

## EMPLOYMENT AGREEMENT

This agreement made as of the 4<sup>th</sup> day of February, 2022.

BETWEEN:

**WINDSOR FAMILY HEALTH TEAM**

(hereinafter "WFHT")

- and -

**WINDSOR REGIONAL HOSPITAL**

(hereinafter "WRH")

- and -

**MARGO REILLY**

(hereinafter the "Employee" or "Executive Director")

**WHEREAS** WFHT and WRH (the "Employers") have entered into an Affiliation Agreement dated September 1, 2008 (the "Affiliation Agreement") pursuant to which the Employers agreed to cooperate and work together to provide seamless healthcare to the residents of the Windsor and Essex County areas;

**AND WHEREAS** under the Affiliation Agreement, the parties agreed to jointly employ an executive director for WFHT in order to assist WFHT in achieving the goals set out in the Affiliation Agreement;

**NOW, THEREFORE**, the parties hereby agree as follows:

### **ARTICLE 1 APPOINTMENT AND ACCEPTANCE**

- 1.1 The Employers hereby appoint the Employee to the position of Executive Director of the WFHT and the Employee hereby accepts the appointment and designation on the terms and conditions set forth in this Agreement.
- 1.2 During the term of the Affiliation Agreement, for administrative purposes, the Employee shall be on WRH's payroll.

### **ARTICLE 2 TERM AND RENEWAL**

- 2.1 The term of this Agreement shall commence effective April 1, 2022 and shall continue unless terminated earlier in accordance with this Agreement.

**ARTICLE 3 EXECUTIVE DIRECTOR**

- 3.1 The Employee agrees to serve as the Executive Director of the WFHT to the best of their ability in compliance with all applicable laws, the WFHT By-laws, and the WFHT policies, procedures, rules and regulations.

**ARTICLE 4 ACCOUNTABILITY**

- 4.1 The Executive Director shall be directly accountable to the WFHT Board of Directors (the "Board") in accordance with the WFHT's by-laws and applicable policies and procedures.
- 4.2 The Board Chair of the WFHT shall act as the Board's central point of official communication with the Executive Director.
- 4.3 The Executive Director shall follow all lawful instructions and directions given to them by the Board of the WFHT.
- 4.4 The Executive Director will not be considered an employee of WRH for the purposes of job postings within WRH.

**ARTICLE 5 FULL TIME AND ATTENTION**

- 5.1 (a) The Executive Director shall, subject to paragraph (b) and 5.2 below, throughout the term of their employment, devote their full time and attention to the business and affairs of the WFHT. The Executive Director acknowledges that this position will include the carrying out of duties in the evenings and weekends, as may be required from time to time, in addition to regular business hours.
- (b) The Executive Director shall not, without the prior written consent of the WFHT Board, undertake any other business or occupation or become a director, officer, employee, partner or agent of any other corporation, partnership, firm or person ("Other Organizations"). The Executive Director shall perform the duties required of the Executive Director in the Affiliation Agreement, including without limitation, serve as an ad hoc member of the WRH's Executive Operations Committee and work with the Executive Operations Committee and the WRH Chief Executive Officer to achieve the goals and mandate of the Boards of Directors of WRH and WFHT as they relate to the achievement of the obligations under the Affiliation Agreement.
- 5.2 The Executive Director shall be a member of the Executive Operations Team of WRH and work closely with staff of the Hospital to:
- (a) provide seamless healthcare to patients, which is viewed by the community as a system of healthcare from birth to senior care;
- (b) improve the overall efficiency of the health care services at both organizations in order to avoid, eliminate and reduce the duplication of services provided;

- (c) reduce hospital admissions;
- (d) support preventative healthcare;
- (e) provide easier and faster access to consultations with specialists;
- (f) match patient needs with appropriate care;
- (g) support both executive leadership collaboration and broader collaboration between the WFHT and WRH including, without limitation, between the Executive Operations Committee and the Medical Advisory Committee of WRH and the Management Team and Clinical Team of the WFHT; and
- (h) foster relationships and supportive networks between the professional groups in each organization, including, without limitation, direct linkages between WFHT and the Acute Care, Pediatric, Cancer Care, Children's Mental Health, Rehabilitation, and Complex Continuing Care programs of WRH.

