



POSITION PROFILE

Client Organization: North West Local Health Integration Network
Position Title: Chief Executive Officer
Reports to: Board of Directors
Location: Thunder Bay, Ontario

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THE ORGANIZATION

The [North West Local Health Integration Network](#) (LHIN), a non-profit provincial crown agency established in June 2005, is responsible for planning, integration and funding of 92 local health service organizations in Northwestern Ontario including hospitals, Community Health Centers, Long-term Care Homes, Community Support Services and Community Mental Health and Addiction. As of June 2017, home and community care services previously provided by the North West Community Care Access Centre (CCAC) transitioned to the LHIN who now also coordinates and delivers home and community care and includes an additional 20 provider contracts to LHIN responsibilities. The North West LHIN's current total allocation of funding is approximately \$675 million, and the organization employs approximately 270 staff.

The large geography and relatively small, dispersed population of the North West LHIN results in challenges to health service delivery, including access to care, health human resources, the need for extensive travel, and higher costs of care per capita. Compared to the rest of Ontario, the North West LHIN has the largest geography of any LHIN (47% of the province), and the lowest population (approximately 235, 900). More than two-thirds of communities do not have year-round road access, with some accessible only by air. The region also has the largest proportion of Aboriginal people (21.5% of the total population) whose health status is poorer than non-Aboriginal people on most measurable health indicators and who continue to face significant hurdles when accessing healthcare services. Promoting culturally-appropriate care is an important component of meeting the diverse needs of the population, including the Francophone population.

In its current Integrated Health Service Plan IV 2016 – 2019, the LHIN outlines its commitment to build an integrated healthcare system through the following four priorities:

- Improving the Patient Care Experience
- Improving Access to Care and Reducing Inequities
- Building an Integrated eHealth Framework, and
- Ensuring Health System Accountability and Sustainability

By focusing on these priorities, and continuing to work with health system partners and local residents, the North West LHIN will achieve greater integration of service, reduce duplication, better coordinate health service delivery, reduce disparities and achieve better health outcomes. Furthermore, through the more local lens of the 5 sub-regions, the LHIN can better identify and respond to population health needs at the local level while improving access to care as close to home as possible. Through the application of technology, innovative approaches to care, and implementation of evidence-informed practice across the system, the overall care experience will be improved for all residents of Northwestern Ontario.

THE OPPORTUNITY

With the pending retirement of the incumbent, the [Board of Directors](#) has embarked upon a search to find the new Chief Executive Officer for the North West LHIN. The CEO reports to the Board and is responsible for providing strategic and operational leadership for the LHIN through the Board direction and a qualified staff team. Working closely with the Board, LHIN staff, partners and stakeholders, and the Ministry of Health and Long Term Care, the CEO will ensure the North West LHIN is accountable for leading and guiding the region to ensure that providers deliver timely, safe and high quality care to the people they serve. ***A detailed description of the role responsibilities is provided in Appendix A.***

Complex with a multiplicity of issues, this is an exciting opportunity to have an impact and create meaningful, positive change on a large scale, and to develop and implement a world-class model for northern/remote and Indigenous healthcare. Straddling policy and action, this role contributes to improving health, health equity, patient experience and outcomes, system sustainability, and quality of life for the residents of the Northwest ... and for all Ontarians.

PRIORITIES

In assuming the CEO mandate, the new incumbent will want to address the following priorities:

- Quickly develop a thorough understanding of the North West LHIN, its unique context, its provincial and local leadership role and the current/changing environment in which it operates, its priorities and future plans.
- Establish own identity, and gain the trust, confidence and respect of a diverse network of stakeholders including Health Service Providers, Service Provider organizations, the Board, staff, government, other LHINs, broader system stakeholders, and First Nations.
- Invest time in establishing strong, collaborative working relationships with all Health Service Providers, Service Provider organizations, Francophone and First Nations; ensure open, transparent dialogue.
- Continue to move forward with the LHIN's Health Services Blueprint (10-year integration plan), inspiring commitment to vision for implementation and communicating to all stakeholders the directions, priorities and obligations.
- With the Board and appropriate stakeholder input and consultation, develop strategies and implement action plans inclusive of measures/outcomes, and demonstrate progress against deliverables. Develop corresponding internal operating strategy/plan and prioritization.
- Continue to build a team-oriented, cohesive and supportive internal culture post transition of the North West CCAC and ensure clarity of LHIN's mandate as health system manager, funder and service provider.
- Deepen collaboration with public health and other broader service networks and organizations in order to better understand and influence determinants of health, health prevention and promotion.
- Align the Ministry's directives with the unique realities of the region to ensure achievement of goals and desired outcomes.

THE IDEAL CANDIDATE

Ideally, the candidate will possess the following experience, knowledge, competencies, skills and attributes:

- Visionary systems thinker who inspires enthusiasm and motivates others to achieve goals.
- Senior leadership experience in a complex healthcare environment with demonstrated knowledge in managing the day to day operations including strategic planning and corporate functions of a business, such as finance and human resources.
- Experience working in/with northern and remote regions.
- Cultural competency and demonstrated capability in building credible, trusted relationships with First Nations and Francophone populations.
- Experience in leading, facilitating and supporting others through change and transformation. Identifies tangible, practical goals as part of the solution to complex problems and demonstrates leadership in achieving these objectives.
- Outstanding interpersonal and engagement skills; collaborator; exceptional facilitator.
- Builds respectful, transparent, trusting relationships; high moral integrity.
- Visible, accessible leadership style.
- Excellent communicator; strong listener.
- Possesses the courage, curiosity and intellectual capacity to identify innovative and bold solutions to complex problems, and is able to capitalize upon new ideas, tools and technology.



