



Candidate Brief for the position of Chief of Staff Sault Area Hospital

June 2022



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About Sault Area Hospital

Located at the hub of the Great Lakes in beautiful Sault Ste. Marie, Ontario, across from its sister city of Sault Ste. Marie, Michigan, Sault Area Hospital (SAH), an amalgamation of the Sault Ste. Marie General Hospital and the Plummer Memorial Public Hospital is a vital cornerstone with a long, storied and proud history in Sault Ste. Marie.

SAH began as two community hospitals, both situated on the St. Mary's River in downtown Sault Ste. Marie – the Sault Ste. Marie General Hospital (Catholic hospital founded by the Sisters of the Cross in 1898) and the Plummer Memorial Public Hospital (created in 1919). In 1993, the two formed a partnership becoming Sault Area Hospital.

In March 2011, a new one-site, state-of-the-art hospital in the northern part of the city was opened to the public.

In March 2011, after years of deliberation, planning, construction and hard work, SAH began a new chapter in hospital care history. What began as an ambitious vision for the community culminated with the much-anticipated opening of our new state-of-the-art facility on March 6, 2011.

The modern and larger facility serves Algoma District residents for generations to come and represents a shining example of what can be accomplished by working together toward the same goal – a better future for the people of Algoma.

The SAH is extremely proud of its approximately 1850 dedicated staff, 370 physicians and 425+ volunteers who provide exemplary service to a catchment population of approximately 115,000. With an approved complement of nearly 300 beds in a spectacular eleven (11) year old facility and a total annual budget of \$225 million, Sault Area Hospital (SAH) provides primary, secondary and select tertiary services to residents in Sault Ste. Marie and the District of Algoma. In addition to providing core services in Emergency and Critical Care; Medicine; Surgery; Obstetrics, Maternity and Paediatrics; Mental Health and Addictions; Complex Continuing Care; and Rehabilitation, SAH is also home to the Algoma Regional Renal Program and the Algoma District Cancer Program. As of August 2018, SAH

began to deliver Percutaneous Cardiac Intervention in partnership with St. Michael's Hospital.

Sault Ste. Marie General Hospital

The *General Hospital* was founded in 1898 by the Grey Sisters of the Cross from Ottawa. Taking their inspiration from their foundress, Marguerite d'Youville, their mission was to serve the poor and sick.

The Sault Ste. Marie town fathers had turned to the Grey Sisters on the advice of the provincial Inspector of Asylums and Prisons, who urged them, "If you wish a hospital of which the work is serious and lasting, ask the Grey Sisters." They began their work first in a house on Bay Street, then in a newly-constructed 80-bed hospital at the former Queen Street location.

In 1926, ownership was transferred to the Pembroke-based Grey Sisters of the Immaculate Conception. The hospital grew with the city, and new wings were added in 1908 (the same year the nursing school opened), 1922 and 1953. In 1963, following a joint fundraising campaign with the Plummer, the hospital was almost completely rebuilt. The General Hospital celebrated its centennial in 1998, transferring sponsorship that same year to the Catholic Health Corporation of Ontario, although is no longer a Catholic Hospital.

Plummer Memorial Public Hospital

The *Plummer Hospital* had its beginnings in 1906 when a group of citizens founded the Algoma Benevolent Hospital Association. Eleven years later, in 1917, through the efforts of association president Frank Davey and auxiliary



president Mrs. R.C. Smith, the association established the first non-sectarian hospital in northern Ontario.

The 18-bed hospital first opened in a house on Albert Street East, with the nursing school opening one year later in 1918. In 1920, the family of the late W.H. and Maria Plummer donated their family home Lynnhurst, and the hospital moved to its Queen Street location, changing its name from the Royal Victoria to the Plummer Memorial Public Hospital.

Population growth led to additions to the hospital in 1929 and 1952, and in 1959, the nurses' residence (now Riverview Centre) was completed. In 1962, Lynnhurst was demolished, and the Plummer, in cooperation with the General, completed major renovations.