## **ARTICLE 6 COMPENSATION**

- 6.1 (a) During the term of this Agreement, in full consideration for the services provided by the Employee, the Employee shall receive the following compensation:
- (i) An initial annual salary, payable semi-monthly, at an annualized rate of \$134,321, less all applicable and statutory deductions and withholdings (the "Base Salary").
  - (ii) In addition to the Base Salary and subject to Section 6.1(b), the Employee shall receive an additional salary at an annualized rate of \$25,000.00, less all applicable and statutory deductions and withholdings in respect of the duties required of the Employee under the Affiliation Agreement (the "Additional Salary"). The Additional Salary shall be paid to the Employee in conjunction with the Base Salary.
  - (iii) The Employee will be entitled to executive vacation allotment, in accordance with WRH's general policy in effect from time to time for all of its executive level employees. Any unused days cannot be carried over to the next year.
  - (iv) The Employee will be entitled to ten (10) paid personal days per year. Any unused days cannot be carried over to the next year and do not have any cash value.
  - (v) Effective April 1, 2022, participation in such fringe benefit plan of WRH as may exist from time to time, including any pension, health, life or disability insurance plans generally made available to other non-union management employees of WRH, in accordance with the eligibility and participation provisions of such plans. For the purpose of clarification only, the benefits in effect at the commencement of this Agreement are described in Appendix "A" attached hereto, and forming part of this Agreement.

- (b) WFHT's obligation to pay the Additional Salary is contingent upon the funding received pursuant to the Affiliation Agreement (attached hereto as Appendix A-1). In the event that the Affiliation Agreement is terminated pursuant to Section 8.1 or 8.2 of the Affiliation Agreement, the Employee hereby agrees that WFHT will only be required to provide the Additional Salary for a period of twenty-four (24) months from the date of notice of termination of the Affiliation Agreement (the "Transition Period"). Following the conclusion of the Transition Period WFHT shall not be required to pay the Additional Salary and WFHT shall have no further responsibilities and obligations with respect to the payment of the Additional Salary to the Employee. The Employee hereby acknowledges and agrees that they will not be constructively dismissed in the event of the termination or expiry of the Affiliation Agreement.
- (c) In accordance with WRH policy, the Employee shall be reimbursed by WRH for reasonable expenses incurred by the Employee in the course of their employment, including costs of attending continuing education conferences, provided an itemized written account and receipts acceptable to the Joint Committee are provided. Amounts for any single item in excess of five hundred dollars (\$500.00) shall not be reimbursed unless approved in advance by the Joint Committee formed pursuant to the Affiliation Agreement. WFHT shall reimburse WRH for all amounts paid to the Employee pursuant to this paragraph 6.1(c).

## **ARTICLE 7 PERFORMANCE REVIEW**

- 7.1** Starting in 2023, in April of each year, selected members of the Board of the WFHT along with one member of WRH will undertake a review of the Executive Director's previous year's performance, which will provide for a review of:
- (a) the Executive Director's progress toward achievement of WFHT objectives, including the attainment of the objectives set out in the Affiliation Agreement;
  - (b) the job description of the Executive Director (Appendix B);
  - (c) the WFHT's performance under the funding agreement with the Ministry of Health ("MOH") and Ontario Health ("OH");
  - (d) any notices, compliance directives or orders issued by the Minister of MOH or OH or any other similar legislation which may be enacted in the future; and
  - (e) other relevant matters.
- 7.2** The review process will also establish measurable performance expectations, including both short-term and long-term objectives for the Executive Director, as identified by the WFHT Board in consultation with the Joint Committee, and in cooperation with the Executive Director.
- 7.3** Based on the performance review, the WFHT will make recommendations to the WFHT Board in respect of any adjustments to the Executive Director's compensation in accordance with applicable policies and in alignment with the current Compensation

Grid (Appendix C) adopted by the WFHT.

