

**EMPLOYMENT AGREEMENT**  
(the “Agreement”)

**BETWEEN:**

**ST. JOSEPH’S HEALTH SYSTEM**  
(the “System”)

- and -

**MICHAEL HEENAN**  
(the “Employee”)

**WHEREAS** the System wishes to employ the Employee in the capacity of President, St. Joseph’s Healthcare Hamilton (“SJHH”);

**AND WHEREAS** the Employee has signified their willingness to be employed by the System in this capacity and upon the terms set forth in this Agreement;

**AND WHEREAS** to fulfill this intention, the Employee and the System have mutually agreed to enter into this written contract of employment;

**NOW THEREFORE IN CONSIDERATION** of the respective promises and covenants contained herein, the parties agree as follows:

**1. APPOINTMENT AND EFFECTIVE DATE**

- 1.1 This Agreement and the Employee’s employment as President of SJHH is effective November 27, 2023
- 1.2 The System confirms to the Employee that it is the System’s goal to have all Presidents contracted similarly throughout the System as is indicated in the System’s Corporate Renewal process.

**2. DUTIES, RESPONSIBILITIES AND ACCOUNTABILITY**

- 2.1 The Employee agrees to serve as the President of SJHH and Secretary to the St. Joseph’s Hamilton Joint Boards of Governors to the best of their ability in compliance with all applicable laws, this Agreement, and all relevant By-laws, policies, procedures, rules and regulations, all as may be amended from time to time.
- 2.2 The Employee agrees to perform the duties and exercise such powers normally associated with the position and as may be prescribed or specified from time to time by the President and CEO of the System, the Board of Trustees of SJHH and/or the St. Joseph’s Hamilton Joint Boards of Governors, including the duties set out in the position profile at Schedule “A” to this Agreement. The President and CEO of the System, the St. Joseph’s Hamilton

Joint Boards of Governors and/or the Board of Trustees of SJHH may amend the Employee's assignment, duties, responsibilities, and position profile at their sole discretion without causing termination of this Agreement.

**3. TERM**

3.1 The term of this Agreement shall be for an indefinite period, subject to the provisions of Article 7 (Termination).

3.2 It is understood that the terms and conditions of this Agreement shall continue in force notwithstanding that the position and/or duties performed by the Employee may change from time to time.

**4. FULL TIME AND ATTENTION**

4.1 The Employee agrees to devote their full time and attention to the performance of their duties as President of SJHH and they shall not accept any appointment as an officer, director, employee or consultant with any other organization during the term of this Agreement without the prior written consent of the System.

4.2 In carrying out the duties and responsibilities of the position, the Employee will serve the System and SJHH in a faithful, loyal, diligent and trustworthy manner, and will always act in a manner consistent with the System's best interests. The Employee will not place themselves in a position which may be in an actual, potential, or perceived conflict with those best interests in any way. The Employee is in all respects a fiduciary to the System and SJHH and is obligated to observe all fiduciary obligations and duties imposed by law both while employed by the System and thereafter.

**5. COMPENSATION AND BENEFITS**

5.1 It is agreed and understood that the compensation and benefits provided for under this Agreement are subject to all current and future applicable legislation and directives, including but not limited to the *Excellent Care for All Act, 2010*, the *Broader Public Sector Accountability Act, 2010*, the *Broader Public Sector Executive Compensation Act, 2014* and any compensation frameworks established or created pursuant to the *Broader Public Sector Executive Compensation Act, 2014* and the regulations thereunder, and may be amended or adjusted in order for the Agreement to become or remain in compliance with applicable legislation and directives, without the need for notice and without giving rise to a breach of this Agreement or any claim for constructive dismissal.

5.2 The System shall pay the Employee an annual base salary of \$500,000.00, less statutory and applicable deductions and less the pay at-risk described in section 5.3 below. Any increases in base salary shall be at the discretion of the System and shall be dependent on performance, and are subject at all times to applicable legislation and directives as set out in section 5.1 above. Any compensation adjustment shall, except in unusual circumstances, become effective April 1 of any year.

