

## CHIEF EXECUTIVE OFFICER

### POLICY

#### *Summary*

The Chief Executive Officer of the Campbellford Memorial Hospital is directly responsible and accountable to the Board of Directors for the management of the Hospital within the formulated goals and policies of the Board. The Chief Executive Officer is also responsible for implementing the strategic plan of the Hospital as established and reviewed annually by the Board.

#### *Specific Functions*

1. Leadership
  - a) Is responsible for the management of the Hospital.
  - b) Demonstrates a strong personal commitment to corporate goals, staff and the patient/residents of Campbellford Memorial Hospital.
  - c) Is responsible for overall coordination and management of all aspects of Human Resources within the organization.
  - d) Advises and recommends to the Board the formulation of appropriate policies as required.
  - e) Challenges the status quo to generate continuous quality improvement opportunities.
  - f) Maintains knowledge of current and emerging corporate issues, trends and practices applicable to health care.
  - g) Leads in the creation of a shared vision of the current and future direction of the Hospital, which everyone can understand and apply.
  - h) Provides leadership and vision, which instills commitment in others to continuous improvement and excellence in everything they do.
  - i) Builds credibility, respect and trust of others.
  - j) Effectively manages him/herself to successfully respond to stressful or high-pressure situations.
  - k) Acts as a champion of new initiatives and for sustaining long-term change efforts.
  - l) Inspires others to genuinely commit to a shared vision of the current and future of the Hospital.
  - m) Leads by example.
  - n) Acts as secretary of the Board in accordance with the Hospital By-Laws.
2. Strategic Planning
  - a) In concert with the strategic plan, sets short and long term objectives for the Hospital, prioritizing and balancing short and long-term corporate goals.
  - b) Through consultation with department managers and the Fiscal Advisory Committee, prepares, presents and administers the Hospital budget.
  - c) Implements and manages a business plan focused on meeting the needs and expectations of Campbellford Memorial Hospital's patients/residents, staff and the community.

- d) Establishes and reviews with the Board annually the corporation's asset management program (capital planning).

### 3. Communication

- a) Ensures an accurate/timely exchange of information with relevant others (ie: horizontally, vertically, internal/external, etc.)
- b) Assumes responsibility for public relations and acts as Hospital spokesperson in accordance with direction from the Hospital Board.
- c) Conveys information/messages in a convincing manner.
- d) Is and is seen to be highly energetic, involved, visible and readily accessible.
- e) Listens to and encourages staff input.
- f) Demonstrates that the contributions and opinions of others are genuinely valued.

### 4. Change Management

- a) Ensures that appropriate change initiatives which reflect the Hospital's strategic plan are integrated within the Hospital.
- b) Fosters an environment that encourages improvement, staff empowerment and risk taking.
- c) Responds constructively to change on a personal level.
- d) Acts as a support mechanism for others to respond to change efforts.

### 5. Teamwork and Cross-Functional Partnerships

- a) Actively promotes teamwork at all levels and across organizations.
- b) Builds collaborative working relationships and partnerships with others (customers, employee representatives, peers, suppliers, team members).
- c) Establishes parameters for networking and external committee involvement after consultation with the Board.
- d) Establishes and maintains a positive and productive relationship with the Chief of Staff.
- e) Ensures that the accomplishments of teams and individual contributions to teams are recognized.
- f) Fosters a challenging and satisfying work climate that energizes and motivates team members.
- g) Serves as a coach and counselor for team efforts.
- h) Promotes a corporate perspective in individuals serving on teams.

### 6. Performance Management

- a) Leads the development of challenging, measurable performance objectives and the regular monitoring and documentation of their achievement.
- b) Empowers others to maximize their involvement and contribution to realizing the Hospital's strategic plan.
- c) Exercises due diligence to meet all legislative and regulatory requirements.
- d) Focuses individual/group performance to directly contribute to established Hospital goals.
- e) Equitably manages the diversity and unique skills and needs of individuals (eg: cultural, professional, etc.)
- f) Provides ongoing coaching and feedback to enhance individual job performance.
- g) Ensures that continuous quality improvement is integral with performance management.

- h) Ensures that good performance is recognized and rewarded.
- i) Provides opportunities and encourages the ongoing development of staff.

***Qualifications***

The qualifications of the Chief Executive Officer are determined by the Board of Directors. The incumbent will be qualified in education and experience to discharge the duties of this position.

The ideal candidate will have a Masters Degree in Health Administration or a Masters Degree in Business Administration, as well as membership in the Canadian College of Health Services Executives.

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Approved: Board of Directors

Date: Apr 2007, Nov 2010 (rc), June 2015 (rc)