

Sunnybrook Health Sciences Centre President and Chief Executive Officer

I. THIS WILL BE THE BEST CAREER MOVE YOU EVER MAKE.

Your years of successful, executive leadership in health care will culminate in the role of Chief Executive Officer of Sunnybrook Health Sciences Centre. This position will give you the rare opportunity to lead one of Canada's most dynamic and innovative teaching and research hospitals.

If working with a highly enthusiastic team of senior leaders and providing the inspiration for more than 12,000 staff, physicians, students, and volunteers, to achieve the hospital's vision to invent the future of health care, is personally and professionally motivating, Sunnybrook is waiting for you. Sunnybrook's teams, across the hospital's three campuses, are committed to creating what comes next in Canadian health care and your leadership will guide them through this work.

Sunnybrook has a rich history and was established in 1948 as Canada's largest veterans hospital. Caring for Canada's war wounded has remained a strong part of the fibre of the organization and has precipitated the development of world-renowned programs. Sunnybrook is home to the largest trauma and burn program in the country, second largest cancer centre in Canada, and has international expertise in critical care, stroke, heart and vascular disease, high risk maternal and newborn care, and has made world-first discoveries in image-guided, brain therapies such as 'scalpel-free' surgery.

Each year, 1.2 million patients come through the doors of the hospital's three campuses, at some of the most critical and vulnerable moments of their lives. The hospital's teams have an unparalleled ability to respond to patients in crisis. Sunnybrook prides itself on leadership in times of adversity and ambiguity. The hospital has been the epicenter of managing population health scares and situations that span from SARS to Ebola preparedness. Your ability to lead through these situations with poise and confidence will be key to your success.

Sunnybrook has become a strong component of the Ontario health care system and is viewed as a leader in its areas of clinical, research and education expertise. The hospital has partnered with neighbouring institutions and health care delivery organizations to ensure care is seamless throughout the patient's journey from acute or critical illness or injury through to rehabilitation and follow-up care. Your role as President and CEO will be to continue to seek out and foster relationships with organizations to ensure patients benefit from the entire system of care available and to make certain Sunnybrook's role in the system remains well defined.

Sunnybrook is proud to be fully affiliated with the University of Toronto and each year the hospital's award-winning faculty provides educational opportunities for more than 4,000 students from around the world. The hospital has a strong teaching mandate and is home to the Peters-Boyd Academy, which is one of three of the University of Toronto's prestigious academies of medicine. Your role will include working with the faculty, University, partners in the Academy and other institutions to advance the hospital's education mission.

Sunnybrook has created a global reputation for leading-edge research. Each year, Sunnybrook's 600 scientists conduct more than \$100 million in breakthrough research and their findings have changed global practice. Sunnybrook researchers have recently made world-first discoveries that are redefining how care is delivered. Patients who were once believed to be inoperable are now having life-changing procedures. The future is happening now at Sunnybrook and your role will be to foster a culture of inquiry and ensure the organization continues to push itself to achieve its lofty vision.

Sunnybrook's President and CEO plays an important external role for maintaining and nurturing strategic partnerships with three levels of government, fellow community and teaching hospitals, healthcare agencies, private sector corporations and a multitude of stakeholder organizations such as the Royal Canadian Legion, Cardiac Care Network, Cancer Care Ontario, Child Health Network, Toronto Academic Health Sciences Network, Council of Academic Hospitals of Ontario and many others. Sunnybrook's President and CEO is well respected in the community and the position carries with it the responsibility of ensuring the hospital's stellar reputation continues to flourish.

Sunnybrook's new President and CEO will join the organization at a pivotal point in its history. The hospital is financially healthy however; resources and funding are becoming increasingly insufficient to meet demand. The hospital is somewhat a victim of its own success and routinely struggles with in-patient occupancy in excess of 100 per cent. The new leader will work with a prestigious Board of Directors and captain a highly respected Senior Leadership Team that is intensely loyal to Sunnybrook and has an uncommon commitment to the hospital's success.

Becoming the new President and CEO of Sunnybrook health Sciences Centre is a career defining opportunity for someone who is willing to bring to the role an unparalleled passion for healthcare, integral and motivational leadership, and a commitment to exceeding their personal best.