- 53 In accordance with the *Excellent Care for All Act, 2010*, the Employee's base salary set out in section 5.2 above, as adjusted from time to time, shall be subject to a 10% reduction. The 10% reduction in pay may be re-earned based on achievement of the established metrics and targets for the position. This at-risk pay is not a guaranteed entitlement to additional compensation, but is rather discretionary and payable by the System for achievement of objectives, based on measures of such success. Any payment of at-risk pay at one time is not a guarantee of such payment at any other time in the future, and it is agreed that at-risk pay is not an integral part of the Employee's compensation package.
- 54 Annual performance reviews will be conducted by the System utilizing a set of objectives and criteria for measurement to be agreed upon annually by System and the Employee.
- 55 The Employee shall be entitled to participate in all benefit plans as may be applicable and available for the position of President of SJHH from time to time, including medical benefits and life insurance and disability plans, together with such enhancements or additional benefits as may be available to executives at SJHH, and as the Employee may elect. All benefits plan eligibility, participation, and entitlements are subject to the terms of the applicable plan as set out by the carrier and as may be amended from time to time. Waiting periods for benefits plans will be waived and plans will commence upon contract initiation. Unless otherwise noted and subject to the terms of the applicable plan or policy of the System or SJHH, benefit premium costs will be divided between the System and the Employee as per the System's normal executive benefit practices. Benefits include:
- (a) Basic life insurance of two and one-half times the annual salary at the cost of the System, to the maximum allowable under the insurance contract (the current maximum is \$650,000.00);
  - (b) Group dental and extended health benefits as per SJHH executive plan;
  - (c) Long term disability;
  - (d) The Healthcare of Ontario Pension Plan (HOOPP); and
  - (e) A Health/Flexible Spending Account of \$2,500.00 per year, which is non-cumulative after two years.
- 56 The Employee shall be entitled to six (6) weeks of paid vacation per year, from April 1 to March 31 of each year. The Employee may carry over a maximum of two (2) weeks of vacation entitlement to the following year. Vacation shall be taken at a time or times mutually agreeable to the Employee and the System, and all vacation must be approved in advance by the System. The Employee is also eligible to receive additional time off in accordance with the applicable on-call policies of the System and SJHH.
- 57 The System agrees to provide an automobile allowance in the amount of \$1,000.00 per month to the Employee. The Employee shall be responsible, in all other respects, for the costs of owning or leasing the automobile.
- 58 The System agrees to provide up to \$5 000.00 per annum towards professional development with the approval of the President & CEO of the System.
- 59 The System shall withhold and remit to Canada Revenue Agency such portions of the Employee's remuneration as the System is required to withhold and remit pursuant to the

provisions of the Income Tax Act (Canada). Otherwise, the Employee is responsible for the reporting for income tax purposes of all salaries and benefits received and is solely responsible for the payment of all income taxes payable with respect to any remuneration or benefits received under this Agreement.

## 6. **EXPENSES**

- 6.1 It is understood and agreed that the Employee will incur expenses in connection with their duties under this Agreement. The System shall reimburse the Employee for any reasonable expense actually incurred by the Employee in the performance of their duties and responsibilities upon presentation of appropriate receipts, and in accordance with the applicable policies of SJHH and the System.