## **ARTICLE 8 TERMINATION**

- 8.1** (a) The Executive Director may terminate their employment pursuant to this Agreement voluntarily at any time by giving not less than thirty (30) days' notice in writing to the Employers.
- (b) The Employers may, with written notice, waive the above notice in whole or in part but shall be required to continue providing the Executive Director with both their salary and benefits for the full thirty (30) days.
- (c) The Executive Director agrees to accept the pay-in-lieu of notice set out in paragraph 8.1(b), in full and final settlement of all amounts owing to them by the Employers under this Agreement, including any payment in lieu of notice of termination, or any other entitlement or rights that the Executive Director may have at common law, and the Executive Director waives any claim to any other payment or benefits from the Employers except as may be required to mandated under any applicable statute.
- 8.2** This Agreement and the Executive Director's employment with the Employers may be terminated, without the Employers being obligated to provide the Executive Director with advance notice of termination or pay in lieu of such notice, whether under contract, statute, common law or otherwise if:
- (a) This Agreement has become impossible to perform or has been frustrated by a fortuitous or unforeseeable event or circumstance (except if the impossibility or frustration is the result of an illness or injury suffered by the employee, in which case the Executive Director will receive the minimum notice as required under the applicable employment standards legislation); or
- (b) the Executive Director has been guilty of wilful misconduct, disobedience or wilful neglect of duty that is not trivial and has not been condoned by the Employers, or any under conduct that would relieve the Employers from the obligation to provide notice of termination under the applicable employment standards legislation; or
- (c) the Executive Director dies.
- 8.3** At any time after the first six (6) months of employment, the Employers may, by written notice to the Executive Director, terminate the Executive Director's employment without cause, provided that, upon such a termination, the Employers shall continue to pay as per its normal payroll practices the Executive Director's Base Salary and Additional Salary as in effect on the date of termination for a period of one (1) month for each full year of service, subject to a minimum period of six (6) months and a maximum period of eighteen (18) months. Subject to the terms and conditions of the applicable plan policies, the Executive Director's coverage under the group dental, life insurance and extended health benefit plans will continue for the same period as she is paid Base Salary and Additional Salary under this paragraph.
- 8.4** At any time in the first six (6) months of employment (the "Probationary Period"), the

Employers may terminate the Executive Director's employment upon providing the Executive Director with the minimum amount of advance notice or payment in lieu thereof as required by the applicable employment standards legislation.

- 8.5** (a) It is understood that, if termination occurs pursuant to sections 8.1 or 8.4, all benefits shall terminate the latest of at the end of the month of termination or 30 days after termination.
- (b) Upon termination of this Agreement for any reason, the Executive Director acknowledges that all items of any kind created or used by them pursuant to their employment or furnished by the Employers to them including, but not limited to, any motor vehicles, equipment, books, records, credit cards, reports, files, diskettes, manuals, literature, confidential information, or other materials shall remain and be considered the exclusive property of the Employers at all times, and shall be surrendered to them, in good condition (reasonable wear and tear accepted), promptly without being requested to do so.
- 8.6** (a) Upon the termination or expiry of the Affiliation Agreement, WRH shall assign to WFHT, and WFHT shall assume, all of WRH's obligations under this Agreement and the Employee shall continue as an employee of WFHT. WFHT shall be solely responsible for the Employee's compensation and WRH shall have no further responsibilities and obligations with respect to the Employee. The Employee hereby acknowledges and agrees that they will not be constructively dismissed in the event of the termination or expiry of the Affiliation Agreement and WFHT's assumption of WRH's obligations under this Agreement.
- (b) Notwithstanding paragraph (a), WRH agrees, for administrative purposes, to, if requested by WFHT, maintain the Employee on WRH's payroll following the termination or expiry of the Affiliation Agreement, provided that WFHT agrees in writing that WFHT shall be solely responsible for the Employee's compensation and shall reimburse WRH for any and all costs incurred in connection with the Employee. WFHT shall indemnify and hold harmless WRH for any liability, loss, cost, damage and expense (including, without limitation, reasonable legal fees and all costs incurred in the investigation, pursuing of any claim, proceeding with respect to, defense and settlement of any item or matter hereinafter set out) that WRH may incur as result of or in connection with any claims made in respect the Employee following the termination or expiry of the Affiliation Agreement.
- 8.7** The Executive Director hereby acknowledges and agrees that they will not be constructively dismissed in the event of a government mandated restructuring of the healthcare system that results in the WFHT's operations being assumed by a regional health authority or other organization provided the restructuring does not materially affect the Executive Director's responsibilities to administer the operations of the WFHT as the most senior employee and there is no decrease in the Executive Director's Compensation.