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- Balances risk with knowledge, maturity and wisdom, and bases decisions on what is best for the organization and the health system in the Northwest.
- Politically astute.
- Confident but not arrogant; humble but not vulnerable.
- Has resolve and can make tough decisions.
- Ensures compliance while encouraging independent thinking.
- An understanding of good governance principles.
- Strong team- and culture-building skills.
- Masters preparation, or significant experience at the senior executive level.
- Certified Health Executive designation an asset.
- Working knowledge of Policy Governance.
- French language is an asset.

CONTACT INFORMATION

Should you have any questions regarding this exciting and challenging opportunity, please contact:

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Further LHH Knightsbridge information is available at www.lhknightsbridge.com.

APPENDIX A: ROLE RESPONSIBILITIES

General

- Strategic and operational planning for the LHIN including but not limited to the unique vision, mission, values and strategy, the overall business plans to achieve the strategic and operational goals and the corporate accountabilities related to human and financial resources and organizational risk. The CEO is not only governed by the Board of Directors but is legally obligated to manage the organization in accordance with the provincial legislation, Ministry directives, guidelines, policies and procedures that are or that may be established, and communicated by the Minister of Health and Long Term Care (the “Minister”) to the LHIN;
- Communicating and translating the goals, objectives and strategic directions of the Board of Directors of the LHIN (the “Board”) into operational plans, communication strategies and actions that will deliver outcomes in accordance with Board-approved business plan;
- Developing a comprehensive and effective relationship with the Board of Directors that supports the overall Board in meeting its legal and fiduciary obligations, ensuring ongoing development for the Board and advising the Board of all information that is key to ensure the organization is compliant with the Local Health System Integration Act, 2006 and the Patients First Act 2016, other applicable legislation, its corporate requirements, the LHIN’s bylaws, its approved business and strategic plans, the Memorandum of Understanding and, the Accountability Agreement, Declaration of Compliance, Health Service Accountability Agreements, Service Provider Organization agreements, applicable government and Ministry directives, guidelines, policies and procedures;
- Establishing and maintaining a strong positive working relationship with the Ministry including the Deputy Minister and the Assistant Deputy Ministers. This includes consulting with the Deputy Minister and ADMs as needed on matters of mutual importance, on relevant government and Ministry directives and guidelines, and on new and innovative ideas that may impact the North West LHIN as well as the broad LHIN network;
- Delivering on the plans and organizational goals in accordance with Board approved Delegation of Authority, Executive Limitations policies and parameters and reviewing and course correcting as required by the Board and/or the Ministry;
- Meeting the performance objectives agreed to by the Board Chair and the Chief Executive Officer, and approved by the Board.

Internal Administration

- Overseeing the day-to-day operations and affairs of the LHIN and the fulfillment of its mandate in accordance with legislation, the LHIN’s by-laws, its Board approved business and strategic plans, applicable Government and Ministry regulation, directives, guidelines, policies and procedures, any agreements with the Ministry including a memorandum of understanding and an accountability agreement, and other applicable legislation;
- Ensuring the following organizational objectives are met:
 - Hiring, engaging, training and supervising staff engaged directly by the LHIN;
 - Establishing a clear definition of the responsibility of each employee and their respective performance requirements;
 - Ensuring that the LHIN has an established reliable process for information and document management that is in alignment with provincial directives;
 - Supporting an information technology network and maintaining technology infrastructure that is consistent with Government and Ministry requirements;
 - Preparing, for approval by the Board, the LHIN’s proposed multi-year and annual reports and plans;
 - Establishing and maintaining a decision making framework that supports a strong financial management process so that the LHIN operates within its approved business plan;
 - Applying board policies so that public funds are used with integrity and honesty, and within the approved LHIN budget.

Local Health System Planning

- Developing specific strategies for planning of healthcare priorities in alignment with the overall provincial strategies and the unique requirements of the Northwest;
- Determining through community engagement with communities, the public and key stakeholders the goals/objectives for the geographical area to be included in an integrated health service plan;
- Monitoring and reporting on the implementation of the integrated health service plan.

Community Engagement

- In partnership with the Board of Directors, the CEO creates and implements a vision for community engaging. This includes, but is not limited to, acting as spokesperson, and managing relationships with the public, community and advocacy groups, municipal government, provincial planning bodies, Aboriginal partners agencies, media, school boards, foundations, province-wide programs/services, health service providers and their boards, and other community organizations;
- Building and maintaining strong relationships with neighbouring LHINs and the provincial LHIN network;
- Building and maintaining strong relationships with the Ministry and other Crown Agencies.

Local Health System Integration and Coordination Consistent with Legislation, Ministry and Board Policy

- Promoting integration, coordination and service innovation across healthcare providers in the LHIN;
- Developing and participating in inter-LHIN integration and coordination strategies;
- Evaluating and reporting on health system integration and coordination performance and best practices.

Designated Service Provider Accountability Management in Accordance with Legislation, Ministry and Board Policy

- Managing service provider and health service provider agreements in the LHIN geographic area;
- Monitoring and evaluating performance of service accountability agreements;
- Reporting on local system performance;
- Implementing a system of performance measures for the LHIN and reporting on it to the Chair and the Board as well as carrying out in-year monitoring of the LHIN's operations, performance, and reporting on it to the Chair.

Allocation and Funding in Accordance with Legislation, Ministry and Board Policy

- Providing funds to approved health service providers within the available LHIN envelope and in accordance with Ministry priorities, the accountability agreement executed with the Minister and applicable service accountability agreements;
- Providing advice on capital needs to the Ministry.