

BOARD MANUAL

SUBJECT: CEO Role Description	NO.: 2-B-05
SECTION: Oversight of Management and Professional Staff	
APPROVED BY: Board of Directors	DATE: October 4, 2023

Reporting to the Board, the President and Chief Executive Officer hereafter referred to as the CEO is responsible for the safe overall operational and financial management of Cambridge Memorial Hospital (CMH)

The CEO provides leadership, counsel and guidance in planning and directing the Hospital and implementing the strategic plan. The CEO is responsible for building and maintaining effective collegial relationships with CMH and its internal stakeholders (the Hospital Board, CMH Foundation, CMH Volunteer Association, Hospital staff and relevant committees, etc.). The CEO is responsible for building and maintaining effective collegial relationships with key community external stakeholders (including the Ministry of Health (MOH), Ontario Health (OH), Home and Community Care Support Services (HCCSS), community groups and other health care providers, both publicly and privately funded, and the City of Cambridge, Township of North Dumfries and Region of Waterloo, its key staff, and elected officials).

ACCOUNTABILITY

The CEO is accountable to the Board to:

- Ensure the delivery of the highest standard of patient care consistent with available resources
- Operate the Hospital in an efficient and economical manner, in accordance with Board policies, directives, goals and objectives and in accordance with MOHLTC requirements and directions
- Execute long range and short term plans approved by the Board and funded by MOH through OH or other approved sources
- Monitor closely borrowing requirements and use the OH whenever appropriate
- Ensure that the Hospital is informed of and, whenever possible, is in receipt of extra funding for new programs and innovative ideas
- Use best effort to ensure that actual capital and operating expenditures do not exceed approved budgets
- Be accountable to stakeholders as identified by the Board
- Maintain positive relations in the broader health care community, with the MOH, OH, HCCSS, and other health care providers in both the public and private sector in the communities of Cambridge and North Dumfries, Kitchener, Waterloo, and Wellington County, as appropriate

- Advocate on behalf of the Hospital and its needs
- Take such action to ensure compliance with the Legislation and the By-laws of the Corporation and the Hospital Service Accountability Agreement (H-SAA)
- Keep the Board fully informed on
 - all significant aspects of Hospital management and operation
 - all quality related issues via the Board Quality Committee
- Co-ordinate the efforts and activities of the Medical/Professional staff, Hospital staff, CMH Volunteer Association, and CMH Foundation and ensures that these groups are bound by a unity of purpose and work together cohesively to carry out the Hospital's mission, vision, values and role

MAJOR RESPONSIBILITIES

PATIENT CARE

- Ensure the development of annual quality improvement plans which will be made public
- Ensure the development of and maintenance of mechanisms to monitor, report and continuously improve the quality of services provided by CMH
- Ensure that the Hospital and the care provided meets or exceeds all relevant quality standards and guidelines
- Ensure the development of and implementation of patient/client/caregivers surveys to assess satisfaction with the health services provided
- Ensure the development of process to address patient experience issues as well as the monitoring of and reporting on patient experience
- Ensure the development of appropriate quality, patient and employee safety, utilization, and risk management programs
- Foster a patient safety culture that supports quality patient care
- Consider safety of self and co-workers while performing their work

MEDICAL STAFF

- Work in partnership with the Chief of Staff or appropriate Chief of Department
- Working in partnership with the Chief of Staff, communicate continuously with Medical/Professional Staff concerning operational, budgeting, and strategic planning, resolve daily administrative problems and related matters
- Attend Medical Advisory Committee meetings
- Work effectively with the Board appointed Chiefs of Departments and the elected Medical/Professional Staff Executive members
- Develop staff surveys to assess satisfaction with employment experience and to solicit views about the quality of care provided by CMH to our patients
- Support the members of the Medical/ Professional Staff to act in accordance with the Legislation, or the By-laws, Rules, and Regulations of the Corporation
- Collaborate with the Medical Advisory Committee in the provision of quality care