**ARTICLE 9 OWNERSHIP OF INFORMATION AND NON DISCLOSURE**

- 9.1 "Confidential Information" includes, without limitation, information and facts relating to the operation and affairs of the Employers acquired by the Executive Director in the course of their employment, including information and facts relating to present and contemplated services, future plans, processes, procedures, suppliers, capital projects, financial information of all kinds, government relations strategies, patients or their health records, any product, device, equipment or machine, or employees. For greater certainty, Confidential Information shall not include:
- (a) information and facts that are available to the public or in the public domain at the time of such disclosure or use, without breach of this Agreement; or
  - (b) information and facts that becomes available to the Executive Director on a non-confidential basis from a source other than the Employers.
- 9.2 All Confidential Information of the Employers, whether it is developed by the Executive Director during their period of employment or by others employed or physicians engaged by or associated with the Employers, is the exclusive property of the Employers and shall at all times be regarded, treated and protected as such.
- 9.3 The Executive Director shall not disclose Confidential Information to any person or use any Confidential Information (other than as necessary in carrying out their duties on behalf of the Employers) at any time during or subsequent to their period of employment without first obtaining the consent of the Chair, and the Executive Director shall take all reasonable precautions to prevent inadvertent disclosure of any such Confidential Information.
- 9.4 Within five (5) days after the termination of the Executive Director's employment by the Employers for any reason, or of receipt by the Executive Director of a written request from the Employers, the Executive Director shall promptly deliver to the Employers all property belonging to the Employers, including without limitation all Confidential Information (in whatever form) that is in the Executive Director's possession or under the Executive Director's control.
- 9.5 Nothing in this section precludes the Executive Director from disclosing Confidential Information at any time if disclosure of such Confidential Information is required by any law, regulation, governmental body, or authority or by court order, provided that before disclosure is made, notice of the requirement is provided to the Employers, and to the extent possible in the circumstances, the Employers is afforded an opportunity to dispute the requirement.
- 9.6 The contents of this Agreement shall not be disclosed by the Executive Director to anyone, except to the Board, to the Executive Director's own financial and legal advisors, or as required by law, regulation, governmental body, or court order. Requests for further disclosure will be made to the Board Chair for consideration.
- 9.7 The parties will agree in advance upon any appropriate press releases to announce the execution or termination of this Agreement.

**ARTICLE 10 NON-SOLICITATION/NON-DISPARAGEMENT**

- 10.1 The Executive Director will not, either while employed with the Employers or for a period of twelve (12) months subsequent to the Executive Director's termination of employment for any reason, without the Employers' express written consent, either as an individual, or in conjunction with any other person, firm, corporation, or other entity, whether acting as a principal, agent, employee, consultant, or in any capacity whatsoever solicit, attempt to solicit, or communicate in any way with any employees or physicians of the Employers for the purpose of having such employees or physician employed or in any way engaged by another healthcare organization, person, firm, corporation, or other entity.
- 10.2 The Executive Director and the Employers covenant and agree that neither party shall engage in any pattern of conduct that involves the making or publishing of written or oral statements or remarks (including, without limitation, the repetition or distribution of derogatory rumours, allegations, negative reports or comments) which are disparaging, deleterious or damaging to the integrity, reputation or goodwill of the other party, which in the case of the Employers, includes Board, officers, employees, physicians and/or patients.
- 10.3 The Executive Director represents and warrants that (i) they is not a party to or subject to any outstanding contract, agreement or order whereby they are prohibited from entering into this Agreement, or any outstanding restrictive covenant agreement which would interfere with or prevent the Executive Director's employment hereunder as contemplated by this Agreement; (ii) they have performed any and all duties or obligations that they may have under any contract or agreement with a former employer or other party, including, without limitation, the return of all confidential materials; and (iii) they are currently not in possession of any confidential materials or property belonging to any such former employer or other party.

