

**Position Profile**  
**MEMBERS – BOARD OF DIRECTORS**  
**THE SCARBOROUGH HOSPITAL**

**BACKGROUND**

The Scarborough Hospital (TSH) has a remarkable history of service to Canada's most diverse community.

It was formed in 1998 through the amalgamation of The Salvation Army Scarborough Grace Hospital and the Scarborough General Hospital and operates as an integrated network that includes:

- The General Site facilities,
- The Grace Site facilities,
- 2 hemodialysis satellite facilities,
- A mental health satellite facility, and
- 3 urban health satellite facilities.

Currently TSH has an annual budget in excess of \$320 million and operates 576 beds across the two principal sites. It has over 3,482 staff members, more than 700 physicians, and 720 volunteers.

The legacy hospitals were very different in their culture and values. The Scarborough Grace Hospital reflected the ethos of the Salvation Army and ensured that it provided comprehensive and holistic care to its community; the Scarborough General Hospital saw itself as providing sophisticated care in a variety of complex medical disciplines capitalizing on technological advancements in these areas.

These differences continue to the present yet represent an important opportunity for integration and growth.

The eastern Toronto region served by the hospital is largely urban and population-dense. It includes 25 distinct ethnic groups and more than 13 different languages are spoken within the community; many residents identify a language other than English as their first language. The demographics of the population are also characterized by a high percentage of seniors, and an average income that is below the mean for Toronto.

The hospital endeavors to provide services that meet the needs of such a complex community in a culturally respectful manner, and its members are appreciative of the care that they receive.

The TSH faced continued governance challenges subsequent to the amalgamation that were largely attributable to the historical structure of its Board of Directors. In the fall of 2007, due to these issues, a Supervisor was appointed by Provincial Government and the Board was dismissed. The Supervisor, is currently developing new structures and processes, including new corporate by-laws, that will represent 'best governance practices', and that will ensure that TSH continues to provide superb patient care, promote health and improve the quality of life within its community.

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## ROLE DESCRIPTION

### SUMMARY

The Scarborough Hospital seeks exceptional community-minded leaders to become members of its Board of Directors and to provide governance oversight, thereby guiding the hospital to realize a heightened level of excellence through its significant existing resource potential.

The recruitment of members to the new Board of Directors that will operate under the new governance structure will occur in parallel with the recruitment of a new President and Chief Executive Officer (CEO). The intent is to bring the two processes together in their final stages to enable some of the officers of the new Board to be involved in the CEO selection process.

### CHALLENGES AND OPPORTUNITIES

#### **Leadership and Renewal**

The hospital and its history represent an opportunity for transformational change; its extraordinary community and its critical mass of clinical services will allow the organization to be positioned as an innovative healthcare leader within the Greater Toronto Area. The creation of a new framework of corporate governance, coupled with the recruitment of a new Board and a new CEO, will provide TSH with a solid foundation and a unique opportunity for ongoing improvement, growth, and renewal.

#### **Strength in Unity**

The hospital is energized by the prospect of change. Through the development of a new vision and mission, the opportunity exists to create a positive and integrating organizational culture. The healthcare needs of the hospital's evolving and growing community and the transformative initiatives introduced by the provincial government mandate the development of a new strategic plan. This plan not only has the potential to provide the blueprint for integration and development but the process used to develop it will provide a opportunity to re-engage its staff, medical staff, volunteers and community with TSH.

#### **Site Redevelopment**

The ability of the hospital's facilities to meet current clinical demands varies across its two principal sites. A new Emergency and Critical care wing is currently under construction at the General campus, and a functional program to support the redevelopment of surgical services at that site has recently been submitted to the Ministry of Health. However, TSH also needs a comprehensive long-range master facilities plan that is based on the hospital's strategic plan that can serve as the basis for future redevelopment. The leadership of the CEO will be critical to ensuring that a realistic facilities plan is developed and quickly executed.

#### **Communication**

The hospital's most critical assets are its remarkable community and the passion and commitment of its staff. Many of its recent challenges can be attributed to a failure to maintain effective communication with both of these parties. In order to effectively build on these strengths, TSH must ensure that both groups remain committed to its renewed vision, values, and strategic plan through effective and comprehensive internal and external communication strategies.