II. EXCERPTS FROM THE 2016 STRATEGIC PLAN

MISSION

We care for our patients and their families when it matters most. In partnership with the University of Toronto and health system partners, Sunnybrook leads by discovery, innovation, teaching and learning.

VISION

Sunnybrook invents the future of health care.

Sunnybrook's Strategic Goals

While Sunnybrook's Mission drives the Strategic Plan; eight measurable goals have been established to guide the resources directed to the patient care, education and research priorities:

QUALITY OF PATIENT CARE

1. Improve the patient experience and outcomes through inter-professional, high quality care.
2. Focus on the highest levels of specialized care in support of our Academic Health Sciences Centre definition.
3. Work with system partners and government to build an integrated delivery system in support of our communities and our Academic Health Sciences Centre definition.

RESEARCH & EDUCATION

4. To create new knowledge that advances our Strategic Priority areas.
5. Lead in the development of innovative methods of teaching and learning.

SUSTAINABILITY & ACCOUNTABILITY

6. Advance our Strategic Priorities through the appropriate and purposeful use of resources.
7. Deliver sustainable performance that meets health systems expectations and commitments.
8. Create a culture of engagement, respect and inclusiveness that attracts and inspires talent to achieve excellence.

III. OUR CURRENT STATE AND OPPORTUNITIES FOR THE FUTURE

1. STRATEGIC PLAN IMPLEMENTATION

Sunnybrook has a strategic plan for 2015-18. The hospital has a three year cycle and has been building upon a key strategic theme of defining a local catchment area for primary and secondary care while developing its regional and provincial role in the organizations strategic priorities of: heart and vascular, high risk maternal and new born health, trauma and burn care, cancer (specifically prostate, colorectal, and breast), and image-guided brain therapies.

2. BUILDING THE FUTURE

There are a number of proposed capital projects in various stages of development such as the future construction of the new helipad on top of M-wing, the Hurvitz Brain Sciences Centre, Prostate Centre, and planning for a new Critical Care Tower.

3. PARTNERSHIPS

Sunnybrook has developed a strong reputation for forging partnerships to improve care, research and teaching. System integration with primary care providers and other health organizations will continue to be a priority as will more horizontal partnerships with community hospitals to ensure efficient patient flow from acute and critical care settings.

4. FINANCIAL HEALTH

Through an intense amount of focused work, the hospital has avoided a deficit for the past 10-years, however, opportunities for achieving 'efficiency' style savings are becoming fewer and fewer and the organization needs to continue to focus its services to ensure it is taking advantage of funding models and serving those who benefit most from the care available.

5. HOSPITAL LEADERSHIP

The hospital has a strong senior leadership team and has been successful in recruiting key leadership talent in both administrative and medical areas. The hospital has developed and launched a new Performance Review Program for all staff and included are 360 performance reviews for clinical leaders.

6. EXTERNAL RELATIONS

The hospital has established excellent relations with the government and has forged key partnerships with fellow hospitals for clinical volumes. The hospital has also worked hard to build strong relations with the Central and Toronto Central LHINs, and is well represented on academic councils and networks.

Future Opportunities

- Continue to work in partnership with the LHIN executive to ensure the unique role of Sunnybrook is recognized and sustained financially
- Form partnerships to advance strategic plan
- Enhance representation on external organizations (government and other) and Boards

7. ENHANCING ACADEMICS

Sunnybrook is fortunate to have a flourishing Research enterprise. We are an award winning teaching faculty, with students coming from around the globe to learn at Sunnybrook.

Future Opportunities

- Explore further academic partnerships
- Invest in research infrastructure
- Lead in training and advancing new scope of practice clinical staff

8. SUNNYBROOK CULTURE

The staff of Sunnybrook exhibit a great “can-do” spirit and for such a large complex organization, we have an amazing sense of family and camaraderie. Sunnybrook has won top honours in Canada’s Top 100 Employers contest for 8 consecutive years. Sunnybrook is an academic health sciences centre with a personal touch (inquiry and discovery, bench to bedside). We have a unique management structure which facilitates integration of departments and engagement of clinical leadership.

Future Opportunities

- Build on momentum
- Build onto the “can do” culture, use this as a change management strategy
- Continue to build a cohesive organizational culture where all programs and services are contributing to achieving the collective vision and mission of the hospital.