## **ARTICLE 11 GENERAL PROVISIONS**

### **11.1 Binding Effect and Non-Assignment**

This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective heirs, executors, administrators and successors, but shall not be capable of assignment by either party without the previous written consent of the other party thereto.

### **11.2 Notice Provisions**

Any notice to be given under this Agreement shall be in writing and shall be personally delivered or sent by registered mail to the following address or such other address as either party may from time to time designate to the other by notice given in accordance with this section:

Notices to the WFHT:

2475 McDougall Street  
Suite 245 Windsor,  
Ontario N8X3N9

Attention: Chair, Board of Directors  
Notices to WRH 1995 Lens Avenue  
Windsor ON N8W 1L9

Attention: David M Musyj, Chief Executive Officer

Notices to Executive Director:

Attention: Margo Reilly

**Severability**

11.3 If any covenant or provision of this Agreement is determined to be void or unenforceable in whole or in part by any court, such determination shall not affect or impair the validity of any other covenant or provision of this Agreement, which shall remain in full force and effect as if the void or unenforceable covenant or provision had not been made part of this Agreement.

**Waiver**

11.4 No waiver by either party of any breach of any provisions herein shall constitute a waiver of the provision except with respect to the particular breach giving rise to the waiver.

**Governing Law**

This Agreement shall be governed and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

11.5 **Currency** -

All dollar amounts set forth or referred to in this Agreement refer to Canadian currency.

**Withholding**

11.6 All payments made by the Employers to the Executive Director or for the benefit of the Executive Director shall be less applicable withholdings and deductions.

11.7 **Recitals**

The Executive Director and the Employers acknowledge and agree that the provisions contained in the preamble or recitals section of this Agreement form part of this Agreement and may be relied upon by either Party when interpreting this Agreement.

11.8

**11.9 Interpretation**

The language used in this Agreement shall be deemed to be the language chosen by the Parties to express their mutual intent, and the Agreement shall be interpreted without regard to any presumption or other rule requiring interpretation of the Agreement more strongly against the Party causing it to be drafted.

**11.10 Privacy Consent**

By accepting employment with the Employers, the Executive Director consents to the Employers collecting, using and disclosing the Executive Director's personal information to establish, manage, terminate and/or otherwise to administer the employment relationship, including, but not limited to:


- (a) ensuring that the Executive Director is properly remunerated for their services to the Employers which may include disclosure to third party payroll providers;
- (b) administering and/or facilitating the provision of any benefits to which the Executive Director is or may become entitled, including benefits coverage, pension plan and incentive plans; this shall include the disclosure of the Executive Director's personal information to the Employers' third party service providers and administrators;
- (c) ensuring that the Employers is able to comply with any regulatory, reporting and withholding requirements relating to the Executive Director's employment;
- (d) performance and promotion;
- (e) monitoring the Executive Director's access to and use of the Employers' electronic media services in order to ensure that the use of such services is in compliance with the Employers' policies and procedures and is not in violation of any applicable laws; and
- (f) complying with the Employers' obligations to report improper or illegal conduct by any director, officer, executive or agent of the Employers under any applicable health, criminal or other law.

**11.11 Independent Legal Advice**

The Executive Director confirms that, prior to the execution of this Agreement, they had a full and complete opportunity to obtain independent legal advice and representation and that they have either done so or has freely chosen not to obtain such advice.

The parties have executed the Agreement on February 4, 2022.


**WINDSOR FAMILY HEALTH TEAM**

By:   
Name: Jelena Payne  
Title: Board Chair,  
WFHT

SIGNED in the presence of:

  
Witness

**WINDSOR REGIONAL HOSPITAL**

By:   
Name: David Musyj  
Title: President & CEO

  
Margo Reilly

**Appendix A  
Full Time Executive Benefit Plans**

**Effective January 1, 2015 please see the benefit booklet for full details.**

- Dental Plan (exam/cleaning every 6 months, 100% for basic, 50% for major, 50% for Orthodontics- no age limit)
- Drug Plan (\$2.00 co-pay, \$9.00 cap dispensing fee)
- Extended Health Plan which includes but are not limited to (chiropractor, osteopath, podiatrist/chiropract, physiotherapist, private nursing) – maximums are variable, please see plan booklet
- Semi-Private Coverage
- Private Room coverage in a Public General Hospital to \$5,000 / calendar year
- Psychologist to \$300 / year, with no limit per visit
- Massage Therapy to \$400 / calendar year
- Speech Therapy to \$300 / calendar year
- Compression Stocking to 6 pairs every 12 months
- Vision to \$400 every 24 months with additional vision coverage (subject to reasonable and customary charges)
- Hearing Aids (One hearing aid in any 36 consecutive months)
- Out of Province/travel coverage
- Medical Items, as approved by the benefit carrier

