



Position Title:	Executive Director	Job Category:	Administration
Level/Salary Range:	\$ 93,853	Position Type:	Full Time 1.0 FTE

Position Description

Summary:

The Loyalist Family Health Team (LFHT) provides a comprehensive, patient-centered approach to primary health care by bringing together a diverse team of health care providers. This team includes physicians, nurse practitioners, nurses, other healthcare professionals, and administrative staff who collaborate to deliver the highest quality care to patients. The Executive Director (ED) plays a pivotal role in ensuring the operational success of the FHT, with a strong focus on quality improvement, human resource management, patient-centered care, diversity, equity, and inclusion (DEI), and financial oversight.

In this leadership role, the ED is responsible for operational oversight, requiring exceptional interpersonal, planning, and management skills. The FHT operates under a shared administrative and clinical leadership model, where the ED works closely with the Lead Physician to achieve the FHT’s primary health care objectives. The ED is accountable to the Board of Directors, working under their direction to align the team’s efforts with the FHT’s strategic goals.

Additionally, the ED holds supervisory responsibilities for all FHT employees, ensuring compliance with current HR legislation, including WHMIS, Occupational Health & Safety, Employment Standards, and Privacy regulations. The ED’s commitment to continuous improvement and adherence to these standards is essential in maintaining the high-quality, patient-centered care that the LFHT is known for.

Main Responsibilities:

STRATEGIC PLANNING AND IMPLEMENTATION

- Assists the Board in developing and implementing strategic plans that fulfill the mission and mandate of the FHT. Strategic plans guide the development of programs and services and the ongoing operation of the FHT.
- Translates, on an annual basis, the Board’s goals, objectives and strategic directions into operational plans and QI activities
- Develops the relevant metrics (key performance indicators) and reports (‘scorecards’) to track progress on the strategic plan, and reports results quarterly to the Board

COMMUNITY RELATIONSHIPS

- Builds collaborative working relationships with stakeholders, including hospitals, MOHLTC, OH, Community agencies, other FHTs and local government and provincial agencies
- Represents the FHT on various committees and networks at the local, regional, and provincial levels to address evolving infrastructure needs in primary care
- Identifies and creates opportunities for new partnerships in the public and private sector that benefit the FHT
- Develops, implements and maintains an effective communications and public relations strategy to provide information and promote services and the positive value of the FHT

**HUMAN RESOURCES**

- Determines the organizational structure within the staff complement determined by the MOHLTC
- Develops, implements and maintains effective strategies and programs for staff recruitment, retention, performance management, development and training, and succession planning to ensure maximum productivity and service continuity
- Determines training and development needs of staff based on current and emerging competency requirements and allocates resources appropriately
- Conducts performance reviews and provides on-going performance feedback and coaching
- Creates a culture of wellness by initiating and supporting programs that benefit the psychological and physical health of employees

FINANCIAL MANAGEMENT

- Ensures the development and implementation of a sound financial management plan which balances service delivery and funding requirements. This will include preparation of the business plan and annual budget, the control of expenditures within the approved budget, provision of financial reports to the Board of Directors and MOHLTC and Ontario Health and compliance with audit recommended actions
- Recommends changes to the RRSP and benefits plans based on financial analysis of cost effectiveness
- Develops, implements and maintains an effective process for facilities management, purchasing and information management systems
- Develops, implements and maintains effective internal control and due diligence process to manage risk (i.e. business continuity planning, insurance, regulatory obligations, etc.)

PROGRAMS AND SERVICES DEVELOPMENT

- Reviews and approves all short-term and long-term IT infrastructure plans and improvements for the FHT related to capital investments and operational needs (i.e. website, EMR –shared with FHO)
- Ensures that appropriate systems are in place for enhanced service provision and the protection of patient confidentiality
- Ensures that appropriate quality assurance systems are in place to measure and monitor the quality of the FHTs activities, including patient satisfaction and compliance with standards
- Ensures that required program delivery reports for the MOHLTC are accurate, outcome-based, and submitted on time
- Develops plans to continuously improve programs and delivery
- Participates in research activities aimed at innovative approaches to care, database development and practice-based initiatives
- Lead for all projects and pilots
- Lead for patient complaints as per LFHT patient complaint policies

PRIVACY OFFICER

- Develops and oversees the organization's privacy program
- Develops and maintains privacy policies and information practices



- Develops and delivers privacy training
- Manages privacy breaches
- Responds to access and correction requests, privacy inquiries and complaints
- Does or oversees regular privacy auditing and compliance monitoring
- Reports to the Board on Privacy related issues