## 7. **TERMINATION**

- 7.1 The Employee may terminate this Agreement voluntarily at any time by giving not less than four (4) months' notice in writing to the System. The System may waive this notice in whole or in part without further obligation to the Employee except as may be minimally required by the *Employment Standards Act, 2000* as amended from time to time, or applicable successor legislation (the "**ESA**"). During that period, the Employee will continue to perform their duties and the terms of this Agreement will continue in full force. At the end of the resignation notice period, the Employee will not receive any further entitlements under this Agreement.
- 7.2 The System shall have the right to terminate this Agreement without cause by providing the Employee with notice or a payment in lieu of notice, or combination thereof, of nine (9) months plus one (1) month per completed year of service from the effective date of this Agreement to a total maximum of twelve (12) months (the "**Notice Period**"). The Notice Period or payment in lieu of notice is inclusive of any notice and severance pay under the ESA. Any severance pay required by the ESA will be provided to the Employee in a lump sum, less applicable deductions. Where the System elects to provide the Employee with a payment in lieu of notice, this payment shall consist only of the Employee's base salary, excluding any at-risk portion as described in section 5.3 above, as at the time of termination, over the duration of the Notice Period, as well as the entitlements set out in section 7.3 below.
- 7.3 In the event the Employee's employment is terminated without cause, all minimum ESA entitlements, including vacation pay accrual and disability benefits, shall continue only for the length of the minimum notice period prescribed by the ESA; however, health and dental benefits and pension plan participation will be continued for the length of the Notice Period, as permitted by the respective carriers and subject to the terms of the applicable plan. If health and dental benefits or pension contributions cannot be continued by the respective carriers, payment will be made to the Employee of an amount equivalent to the costs to the System for providing benefits.

74 In no event shall the Employee receive less than their minimum ESA entitlements. In the event of a conflict between this Article 7 and the ESA, the Employee's entitlements shall be increased only to the extent necessary to comply with the ESA's greater entitlement. Upon provision or payment of the above notice or payment in lieu, as applicable, the Employee agrees that they will not be entitled to any further payment or notice of termination at common law.

75 The System may terminate this Agreement and the Employee's employment at any time for just cause without payment of any compensation over and above ESA, save and except for any remuneration earned prior to the date of such termination and any amounts minimally required by the ESA. Cause, for the purposes of this Agreement, shall include but is not limited to the following:

- (a) any material breach of the provisions of this Agreement;
- (b) gross neglect of duty;
- (c) disregard or disobedience of any reasonable resolution of the Board of Trustees of SJHH;
- (d) commission of any willful act of dishonesty or willful neglect in performance of duties;
- (e) conviction of the Employee of any indictable offence under the *Criminal Code of Canada*.

The System may terminate this Agreement and the Employee's employment without notice or severance pay in accordance with the provisions of the ESA.

The System's election not to rely on this provision in any given instance or instances shall not constitute condonation of any conduct by the Employee or be deemed a waiver of the System's rights hereunder.

## 8. **CONFIDENTIALITY**

8.1 It is recognized that in the performance of their duties, the Employee will acquire detailed and confidential knowledge, information, documents, and other materials relating to the System and SJHH, including but not limited to services, systems, information concerning the System's or SJHH's strategic plan, negotiations of contracts, markets, and financial and marketing information of the System or SJHH, as well as information supplied to the Employee in confidence by any third party (the "**Confidential Information**"). Confidential Information does not include information which is in the public domain other than by reason of acts or omissions by the Employee.

8.2 The Employee acknowledges that unauthorized disclosure of any Confidential Information could be detrimental to the System and SJHH. The right to keep confidential such Confidential Information is a proprietary right that the System and SJHH are entitled to protect. Accordingly, the Employee agrees and undertakes to not in any way use, disclose,

divulge, furnish or make accessible to any person or entity, either during their employment or any time thereafter, any Confidential Information except as may be necessary in the proper discharge of her duties, as required by law, or with the prior written consent of the System or SJHH, as is appropriate.

- 83 The Employee will strictly observe the right to privacy and confidentiality of any System or SJHH patient and any other employee. In addition, the Employee will comply with all relevant requirements, including but not limited to the *Public Hospitals Act* (Ontario), and any other applicable legislation and regulations thereunder with respect to the confidentiality of health records.

