |

| | | |
|----------------------------|-------------------------------|--|
| | Policy/Procedure Name: | Chief of Staff Direction and Position Description |
| Manual: Governance | Number: | |
| Section: Leadership | Effective Date: | 08 JAN 2011 |
| Pages: 2 of 5 | Revision Date: | 09 MAY 2024 |

- Be accountable to the Board for the organization of the Credentialed Staff, the quality of care given by such staff, and the appropriate utilization of resources by all Departments.
- Advise the Medical Advisory Committee and the Board with respect to the quality of medical, diagnosis, care, and treatment provided by Credentialed Staff members to Patients.
- Report to the Medical Advisory Committee on the activities of the Corporation, including the utilization of resources and quality assurance.
- Participate in the development of the Corporation’s mission, vision, and values, and strategic plan.
- Through the Chiefs of Department, ensure adequate orientation, supervision, and assessment of the Credentialed Staff.
- Working with the Chiefs of Department and the Credentialed Staff Association, ensure the development of a continuing education program for the Credentialed Staff.
- Lead the Credentialed Staff appointment, reappointment, and credentialing process, and be responsible for any complaints, mediation, or disciplinary action regarding the Credential Staff.
- Working with the Chief Nursing Executive, review and monitor Hospital committee structures and processes.
- Develop, recommend for Board-approval, and implement a Clinical Services Resource Plan, that considers current and future requirements, the health system, and the community, and identify resource implications.
- Work in partnership with the President and Chief Executive Officer and the Medical Advisory Committee to ensure alignment of clinical programs with the Corporation’s strategic plan.
- Ensure systems are in place, in consultation with the President and Chief Executive Officer, for the review, development, and implementation of new programs and services and/or changes to existing programs and services.
- Consult with the President and Chief Executive Officer 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.
- Demonstrate fiscal responsibility and support the President and Chief Executive Officer in ensuring fiscal accountability in accordance with the Board-approved budget for the fiscal year, and report any serious or recurring misuse of Hospital resources to the President and Chief Executive Officer.

| | |
|--|--|
| Last Reviewed Date: 05/09/2024 00:00:00 | Signing Authority: Board of Directors |
| Next Review Date: 05/09/2027 00:00:00 | Version: 6.0 |
| Disclaimer Message: A printed copy of this document may not reflect the current, electronic version in the MAHC Document Management System (DMS). Any copies of this document appearing in paper form should always be checked against electronic version prior to use. | |
| Date/Time Generated: May 15, 2024 10:41 | Generated By: MAHC\tammy.tkachuk |

| | | |
|----------------------------|-------------------------------|--|
| | Policy/Procedure Name: | Chief of Staff Direction and Position Description |
| Manual: Governance | Number: | |
| Section: Leadership | Effective Date: | 08 JAN 2011 |
| Pages: 3 of 5 | Revision Date: | 09 MAY 2024 |

- Work in partnership with the President and Chief Executive Officer 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.
- Ensure a process for the regular review of the performance of the Chiefs of Department.
- Receive and make written recommendations regarding the performance evaluations of the Chiefs of Department concerning annual re-appointments.
- Advise the Credentialed staff on current Hospital policies, objectives, and rules.
- Working with the Board, periodically review and recommend changes to the Credentialed Staff By-law.
- Delegate appropriate responsibility to the Chiefs of Department.
- 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 Chief of Staff when fulfilling their responsibilities.

Cross Reference

Credentialed Staff By-Law

Notes

This material has been prepared solely for the use at Muskoka Algonquin Healthcare. Muskoka Algonquin Healthcare accepts no responsibility for the use of this material by any person or organization not associated with Muskoka Algonquin Healthcare. No part of this document may be reproduced in any form for publication without permission of Muskoka Algonquin Healthcare.

Appendices

Appendix 1 – LEADS Leadership Capabilities Framework

| | |
|--|--|
| Last Reviewed Date: 05/09/2024 00:00:00 | Signing Authority: Board of Directors |
| Next Review Date: 05/09/2027 00:00:00 | Version: 6.0 |
| Disclaimer Message: A printed copy of this document may not reflect the current, electronic version in the MAHC Document Management System (DMS). Any copies of this document appearing in paper form should always be checked against electronic version prior to use. | |
| Date/Time Generated: May 15, 2024 10:41 | Generated By: MAHC\tammy.tkachuk |

| | | | |
|-----------------|------------|-------------------------------|--|
| | | Policy/Procedure Name: | Chief of Staff Direction and Position Description |
| Manual: | Governance | Number: | |
| Section: | Leadership | Effective Date: | 08 JAN 2011 |
| Pages: | 4 of 5 | Revision Date: | 09 MAY 2024 |

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 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.leads.canada.net

LEADS LEADERSHIP CAPABILITIES FRAMEWORK

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.

| | | | |
|-----------------|------------|-------------------------------|--|
| | | Policy/Procedure Name: | Chief of Staff Direction and Position Description |
| Manual: | Governance | Number: | |
| Section: | Leadership | Effective Date: | 08 JAN 2011 |
| Pages: | 5 of 5 | Revision Date: | 09 MAY 2024 |



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

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

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

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

Orient themselves strategically to the future
They scan the environment for ideas, best practices, and emerging trends that will shape the system

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

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

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

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

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

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

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

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