In 1984, the two Red Cross Hospitals in Thessalon and Richards Landing came under the umbrella of the Plummer Hospital, although are no longer under the umbrella. In 1994, the Plummer opened the Renal Wing, the last local hospital addition of the 20th century.

VISION

Trusted Partner. Outstanding Care

Mission

Exceptional people working together to provide outstanding care in Algoma.



iCare Values

Integrity: They say what they mean and they mean what they say.

Compassion: They show concern and care for others.

Collaboration & Partnership: They promote teamwork

Accountability: They are answerable for their actions and decisions.

Respect: They care about the well-being, dignity and uniqueness of everyone.

Excellence: They delivery their best every day and encourage innovation to continuously improve.

Sault Area Hospital's Strategic Directions for 2022-2025

- **Compassionate person-centred care.** The first strategic direction focuses on compassionate person-centred care. Compassion, listening, and ensuring patients, their families and caregivers are at the centre of the care team is of the utmost importance. This means SAH will focus on recognizing diversity, access and inclusion, and providing equity in the provision of health care for all. As part of this work, the Hospital will move forward with a primary focus on Indigenous Health Care. Additionally, SAH will continue to collaborate with all partners and work toward a stronger and more integrated health system.
- **Foster a healthy and supportive organization.** For staff, physicians and volunteers, SAH has developed a strategic direction to ensure they foster a healthy and supportive organization. The Hospital knows that by continuing to improve the workplace by ensuring that staff, physicians, learners and volunteers are happy, healthy, well and safe at work and are empowered and supported to do their best work, SAH will be able to provide the best care to patients, their families and caregivers.
- **Strengthening operations to build a solid foundation.** In order to achieve these two strategic directions, the Hospital knows they must continue strengthening operations, ensuring they build a solid foundation. SAH continues to focus on providing excellent, high-quality care, which includes exploring innovative and digital solutions to enhance the care already provided. The organization also continues to seek out opportunities to expand research activity to help advance health care for the community. In an ever-changing environment, it is also important to maintain financial stability so SAH can continue to provide excellent health care into the future.

For more information, visit the website: <https://sah.on.ca/>
To access their Strategic Plan, click here: [LINK](#)



Opportunity

As a key member of the senior leadership team and in close collaboration with the President and Chief Executive Officer, the Chief of Staff will continue working closely with an engaged group of medical leaders within the Medical Advisory Committee as well as key external partners such as Northern Ontario School of Medicine University and SAH's OHT partners, particularly the Algoma District Medical Group.

Accountable for the leadership of the professional staff, the Chief of Staff has the mission to ensure quality medical care is provided to all patients, while finding innovative ways to enhance the overall standard of medical care ensuring it is evidence-based and in line with the hospital's strategic and operating plans. And, in a close working partnership with other executive leaders, the Chief of Staff has a unique opportunity to help the hospital plan for future needs and opportunities to support the region while playing a critical role in tackling the issues facing the medical staff stemming from pandemic recovery, such as current and future health human resource needs.

Serving in accordance with the regulations as per the *Public Hospitals Act*, in a part-time role, they will embrace a focus on medical quality of care and continuous improvement of the quality of services provided to the community, directly and through key strategic regional partnerships. The Chief of Staff is appointed by the Board and assists in the statutory relationship of privileges and accountability between the Professional Staff and the Board of Directors (the "Board"). The Chief of Staff will serve in accordance with the regulations as per the Public Hospitals Act.

The new Chief of Staff will foster a collaborative leadership environment and will interact positively in partnerships and relationships with the Board, senior leadership team and all internal and external stakeholders. The successful candidate will be licensed, or eligible for licensure, with the College of Physicians and Surgeons of Ontario.