## 9. **EMPLOYER'S PROPERTY**

- 9.1 The Employee acknowledges that all items of any and every nature or kind created or used by the Employee pursuant to the Employee's employment under this Agreement, or furnished by the System or SJHH to the Employee, and all equipment, credit cards, books, records, reports, files, diskettes, manuals, literature, Confidential Information or other materials shall remain and be considered the exclusive property of the System or SJHH at all times and shall be surrendered to the System or SJHH upon request, or in the absence of a request, on the cessation of the Employee's employment with the System.

- 9.2 Further, the Employee agrees that if at any time during the Employee's employment, the Employee (either alone or with others) in the course of discharging the Employee's duties, makes, conceives, creates, discovers, invents or reduces to practice any materials, data, specifications, methodology, invention, plans, templates, designs, development, improvement, process, software program, work of authorship, documentation, formula, data technique, know-how, trade secret or intellectual property right whatsoever or any interest therein (whether or not patentable or registerable under copyright, trademark or similar statutes or subject to analogous protection) (herein "**Developments**"), such Developments and the benefit thereof are and will immediately become the sole and exclusive property of the System or SJHH. The Employee will promptly disclose to the System each such Development as may be necessary to ensure the System's ownership of such Development. The Employee hereby assigns any right (including, but not limited to, any copyright, patent and trademark) that the Employee may have or acquire in such Developments and benefits or rights resulting therefrom to the System without further compensation, and will communicate, without cost or delay, and without disclosing to others the same, all available information relating thereto to the System. The Employee waives all moral rights in and to the Developments.

## 10. **GENERAL PROVISIONS**

- 10.1 Except as provided above, the terms and conditions of this Agreement may be amended at any time by mutual written agreement of the parties.
- 10.2 The provisions hereof shall be governed by and interpreted in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

- 10.3 The invalidity of any particular provision of this Agreement shall not affect the validity of any other provision. All covenants, provisions and restrictions in this Agreement shall be interpreted in accordance with the ESA.
- 10.4 The failure of either party at any time to require performance by the other party of any provision hereof shall in no way affect the full right to require such performance at any time thereafter, nor shall a waiver by either party of the breach of any provision hereof be taken or held to be a waiver of any succeeding breach of such provision or as a waiver of the provision itself.
- 10.5 This Agreement, including the recitals, constitutes the whole and only agreement between the parties hereto and supersedes and replaces any prior agreements or understandings between the parties. Neither party shall have any claim against the other with respect to any agreement or understanding, written or oral, made prior to the date hereof.
- 10.6 The Employee may not assign, pledge or encumber the System's interest in this Agreement nor assign any of the rights or duties of the Employee under this Agreement without the express prior written consent of the System. The Agreement shall be binding upon and enure to the benefit of the successors and assigns of the System and the heirs, executors, administrators, successors and permitted assigns of the Employee.
- 10.7 The Employee confirms that prior to the execution of this Agreement, they have been directed to and have had a full and complete opportunity to obtain independent legal advice and that the Employee has either done so or has freely chosen not to obtain such advice. The Employee further acknowledges and agrees that the Employee has had sufficient time to review and consider this Agreement, and that the Employee has read this Agreement and fully understands its terms and obligations.

**IN WITNESS WHEREOF** the Parties have executed this Agreement:

**ST. JOSEPH'S HEALTH SYSTEM:**

Per: \_\_\_\_\_ Date: \_\_\_\_\_  
Ms. Elizabeth Buller  
St. Joseph's Health System  
President and Chief Executive Officer

**THE EMPLOYEE:**

Per: \_\_\_\_\_ Date: \_\_\_\_\_  
Michael Heenan

## **APPENDIX A**

### **Onboarding Evaluation**

1.0 An onboarding evaluation, including a 360 evaluation, for the purpose of growth, development and success in the role of President St. Joseph's Healthcare Hamilton will be performed at the 6 month mark of the initiation of this agreement. Goals and objectives will be agreed upon between the Employee and the President & CEO of the System upon commencement of the agreement.