by the Medical/Professional Staff

OPERATIONS AND RESOURCE MANAGEMENT

- Provide leadership to all employees of the Corporation
- Pilot plans for approved new or expanded programs and services through the MOH; maintain ongoing contact with the MOH to monitor the status of approvals and funding
- Direct, co-ordinate and control the operation of the Hospital through leaders; ensure that approved plans are implemented; monitor actual capital and operating expenditures against approved budget on a monthly basis or more frequently if required
- Review and assess operating problems; develop and implement plans for corrective action
- Establish an organizational structure to ensure accountability of all departments, services, and staff for fulfilling the mission, vision, and strategic plan of the Corporation
- Recruit and review with the Executive Committee, the hiring or appointment of senior management personnel to fill approved positions
- Assess the performance of direct reports and review with the Executive Committee promotions, transfers, or dismissals within this group.
- Recommend salary range and pay increases for Hospital staff, including the ratification of collective agreements
- Ensure that all management and supervisory personnel are properly trained to carry out their functions in a competent manner; maintain an ongoing program of professional development for self and senior staff
- Ensure that managers assess the performance of their staff; review and approve recommendations for their staffs' pay increases, promotions, transfers, or dismissals
- Ensure preparation of the Hospital in order to receive Accreditation status consistent with the direction of the Board
- Report the results of the Accreditation survey to the Board and its Committees along with plans for implementation of survey recommendations
- Ensure that operating and capital budgets are properly prepared and presented to the Resources Committee for review
- Ensure the appropriate utilization of resources
- Ensure that the Hospital is in receipt of annual, program and capital funding from the government
- Monitor the activities of the CMHF and CMHVA and build a collaborative relationship with CMHF staff and CMHVA staff. Be responsible for the payment of all salaries and amounts due from and by the Corporation which fall within the purview and scope of the approved annual budget, or otherwise as may be established from time to time by resolution of the Board;
- Assure that provision is made for the employee health services as required by the Regulations under the Public Hospitals Act

- Ensure that the Hospital operates within the budget approved by the Board and funded by MOH

PLANNING AND STRATEGY

- Provide guidance to the Board in developing and maintaining a strategic planning framework for the Hospital that responds to community needs and addresses changes and trends in the delivery of health services
- Identify and implement annual corporate priorities and operating plan consistent with the strategic plan.

GOVERNANCE

- Attend meetings of the Board and assigned committees; prepare agendas for Board meetings in consultation with the Chair; ensure that minutes of all Board and committee meetings are taken and circulated; ensure that there is adequate staff support for Board and Committee members
- Supervise or conduct studies and analyze as requested for the Board and its Committees; prepare and submit reports on the results of these studies
- Develop measurable criteria by which to evaluate performance against program objectives on an ongoing basis
- Develop and recommend to the appropriate committee of the Board policies for the Hospital; encourage senior executives to submit policy suggestions; review these and, if appropriate, recommend them to the proper committee of the Board; ensure that approved policies are announced and adhered to on an ongoing basis
- Monitor education opportunities and report on these to the Board and appropriate management
- Be the Secretary of the Board
- Be an ex officio non-voting member of the Board
- Be a voting member of the Quality Committee of the Board
- Provide the Board with regular assurance that the methodology and data used by management to report performance metrics to the Board and federal and provincial agencies appropriately and accurately reflect the Corporation's performance and provides a reliable basis for Board decision making
- Report to the Board any matter about which it should have knowledge that may impact on a decision of the Board
- Except in extenuating circumstances, submit monthly financial statements to the Board accurately disclosing the financial position of the Corporation for the most recent month
- Ensure that the investment policy as established by the Board is in place, and monitor compliance with the policy
- Submit quarterly certificates to the Board in respect of the previous quarter that all wages owing to employees and source deductions relating to the employees that the Corporation is required to deduct and remit to the proper authorities pursuant to all applicable Legislation

COMMUNICATION AND STAKEHOLDER RELATIONS

- Serve as a spokesperson for the Hospital; respond to questions from the media, the public and patients; participate in the planning and execution of important public relations activities
- Maintain effective relationships in the Hospital field throughout the Region of Waterloo and throughout the province
- Maintain effective relationships with the MOH
- Maintain an effective relationship with the Ontario Hospital Association and the other Hospitals and related CEOs within the Region of Waterloo to ensure maximum benefit for CMH from its relationships
- Provide logistical support for the annual meeting of the Hospital Corporation
- Prepare an accountability report to the stakeholders on an annual basis
- Maintain effective relationships with the communities of Cambridge and North Dumfries, and local and regional politicians
- Represent the Corporation externally to the community, government, and other organizations and agencies
- Communicate with related health care agencies to promote co-ordination and/or planning of local health care services

OTHER

- Perform other functions as requested by the Board and the Board Chair
- Have such other powers and duties as may from time to time be assigned to the CEO by the Board.
- The CEO shall devote full time attention to the business and affairs of the Hospital. The CEO shall not undertake any other business or occupation or become an employee, partner or agent of any other corporation, partnership firm or person (hereafter referred to as "other organizations"). The CEO may, with the Board's consent or as required by the Public Hospitals Act, undertake activities for other organizations which are consistent with the CEO's responsibilities.

LIMITS OF AUTHORITY

The CEO is authorized to:

- Spend amounts required for the operating and capital purposes in accordance with the policies of the Board
- Approve the hiring, promotion, transfer or dismissal of management and supervisory personnel in accordance with Board policy
- Approve pay adjustments for management and supervisory personnel below the level of immediate subordinates, provided the Board has approved the salary range and the overall pay increase rates within ranges stipulated by the MOH

DEVELOPED: September 28, 2011		REVISED/REVIEWED:
June 25, 2014	November 30, 2016	September 30, 2020
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