Sault Area Hospital

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Key Responsibilities

Management

- Chairs the Medical Advisory Committee (MAC).
- Ex officio member of all subcommittee(s) which report to the MAC.
- With the Chiefs and MAC, ensures that the quality of care provided by those health professionals so designated by law or regulation to the Chief of Staff is in accordance with applicable legislation, College of Physicians and Surgeons policies and regulations, policies established by the Board and adhere to the Sault Area Hospital Mission, Vision, Values, and Strategic Plan.



- Ensures the credentialing process complies with the Public Hospitals Act and its regulations, the hospital By-laws, Rules and Regulations and hospital policies and practices pertaining to credentialing of Professional Staff.
- Ensures that methodologies are in place to regularly evaluate quality of professional care in medical/clinical services and that evaluation of these services occurs on a regular basis in accordance with established standards, adhering to standards of performance, policies and bylaws.
- Through, and with the Program Directors, Chiefs of Departments and Heads of Service, advises the MAC and the Board of the Hospital, and the President and Chief Executive Officer of the Hospital with respect to the quality of medical diagnosis, care and treatment provided to the patients of the Hospital.
- Ensures that SAH professional staff policies, rules & regulations are developed, kept current and adhered to.
- Ensures that Chiefs of Departments or Services are identified, developed and evaluated. Ensures that succession plans for same are in place and reported to the Board of Directors.
- Reports regularly to the Board on the activities, recommendations and actions of the MAC and any other matters about which it should have knowledge.
- Investigates, reports and discloses critical incidents pursuant to the Hospital Management Regulation under the Public Hospitals Act.
- Apprise members of the Professional Staff of their rights to a hearing or appeal in privileges matters.
- Represent the MAC at board meetings on privileges matters.
- Ensures the development of a medical human resource plan to meet the needs of the Hospital in accordance with guidelines established by the Board.
- Ensures the appropriate utilization of resources by those health professionals so designated by law or regulation to the Chief of Staff in conjunction with the Chief Executive Officer or designate.
- Ensures that fair and effective credentialing, annual professional staff performance review, and disciplinary processes are in place and regularly reviewed.
- Ensures that succession plans are developed and in place for the Chief of Staff role and submit these plans to the Board annually
- Recommends to the Board, in consultation with the CEO, a member of the Professional Staff to act for him or her during his or her absence or inability to act.
- Restricts or suspends the privileges of any member of Professional Staff and reporting to the MAC and the Board.
- Ensures that the Board is informed and supported in its work.
- Acts as a non-voting member of the Board of Directors and its committees, as assigned.
- Actively contributes to hospital leadership as a member of the hospital's Senior Leadership Team.

Supervision

- Champions and establishes an inclusive, diverse and supportive environment.
- Actively plans to recruit, develop and retain leadership that is aligned with the organization's future strategic needs.
- Undertakes timely and appropriate action when performance of direct reports is not aligned with organizational values.
- Assists in the departmental professional staff Human Resources plans in alignment with the corporate plans.
- Monitors medical leadership of Chiefs and Department Heads performance by establishing clear expectations, setting goals and targets and consistently discussing overall achievement and progress.
- Inspires and energizes the team by helping them understand how their work supports the mission, vision and values.
- Ensures that succession plans are robust and current.
- Serves as a coach for successors to own and other key top positions.
- Meets with potential applicants to Professional Staff to discuss SAH expectations such as values, code of conduct.



- Prioritizes continuing education and professional development of Professional Staff, especially as it pertains to the MAC and Professional Staff Leadership plans.
- Takes an organization-wide view to identifying talent by creating a robust talent planning and management infrastructure and culture to build the bench strength/talent pool of the organization.
- Oversees the metrics of quality for which MAC is accountable.

Strategic Planning

- Develops the organizational strategy and tactical implementation plan consistent with the organization's vision, mission, values and strategic direction.
- Demonstrates overall accountability and ownership for goals and initiatives in strategic plan.
- Establishes objective metrics to monitor the success of the strategic plan.
- Intervenes swiftly when performance related to strategic goals and initiatives are off track.