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#### **Serving the Community**

TSH has endeavored to address the needs of its community and to fulfill the expectations of its patients. Performance measurements have revealed important areas for improvement; although some, such as those related to wait time performance, meet or exceed provincial standards or peer comparators, significant opportunities exist in such areas as patient satisfaction, hospital mortality and workplace lost time. An important challenge for the hospital will therefore relate to improving its operational effectiveness while maintaining its history of fiscal prudence.

#### **MAJOR RESPONSIBILITIES AND PERFORMANCE REQUIREMENTS**

In exercising its governance responsibilities, the Board of Directors must provide leadership and oversight to the provision of patient care by the hospital in such diverse areas as:

- Vision and mission,
- Strategy and goals,
- Hospital operations, including services to patients,
- Medical practice,
- Quality and risk management,
- Fiscal management, and
- Healthcare-related research and education.

The Board will be structured to ensure that skilled governance, leadership, and accountability are reflected in all of its activities. The Board will collectively have expertise in a range of areas at a strategic and governance level including, but not limited to, quality improvement, financial management, human resource management, communications, and strategic and facility planning.

Members of the Board of Directors will also be expected to be conversant with best governance practices, including those related to growth and development of the Board itself.

The most critical areas of responsibility for a member of the Board of Directors related to:

#### **Fiduciary Roles**

- Acts in the best interests of the organization at all times.
- Provides responsible stewardship of the hospital's assets and ensures its financial integrity.
- Ensures the development and implementation of the Hospital's mission and vision.

#### **Knowledge and Judgement**

- Provides valued knowledge, experience, and counsel to the Board and to the Chief Executive Officer.

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- Provides technical expertise in specific areas required by the Board (e.g. governance issues related to human resources, accounting, or law).

#### **Board Relationships**

- Contributes effectively to Board and Subcommittee decision-making processes.
- Constructively expresses dissenting opinions and works objectively to resolve challenging issues.

#### **Relationships with the Chief Executive Officer and the Chief of Staff**

- Proactively works to ensure the development of robust relationships with both the Chief Executive Officer and the Chief of Staff based on mutual respect, organizational values, and role clarity.
- Ensures accountability of the Chief Executive Officer to the Board of Trustees for implementation of corporate strategy and effective and efficient execution of hospital operations.
- Ensures accountability of the Chief of Staff to the Board of Trustees for issues related to the oversight of medical practice.

#### **External Partnerships**

- Promotes collaborative leadership of health services within the province.

#### **Community Relationships and Communication**

- Promotes effective collaboration between the hospital and its community, particularly as it relates to organizational mission and vision.
- Ensures accountability and transparency in Board decision-making.

#### **Fund Raising**

- Supports the Hospital's Foundation in fund raising initiatives including donor cultivation activities.

### **PERSONAL ATTRIBUTES**

#### **Integrity**

- Possesses the ability to be free, and be seen as free, of actual or perceived conflicts of interest.
- Ensures that s/he does not to represent or advocate on behalf of any individual constituency, group, or special interest.

#### **Accountability**

- Willingness to be accountable for, to publicly support, and to act on, Board decisions

#### **Commitment**

- Possesses an ability to commit the necessary time for Board-related activities (e.g.: Board and Subcommittee meetings including meeting preparation, retreats and other events)

#### **Growth and Development**

- Willingness to actively contribute to Board development and Continuing Education activities.

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### **QUALIFICATIONS**

In addition to demonstrating the personal skills required to realize the major responsibilities of the role, candidates must possess the following:

#### **Foundational Qualifications**

- Previous experience in governance or executive level leadership of large organizations.

#### **Experience and Competencies**

- Possesses an understanding of multi-cultural communities.
- Demonstrates outstanding communications and human relations skills.
- Able to develop productive relationships with politicians, community and business leaders.
- Experience with leadership of complex organizational change and transformation.
- Possess a personal interest in the community served by the hospital.