## SCHEDULE A

### **President - St. Joseph's Healthcare Hamilton (SJHH)**

#### **Position Overview**

The new President will lead SJHH at an exciting and dynamic period in health care. By focusing on patients, people and partners, SJHH is poised to be a leader in meeting the health needs of the community, academic partners and the broader provincial health system. The incumbent will be a visible, inclusive and strategic leader as the organization continues its journey of providing "Compassionate Care. Faith. Discovery", in a complex and changing provincial health system. The President will become a strategic partner to the CEO of SJHS, the Joint Boards of Governors and the Executive Team in setting priorities, leading excellence in patient and family centred care and continuing to work on forging even deeper relationships with staff, physicians, volunteers and partners. With an affinity for health care transformation, the President will continue to nurture an organizational culture that reflects, respects and serves a community that cares about and depends on SJHH for its health and wellness.

The President will lead SJHH as it advances an integrated vision for a truly holistic approach to care. As a premier academic and research health care organization, SJHH is committed to making a difference in people's lives and creating a lasting future for the community through integrated health services and internationally recognized programs. Key to the achievement of this vision are renowned clinical services and research excellence. SJHH is a member organization of one of the largest corporations in Canada devoted to health care. Member organizations are known for genuine compassion and caring, both locally and around the world. This focus on patients, people and partners, coupled with academic leadership sets SJHH apart as a leader in innovative models of care.

The new President will be a visible, inclusive and strategic leader as the organization continues to implement the Strategic Plan and the Equity, Diversity and Inclusion Strategy, in a complex and changing provincial health system. The President will be a partner and leader with the Board, Executive Team, physicians, staff and volunteers, in setting priorities and leading excellence in patient care while continuing to build system and academic/research partnerships. The hospital has just completed a state-of-the-art clinical information system implementation and is beginning the early phases of site redevelopment to meet expanding facility needs.

The President will embrace the culture and values of St. Joseph's Health System (SJHS) to build on the outstanding history of service. In addition, the President will actively support an open, collaborative, engaged and transparent environment that will facilitate innovation, resilience and organizational capability to effectively address future challenges and opportunities. The President will need to focus on the passion and commitment of staff, physicians and volunteers to continue to create a health system that prioritizes quality and service excellence while ensuring a continual focus on operational effectiveness and fiscal accountability. The President will gain the trust and confidence of the organization, Joint Board, community and academic partners to effectively lead SJHH into a sustainable future.

The President will be a passionate, visionary and courageous health system leader with accomplishments that include exemplary executive healthcare leadership, significant operational

accountability in a similarly complex healthcare environment, as well as a commitment to, and demonstrated experience working with, physician leaders, healthcare system partners and community stakeholders. In addition to an executive-level track record and a commitment to a culture of patient and family-centered care and academic/clinical excellence, the president will be mission driven, as well as a collaborative and engaged leader with excellent communication and interpersonal skills.

## Key Accountabilities

### Mission Driven

- Champion equitable access to health care for people from diverse cultures and backgrounds with a patient-centred approach.
- Strong connection to the mission, vision and mandate of SJHH and SJHS and the legacy of the Sisters of St. Joseph of Hamilton
- Ensure that patients and families are partners in care.
- Understand the communities SJHH serves and the key challenges of that population so that programs and services can be delivered in an innovative way to meet their needs.
- Effectively navigate the complexity of care with a values-based lens. Visibly value open communication and collaboration.

### Visionary Leadership

- In collaboration with the President and CEO SJHS and the Joint Boards of Governors, drive an innovation vision for SJHH.
- Promote collaborations and manage complex change.
- Identify and leverage opportunities to build collaborative partnerships and execute effectively. Support opportunities for integration with community and institutional partners. This should include non-health care partnerships.
- Expand new models of care with private sector and other providers.
- Expand research and embrace the role of an academic health sciences centre.
- Lead the further evolution of a culture that is highly committed to service, best quality and innovative patient care, most effective and collaborative partnerships and a culture that truly emphasizes the support and development of highly engaged staff, physicians and volunteers.
- Enable the organizational mission, vision, and values by building commitment and enthusiasm amongst all partners and stakeholders to the fulfillment of the Strategic Plan.
- Create organizational capacity and resilience to respond to dramatic system change while providing exceptional care to unique patient populations aligned with core programs and services.