**100% Hospital Cost**

- Accidental Death & Dismemberment (3X Annual Salary, maximum \$500,000)
- Group Life Insurance (3X annual Salary)
- Voluntary Life Insurance (Optional Benefit – 1,2,3 times salary)
- Spousal Life Insurance (Optional Benefit)

**75% Hospital Cost, 25% Employee Cost**

- Long Term Disability (75% of monthly earnings, 105 days qualifying)

**Sick Time**

- 100% of your rate effective date of hire

**Pension Plan**

- Effective Date of hire (full time)
- HOOPP – Hospitals of Ontario Pension Plan
- 6.9% of base salary up to YMPE (Years maximum pensionable earnings) max + 9.2% base salary over YMPE max
- Employee deduction matched by Hospital at 126%
- Reciprocal Transfers offered pending agreement with HOOPP

**Vacation Entitlement**

- Unlimited Vacation: See the Non-Union Vacation Policy for Full Time Employees

**Paid Holidays**

New Year's Day	Canada Day	Christmas Day
Family Day	Civic Holiday	Boxing Day
Good Friday	Labour Day	
Victoria Day	Thanksgiving Day	
2 <sup>nd</sup> Monday in June	Remembrance Day	

**Appendix A-1  
Affiliation Agreement**

(see attached)

## **Appendix B Executive Director Job Summary**

### **POSITION**

The Executive Director (ED) serves as the chief executive of the Windsor Family Health Team and provides the leadership to guide the successful execution of the WFHT strategic direction and mandate. As the leader of the organization the ED is responsible for cultivating a strong, professional and effective organization. In addition, the ED is responsible to build a strong and effective leadership team. The ED is responsible for the effective development and management of WFHT programs and operations while exercising stewardship over its human and financial resources. The ED will demonstrate strong interpersonal and leadership skills, and a commitment to the principles of inter-professional, community-based service delivery, and participatory decision-making. Further, the ED is the chief advocate and spokesperson for WFHT and represents the organization in the community, with stakeholders, funders, sponsors and the media.

### **ACCOUNTABILITY**

**Reports to:** The Board of Directors

#### **Direct Reports:**

- Director, Team Care Center
- Manager of Quality and Patient Safety & Experience
- Primary Care Providers
- Administration Supervisor
- IT Support

### **SPECIFIC RESPONSIBILITIES**

#### **Executive Leadership**

- Provide effective leadership and direction to the WFHT leadership team and staff
- Work closely with WFHT stakeholders to understand and respond to their needs and wishes, as well as identifying opportunities for partnerships of benefit to our clients and community
- Lead the development and execution of a strategic plan to guide the organization
- Identify, assess, and inform the Board about the changing landscape for health and community services at the policy and operational levels, including implications, now and in the future, for the organization and its place in the health care sector.
- Act as spokesperson for the organization
- Represent the organization within the Community Health sector to enhance the organization's profile
- Oversee the administration of all the organization's policies

#### **Operational Planning and Management**

- Develop the organization's operational plan and financial plan, in accordance with strategic direction
- Oversee the efficient and effective day-to-day operation of the organization

- Draft policies for the approval of the Board and prepare procedures to implement the organizational policies; review existing policies as needed and recommend changes to the Board as appropriate
- Ensure compliance with all applicable laws and regulations