Professional Staff Resources and Relations

- Acts as a Member of the Community Physician Recruitment Committee which includes Algoma West Academy of Medicine, City of Sault Ste. Marie City Council representatives, including the Mayor, and representatives of the Group Health Centre.

- Meets with Medical Staff Association President/executive regularly to discuss hospital plans and professional staff concerns.
- Provides quarterly report of MAC/COS activities to Medical Staff at the quarterly Medical Staff Meetings
- Liaises with Northern Medical School of Medicine University as required to fulfill SAH mission/vision as outlined and strategic plans.
- Represents SAH at Regional Chief of Staff table in discussion of service and professional staff resourcing.
- Reviews professional staff required to meet program/service needs.
- Aligns fund raising for equipment/resources by liaising regularly with SAH Hospital Foundation.

Professional Staff Relations

- Aligns review of Professional Staff concerns as per hospital policies, rules and regulations. This will include the appropriate Heads of Service, Medical Staff Executive member, VP Innovation, Quality and Medicine.
- Actions required for discipline will be reviewed by the Chief of Staff with MAC, in accordance with hospital bylaws and policies.
- Wellness initiatives of SAH will be aligned with MAC work and initiatives which can be overseen by MAC will be delegated to the Chief of Staff for assistance in undertaking planning and actionable items.
- Advocates for career development of appropriate Professional Staff with learning institutions and professional groups.

Health, Safety and Wellness

- Accountable for the occupational health and safety of workers.
- Brings knowledge of the applicable requirements of the Occupational Health and Safety Act and Regulations, and overall compliance.
- Ensures the appropriate organizational policies are in place including mechanisms to train and monitor compliance.
- Regularly monitors organizational performance related to health, safety and wellness.



- Provides required organizational structure and resources, both human and financial, to support the safety of all workers.
- Takes every precaution reasonable in the circumstance for the protection of a worker.
- Ensures workers receive proper training and instructions prior to commencement of work.
- Identifies and informs the board of significant occupational health and safety concerns.
- To participate in and contribute to the effectiveness of the SAH Joint Health and Safety Committee.
- To practice good housekeeping in all hospital areas, keeping it safe and orderly by placing waste and garbage in receptacles or places provided, by safely placing or stacking of materials, and by clean-up after job completion.

All SAH employees are responsible for the following health and safety duties:

- To know, understand and comply with the rules, regulations, requirements and procedures of Sault Area Hospitals' *Health and Safety Program*, the *Occupational Health and Safety Act*, *Highway Traffic Act*, *Workplace Safety and Insurance Act* and other legislation, as appropriate.
- To be familiar with, and comply with, departmental standards, practices and procedures.
- To ensure all equipment is maintained in good order and to see that worn out or damaged equipment is reported and/or replaced immediately.
- To use personal protective equipment and safety devices as required by Sault Area Hospital and by legislation.
- To work at all times in a safe and careful manner.
- To advise the manager/supervisor or delegate immediately of any unsafe condition, or practice, any violation of safety legislation, or any infraction of the Hospitals' safety rules and regulations.
- To advise the manager/supervisor or delegate immediately when a work-related accident, injury or occupational illness has occurred.
- To advise the manager/supervisor or delegate when a work-related injury or occupational illness makes it necessary to seek medical attention.



The Individual

A respected medical leader and practicing clinician to be credentialed by the hospital, the next Chief of Staff will have a demonstrated history of personal integrity and an engaging communication style. A humble leader, you can anticipate challenges and inspire others to embrace change.

The ideal candidate will be a proven partnership and relationship builder in the service of the hospital and the medical staff community. They understand and embrace the governance requirements, along with the need for a high functioning relationship with the Board; practicing transparent communication and reporting. They will be comfortable and confident operating with some level of ambiguity and having medical accountability. Collaboration and teamwork describe their work philosophy. They are eager to work closely with colleagues and embrace partnering with a highly collegial senior leadership team.