### Partnerships

- Continue to advance regional partnerships working proactively with the Hamilton Haldimand Niagara Brant (HHNB) hospitals, advancing seamless and integrated care for our patients and communities.

- Continue to advance St. Joseph's Health System partnerships and continue to cultivate relationships with Joint Board organizations – St. Joseph's Villa Dundas and St. Joseph's Homecare.
- Continue to advance partnerships with McMaster University and Mohawk College to identify and implement academic and research excellence.
- Demonstrate active participation and supportive collaboration when dealing with the Ontario Ministry of Health, Greater Hamilton Health Network (GHHN), Ontario Health Teams, and a range of community/regional groups/organizations.
- Continually work to ensure productive and inclusive partnerships of all types across the region.
- Foster relationships, and in alliances with Indigenous communities to prioritize and strive to meet the needs of the diverse community we serve.
- Energize and support the Executive Team in realizing strategic and organizational goals within SJHH and the communities and partners they serve.
- Develop unique and important partnerships with other stakeholders to realize common goals.
- Model values and behaviours that respect and promote collaborative leadership of health services within the region.
- Proactively develop and maintain effective relationships with external stakeholders and other partners while acting as an agent and leader for transformational change.
- In partnership with the SJHS Foundation, continue to support the creation of a culture of philanthropy within SJHH and the community.

### Performance Management

- Judiciously steward limited financial, human and capital resources to ensure optimal operational performance within limited resources.
- Ensure that SJHH meets or exceeds all relevant quality standards and clinical practice guidelines. Ensure that the strategic directions and programs and services align with all quality and risk strategies.
- Ensure that all quality, utilization and risk management programs are appropriate and that an annual quality improvement plan ensures that SJHH monitors, reports and continuously improves the quality of services provided.

### People Resources

- Promote a positive open, transparent and healthy working environment for staff, physicians and volunteers based upon organizational values, thereby ensuring that SJHH is the employer of choice for health professionals.
- Executive Sponsor of the Equity, Diversity, Inclusion Strategy, championing action and hospital-wide initiatives to advance EDI across SJHH.
- Executive Sponsor for Truth and Reconciliation at SJHH.
- Engage staff, physicians, volunteers and the community through collaboration and partnership, while respecting the need for effective decision-making and results.

- Ensure that the organization develops succession planning and learning opportunities to improve and further develop capacity at all levels.

### Fiscal Stewardship

- Ensure the development of an operational strategy that maintains financial stability. Continually find creative opportunities for doing more in a constrained fiscal environment.
- Ensure that all key financial decisions are consistent with SJHH's mission, vision and values, exemplary patient care, the Hospital's community, and best business practices.
- Ensure that SJHH achieves high levels of organizational efficiency and ongoing financial sustainability.
- In partnership with the Foundation, ensure the necessary community financial resources are secured in line with SJHH's Strategic Plan and capital requirements.

### Communication and Brand Stewardship

- Promote responsible, open, transparent, and effective internal and external communication. Engage staff, physicians, and volunteers through collaboration while respecting the need for effective decision-making and results.
- Champion the communications and public relations strategy to share the success of SJHH and build a strong and resilient Hospital brand.
- Act as a key spokesperson for SJHH in internal and external public relations and in philanthropic activities undertaken by the Foundation.

## Qualifications

### Education and Professional Credentials

Master's degree e.g. MHA, MBA or equivalent level of advanced education is preferred. Certification by the Canadian or American College of Health Service Executives is an asset. Regulated Health Professional is an asset.

### Experience

A minimum of 10 years of successful and progressive executive leadership experience ideally within a complex health care environment.

Successful experience in leading and implementing a major organizational system change.