IV. POSITION OBJECTIVE

Reporting to the Board of Directors, the President & Chief Executive Officer of Sunnybrook Health Sciences Centre has responsibility for the overall operational and financial management of the institution with operations currently spanning three campuses.

The role of President & Chief Executive Officer of Sunnybrook requires a respected and inspirational leader. The successful candidate will be understanding and supportive of the importance of the vital education and research components of the institution and be a champion of these drivers. To further develop the organization, the new CEO must establish strong and effective relationships both internally and externally in order to engage the significant and diverse resources available to Sunnybrook.

V. POSITION RESPONSIBILITIES

In the context of advancing Sunnybrook Health Sciences Centre as one of Canada’s leading academic health sciences centres, the President & Chief Executive Officer has critical responsibilities that are in two primary environments, the internal hospital environment and the external healthcare systems environment.

The success of this position and the advancement of Sunnybrook as a system leader are integral to the understanding and achievement of these responsibilities.

EXTERNAL HEALTHCARE SYSTEMS ENVIRONMENT

- Must continuously read the internal and external environments and cultivate a good sense of timing on the approach for projects, bringing issues forward;

- Persistently navigate the complex health care system and achieve results for the organization through external relationships and partnerships with MOH and all levels of government and with the LHIN. To have the ability to strategically know the right time and the right way to get something accomplished;
- Must provide leadership internally and externally as an advocate for the hospital in terms of reputation enhancement;
- Champion system integration and linkages with the community and other health care partners (locally, provincially, nationally and internationally) with a view to improving the health status of the populations touched by the work of Sunnybrook;
- Develop a strategy to position the hospital for future success within the emerging system of Local Health Integration Networks, which will provide leadership, promotion of the academic mandate and will ensure service funding is consonant with the health care needs of the populations served;
- Facilitate a mutually rewarding relationship with the University of Toronto engendering an academic milieu of distinction;
- Engage the Ministry of Health & Long-term Care such that Sunnybrook's funding case is regarded as compelling and deserving of support;
- Actively undertake a position of national leadership in the dialogue on healthcare public policy;
- Position Sunnybrook externally in the context of our academic mandate, LHIN status and our reputation provincially and globally.

INTERNAL HOSPITAL ENVIRONMENT

- Ensure that the resources of the organization (human, financial, and capital assets) are aligned with Sunnybrook's Mission, Vision, Goals and Strategic Plan;
- Ensure that the organizational structure facilitates, in an accountable and efficient manner, the Centre's work;
- Champion and promote the strong academic, teaching, clinical and research focus of Sunnybrook. Provide the support and leadership to move these to the next level.
- Provide clear and decisive leadership, congruent with the intended direction established by the Board;
- Establish a positive, accountable and collegial working relationship with the Board, characterized by candor and open communication. Working within clearly defined roles, the Board and CEO will develop mutually acceptable processes for direction setting, decision-making and issues management;

- Continue to build solid relationships with physicians and promote the Dyad model of program leadership. Ensure physician and programmatic alignment with the strategic plan;
- Ensure that the Centre's strategic and operating plans are predicated on sound financial forecasts;
- Instill and cultivate a spirit of innovation and enterprise throughout all levels of the organization;
- Lend strong support to the Foundation and its crucial Capital Campaign as well as annual giving, major gift, and special event programming;
- Support and champion the unique needs of the long term care facility and the veterans of Sunnybrook.
- Promote the vital role played by volunteers within the organization; and
- Continually work with all professional leaders with the goal of recruiting and retaining superior talent in a variety of clinical, medical and administrative disciplines thereby positioning Sunnybrook as the 'employer of choice' in competing for healthcare professionals. In addition, continue to lead the Hospital's effort to develop and recognize staff, ensuring structures and resources are in place to assist staff in realizing their full potential.

VI. CORE COMPETENCIES OF THE PRESIDENT & CHIEF EXECUTIVE OFFICER

The role of President & Chief Executive Officer of Sunnybrook Health Sciences Centre is demanding, requiring an exceptional combination of leadership ability, a demonstrated track record of achievement in large organizations, and a host of personal and professional attributes and characteristics equal to the challenge of this role.