Experience and Knowledge

- Medical Degree, certified in good standing to practise in the Province of Ontario. Physician / leadership development education.
- In-depth knowledge of the *Public Hospitals Act*, professional licensing/regulatory requirements, medical/legal issues, Hospital by-laws, Hospital operations and health system structure and functioning, governance systems and processes.
- Suitable and progressive experience in a physician leadership role and as a clinical leader, with a strong commitment to the provision of high quality and safe patient care.
- Experience working collaboratively with the senior leadership team, and reporting to & working with a Board of Directors.
- Demonstrated success in leading quality initiatives with professional staff leadership.
- A record of progressive experience in health care/physician leadership positions within complex health care organizations.

- A demonstrated ability to foster harmony and alignment in physician/organization relationships.
- Experience in mentoring physician leaders and cultivating active medical leadership across an organization.
- Experience in developing successful strategies for physician recruitment, retention, and performance management.
- A proven ability to play an external leadership role, and to build relationships with community, government, media, and other health system entities.

Key Competencies and Personal Attributes

- A consensus-building leadership style – a genuine commitment to medical staff issues, as well as organization and system-wide strategic objectives.
- Visionary leader with demonstrated ability to manage and lead people, to deal diplomatically with Board member, senior government officials, community leaders and the public, to create collaborative partnerships and to communicate in a clear and forthright manner.
- Strategic, visionary and analytic forward thinker.
- Strong, clear communicator, active listener, ethical and experienced in conflict resolution.
- A diplomatic, thoughtful, and tactful approach, balanced with the willingness and ability to take appropriate action in a timely manner.
- Strong personal, organizational and time management abilities and a proven capacity for balancing clinical, administrative, teaching, and continuing medical education activities.



Steps in the Selection Process

Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your resume and any other relevant application material to the Odgers Berndtson Partner or Consultant named in this document or through the process described within our How to Apply section. Rest assured, all your personal information will be kept in the strictest confidence.

Preparation of a List of Candidates for the Committee's Review

Once we receive the resumes of those who express interest in the position, we compare them against the client's needs and also against the backgrounds of other candidates.

Interview with Odgers Berndtson

If your skills and background are commensurate with the client criteria, we would reach out for an initial interview to further explore interest and fit on your part, as well as for Sault Area Hospital.

After the Interview

We will let you know as soon as possible after the interview if we will be proceeding further, and we will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision, including the compensation package and your alignment with the organization.

The goal of gathering all of this information is to help you make an informed decision, as soon as possible, about the degree of your interest. In fairness to everyone, please do not go further if you think you are unlikely to accept the position should it be offered to you. If you have additional questions following our initial discussion, but your interest is tentative and you are still "exploring", please let us know. We can help you acquire the additional information you need.

Interview with the Selection Committee

If there is a desire on both our parts to proceed further, we will ask you and the other shortlisted candidates to attend an interview with the Selection Committee. Our client plans to have at least one extensive interview with you on a scheduled day. A follow-up interview may be requested.

Steps Leading to an Offer

After you meet with the Sault Area Hospital Search Committee, we will advise you of their decision as soon as possible. If you are selected as a finalist candidate you may be asked back for another interview with the Committee. At this stage, the client will ask us to conduct reference checks and, possibly, a psychometric test. If you are the preferred candidate, and the client is satisfied with the information received, you will be made a verbal offer of employment, during which time the terms and conditions of the offer will be discussed with you.



Additional Information

How to Apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online at:
<http://www.odgersberndtson.com/en/careers/18046>

Your Personal Information

At Odgers Berndtson, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and to find out much more about how we process your personal data, a copy of our Privacy Policy is available for your review on our [website](#).

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the

purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Diversity, Equity and Inclusion

Sault Area Hospital is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers Berndtson and Sault Area Hospital throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Odgers Berndtson is deeply committed to diversity, equity and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).

Contact Details

For a conversation in confidence, please contact:

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Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson. We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognizing that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, we encourage you to contact our Chief Operating Officer, Deborah Lucas (deborah.lucas@odgersberndtson.com).





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