Competency Profile:**ORGANIZATIONAL LEADERSHIP**

- Clearly and confidently communicates the FHT's strategic plans and priorities and how the contribution of each employee is aligned to the bigger picture
- Continually upholds the FHT vision, mission and values to guide the team's decisions
- Demonstrates a clear and compelling vision of the possibilities to expand the current reach of the FHT
- Demonstrates visibility, optimism and focus, especially in challenging circumstances
- Creates a team culture that energizes employees around the mission of improving health in the community
- Shares information appropriately to ensure that others have the information to make informed decisions
- Demonstrates the social responsibility of creating a healthy workplace, consistent with the mission of the FHT to promote health and disease prevention

COACHING AND MENTORSHIP

- Is quickly able to assess a situation and provide appropriate leadership
- Demonstrates strong coaching and mentorship skills; actively supports and invests the time and energy to develop others
- Holds others accountable to a high standard of performance while providing them with the visible support to succeed
- Creates an inclusive and high performing culture by actively engaging employees in the decision-making process through active listening, positive and respectful challenging and encouragement of ideas; clearly values others' input while taking accountability for the final decision
- Demonstrates accessibility and approachability to provide the required guidance and direction
- Recognizes individual and team successes in a way that highlights the accomplishment and is personally meaningful to the employee

STRATEGIC AND CRITICAL THINKING

- Explores issues from a very broad perspective, weighing the various options in the context of clearly articulated priorities and values
- Is able to clearly discern and articulate the relevant operational issues to the Board and provides the required background to support their decision-making; similarly, is able to communicate the impact of Board activity and decisions to employees to facilitate internal alignment



- Demonstrates a strong understanding of current and emerging community needs, and the on-going sustainability and potential of programs in the context of a changing and complex environment
- Is able to critically evaluate population-based data to inform future program development
- Demonstrates flexibility and decisiveness in revising plans to accommodate or capitalize on new information
- Is able to clarify and distil salient points from complex information to focus own and others' thinking and decision-making; is able to provide thoughtful analysis on the implications of different options

OPERATIONAL EXCELLENCE

- Demonstrates a sound sense of priorities and manages time appropriately to achieve the best outcomes
- Establishes, monitors, and enforces high quality standards to maintain a highly professional results-oriented organization
- Demonstrates a sound knowledge of the policies, legislation and practices that govern the operation of the FHT
- Demonstrates a solid understanding of employers' obligations and fundamental knowledge of all aspects of Human Resources; is able to make tough decisions (i.e. hours of work, termination) based on sound rationale and a consistent philosophy
- Demonstrates an understanding of how to develop an ethical business model including determination of the right funding models
- Demonstrates an understanding of how to develop and interpret budgets and exercise fiscal responsibility in the allocation of budget
- Demonstrates a working knowledge of the community health system including the different 'players' (i.e. hospitals, universities, physicians' clinics), their intersections, decision models and political hotspots
- Demonstrates general current knowledge about disease management and health promotion to evaluate the proposed outcomes of new and evolving programs

ETHICS

- Demonstrates honesty, integrity, accountability and appropriate transparency in all situations
- Is thorough and diligent in pursuing and selecting partners that reflect the values of the FHT
- Conducts oneself in a manner that upholds the values and reputation of the FHT
- Is uncompromising in holding the line on policies and procedures, not 'bending rules' that have the potential to undermine the community's confidence in the FHT
- Holds others to a consistently high standard; communicates and reinforces key expectations
- Demonstrates sensitivity to diversity in the workplace; values and embraces all backgrounds

RELATIONSHIP SKILLS

- Actively networks to develop and maintain relationships and partnerships that support and advance the work of the FHT



- Researches and strives to understand the unique needs and interests of community partners (i.e. physicians) to create mutually beneficial partnerships; is able to find the common ground on which to build win-win outcomes
- Demonstrates political acuity and sensitivity in communication and negotiation; is able to alter style to fit and resonate with different audiences (i.e. board, employees, physicians)
- Builds trust and goodwill by generously sharing information, the FHT’s resources and advice among community partners

Education, Experience and Skills:

- A successful track record of three (3) or more years at the management level in health or public administration
- A degree in business, health care management, or similar is preferred, or a suitable combination of education and experience will also be considered
- Experience working directly with a Board of Directors
- Exceptional interpersonal, liaison and communication skills
- Experience in:
 - Site/space development facilities planning
 - Policy and program development and delivery
 - Strategic planning, and,
 - Finance and human resources management
- Proven ability to lead, encourage and motivate staff in a team environment
- Exceptional change management and organizational development skills
- Strong technology skills; proficiency in computer applications (i.e. Windows, MS Office suite, email and internet research)
- Demonstrated commitment to continual learning and professional development

Job Requirements:

- Must be able to travel and hold a valid driver’s license
- Must be able to work outside regular business hours
- Must be able to adhere to all FHT policies and procedures
- Must provide a CPIC
- Successful candidate will be expected to complete privacy training at FHT's expense
- Commitment to professional development

Approved By:	Board of Directors	Date:	June 25 th , 2024
Last Updated By:		Date/Time:	