### **Communications and Government Relations**

- Builds collaborative working relationships with stakeholders, including hospitals, Ministry of Health and Long-Term Care and relevant committees, community agencies, other primary care organizations including local government and provincial agencies.
- Represents the WFHT on various committees and networks at local, regional, and provincial levels to address evolving infrastructure needs in primary care, with the endorsement of the Board of Directors. • Identifies and creates opportunities for new partnerships in the public and private sector that benefit the WFHT.
- Identify key influencers within the sector and work with senior management to assure awareness of WFHT mandate
- Oversee the development and implementation of campaign and strategic communication plans

### **Financial Management**

- Ensures the development and implementation of a sound financial management plan that 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 and other statements to the Board of Directors and the Ministry of Health and Long-Term Care, and compliance with audit-recommended actions.
- Oversee the organization's financial resources, including the development and control of the annual operating budget for Board approval
- Develop appropriate financial forecasts to allow for adjustments to operations that will ensure that the organization can achieve its objectives within the funds budgeted and ensure the effective utilization of the organization's fiscal resources
- Develops, implements and maintains an effective process for facilities management, vendor engagement, materials management and information management systems.

### **Human Resources**

- Establish a positive, healthy and safe work environment in accordance with all appropriate legislation and regulations
- Develops, implements and maintains effective strategies and programs for staff recruitment, retention, performance management, engagement, development and training, and succession planning to ensure maximum productivity and resource continuity.
- Ensure that the organization has competent, qualified staff at each appropriate level to provide the services and programs essential to the achievement of WFHT strategic plans and goals
- Discipline staff when necessary using appropriate techniques; release staff when necessary using appropriate and legally defensible procedures
- Oversees the development, maintenance, and implementation of effective human resource policies and procedures including the oversight of compensation and benefits management programs.

### **Compliance and Board Governance**

- Provide regular reporting to the Board of Directors as per the Board governance policies
- Provide support to the Board by liaising with the Chair to prepare meeting agendas and appropriate supporting materials
- Communicate with and provide support to Board Committees as required

- Ensure compliance with all laws, regulations, agreements and policies of the Board and governing bodies

### **Risk Management**

- On an ongoing basis, work with the Board to identify, evaluate and mitigate strategic and operational risks to the organization.

### **POSITION COMPETENCIES**

#### **• Self-Motivation:**

- Seeks opportunities for personal and professional development
- Takes responsibility for own performance and health
- Is self-aware of their impact on others
- Demonstrate character by modeling qualities that are reflective of the WFHT vision, mission, and values

#### **• Achieve Results:**

- Set Direction
- Take action to implement decisions
- Strategically align decisions with vision, values and evidence
- Assess and evaluate

#### **• Develop Coalitions:**

- Develop partners and coalitions and purposefully build partnerships that advance healthy public policy and services that address systemic barriers to the 22%
- Mobilize knowledge and encourage open exchange of information
- Skillfully navigate the socio-political environment of health care

#### **• Engage Others:**

- Foster the development of others
- Contribute to the creation and support of healthy membership and executive leaders' networks
- Communicate effectively and can motivate collective action
- Build collaborative teams to achieve results

#### **• Lead System Transformation:**

- Demonstrate critical thinking
- Encourage support and innovation
- Strategically oriented
- Champion and orchestrate change

### **Professional Competencies**

- Post graduate degree in health sciences, social sciences, public administration, business or a related field or equivalent experience
- Over 10 years of senior leadership experience in a not-for-profit organization in the areas of health care and/or community social service sector in Ontario
- Demonstrated professional experience related to advancing health and wellbeing for people and communities facing barriers
- Ability to build strategic relationships with influential leaders in government, other associations, and with the health and social services sectors and the not-for-profit alliances

- Proven track record of success in financial and operational oversight, fostering relationships, team growth and an ability to cultivate and work effectively with a Board of Directors

#### **Technical Competencies**

- Exemplary public speaking skills with the ability to influence, negotiate and persuade as required • Ability to develop strong relationships with members, strategic partners, decision-makers and other stakeholders
- In-depth knowledge of board governance, corporate governance and general management best practices
- Strong organizational, project and financial management skills, including oversight of operational plans and budgets and resource allocation across teams

**Appendix C**  
**WFHT Compensation Grid – ED pay band**

Band	Min	Step 2	Step 3	Step 4	Step 5	Max
13	134,321	139,062	143,803	148,544	153,284	158,025