BACKGROUND SKILLS & ABILITIES

- A thorough understanding and appreciation of the dynamics of an academic health sciences centre with its integrated patient service and academic dimensions;
- Strong political acumen, ability to navigate complex systems. Create paths where none exist;
- Evidence of the intellectual and analytical ability to deal with complex strategic and operating issues;
- Strong business skills, embracing entrepreneurial leanings, compatible with a highly regulated not-for-profit organization;
- A positive working relationship with and intimate understanding of the Ministry of Health & Long-Term Care, and/or other equivalent provincial bodies;
- Demonstrated ability in successfully relating to sophisticated voluntary boards of diverse membership is highly desirable;

LEADERSHIP BEHAVIOURS

- Leadership qualities, of such consistency and resilience, to inspire and motivate staff.
- The ability to recognize the need and then to use different leadership skills dependent on the situation;
- A reputation for openness and integrity; a sincerity that transcends all levels of the organization to all staff;
- Excellent interpersonal skills in negotiation, conflict resolution, and consensus building; an individual who is accessible to all levels of the organization, understands the importance of continuous and effective communication and operates with a participative/consultative style strongly tempered with a sense of urgency and bias for action;
- Must have self awareness in terms of one's own behaviour and have the ability to read human signals and mentor others.
- The courage and visionary abilities to be leading edge, innovative and forward thinking with a passion for academic healthcare;
- A great sense of humour and life perspective.

ACCOUNTABILITIES

- Established credibility as a visionary leader with the skill necessary to shape the strategic direction based on the vision, mission and values of Sunnybrook;
- The ability to stay the course, be persistent and find solutions;
- Enthusiasm and a passion to see the organization excel;
- An appreciation for, and active support of health care philanthropy;
- To read and respond to the internal and external environments with impeccable timing.
- A healthy respect for "quality of work-life" issues and the value of a talented workforce;

VALUES

Staff and physicians of the hospital have developed core values embedded in the hospital's strategic plan and form the foundation on which hospital policies are built, performance is measured and behaviours are modeled.

- **Excellence:** We will exceed the expectations of our patients and their families by anticipating their needs, strengthening patient engagement, improving access to care, and ensuring the quality and safety of care.
- **Collaboration:** We value partnering with others to achieve our mission and vision.

- **Accountability:** My decisions impact the lives of others. I will assume responsibility for the commitments I make to our colleagues, patients, health care partners and communities. I am the face of Sunnybrook and my actions will improve the hospital.
- **Respect:** There is strength in our differences. By embracing how we are each unique and how every person's perspective is of value, Sunnybrook can be a leader in health care.
- **Engagement:** We are all active members of the Sunnybrook team and therefore integral to the hospital's success. By engaging others and being invested in our work, we all contribute to achieving our mission and vision.

VII. CANDIDATE QUALIFICATIONS

PROFESSIONAL EXPERIENCE

- Ideally, 10 years hospital/regional health authority senior management experience, embracing one or more Vice-Presidential, Chief Operating Officer or Chief Executive Officer roles over the candidate's career span to date;
- Professional experience in an academic health science centre/complex or teaching hospital setting is strongly preferred
- Academic preparation at the Masters level (MBA; M.H.Sc.; MPA; M.Sc.; etc.), or equivalent (e.g. M.D. plus recognized health administration credentials) is desirable;
- Previous and contemporary experience reporting directly to a Board of Directors is highly desirable, coupled with experience in governance oversight performance and related accountability improvement measurements;

TRACK RECORD

- A verifiable track record of constructive engagement with funding authorities/Ministries of Health associated with the candidate's health service provider organization(s);
- Redevelopment experience is most helpful, the proven ability to move large complex projects forward is required;
- Demonstrated support of philanthropy, related to the Foundation's goals, is highly desirable;
- Demonstrated ability to develop Hospital teams, form alliances and have leaders work toward common goals and vision.

ACHIEVEMENTS

- A redoubtable professional profile that has garnered respect and admiration, attributable to leadership excellence demonstrated at the organizational level but also gauged by contributions made at the provincial and national level;

- Being a leader who provides encouragement to others, recognition for achievement and a vision for all;
- Finding solutions and celebrating successes.

For more information on this outstanding opportunity, or to submit your application in confidence, please contact:

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Confidentiality

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