### Key Competencies

- Leadership
  - A strategic, visionary, credible and results-driven health care executive with high integrity.
  - Innovative systems thinker who demonstrates a high degree of successful change leadership, strategic capacity and political acuity.

- Possess the courage, curiosity and intellectual capacity to identify bold solutions to complex problems and able to capitalize upon new ideas, tools and technology.
- Visible, approachable, transparent, and engaged leader with a track record of success and commitment to building and sustaining high performing teams/ culture.
- Work effectively with the SJHH Joint Boards of Governors in ensuring that the Board has the appropriate information and guidance to effectively govern.
- Demonstrated ability to oversee large, complex projects and bring to a successful conclusion. Proactively and effectively engage/manage complex stakeholder/partner relationships.
- Influence
  - Ability to build teams, partnerships and alliances and influence others. Possess an ability to inspire enthusiasm, motivate others, cultivate a positive working environment and foster a just culture, exhibiting teamwork and cooperation.
  - Lead by example within the organization and demonstrates accountability and SJHH's values.
  - Work to positively influence and change the Ontario health system through effective government relations, external committee participation and strategic networking.
  - Displays authenticity, and champions equity, diversity, and inclusion initiatives and easily relates to people from diverse backgrounds.
- Communications and Reputation Management
  - Demonstrate effective interpersonal communications and human relations skills.
  - Possess a high capacity for developing empathic and supportive interpersonal relationships.
  - Ensure that the organization has a communications plan that is tied to the Strategic Plan, the Hospital's vision, mission and values and the needs of the many internal and external constituencies and stakeholders.
- Results Driven
  - Identify tangible goals as part of the solution to complex problems and demonstrates leadership in achieving these objectives.
  - Possess the ability to lead the development of an organizational culture based on patient and family-centered care, effective people strategies, use of financial resources, and the ability to work creatively across many organizations and sectors to achieve new and transformative changes for the health care system.
- Understands and Promotes Best Practices
  - Demonstrate an unwavering commitment to quality, safety and best practices in all activities.
  - Support, coach and mentor others, particularly members of the Executive Team and the Board, in achieving exceptional outcomes and best practices. Has financial acumen and a performance metrics orientation.
  - Embrace and support a culture of continuous improvement, flexibility and organizational agility.
- Sound Judgement
  - Demonstrate an ability to balance risks with knowledge, maturity, wisdom, and intellectual capacity, and bases all decisions on the well-being of patients and families,

staff and physicians, fiscally sound practices and organizational goals.

## Near and Intermediate Term Priorities

Key leadership priorities for the new President will be to:

- Ensure clinical excellence, operational effectiveness and academic recognition, while supporting a faith-based, mission driven culture of compassion, accountability and high-quality patient and family-centred care in keeping with the legacy of the Sisters of St. Joseph.
- Drive operating metrics performance improvement, ensuring SJHH is among the top-performing teaching hospitals within its provincial peer group.
- Address health human resource challenges by implementing strategies for recruiting talent, long-term retention, and effective succession planning, all while prioritizing genuine efforts towards equity, diversity, and inclusion.
- Build capacity to accommodate Covid-19-related deferred care by implementing innovative approaches to service delivery.
- Champion and leverage academic and research excellence through advancing partnerships with McMaster University Faculty of Health Sciences, Mohawk College and other academic organizations to further enable medical research breakthroughs and advanced education and training opportunities.
- Continue the success of the Integrated Comprehensive Care program by effectively partnering patients with healthcare providers across the regional health system.
- Optimize opportunities for health system leadership and innovation by actively engaging external partnerships across the business community, universities and colleges, governments, research centres, and other regional and provincial partners.
- Champion an organizational culture that empowers SJHH's mission and values through integrated clinical programming and delivery of care.
- Lead the advancement of large-scale change initiatives such as the strategic plan and future master planning.
- Engage and leverage the tremendous talent and commitment of staff, physicians and volunteers and the broader community to identify and implement high quality health system innovation.
- Actively engage with SJHH Foundation to gain donor support for excellence in care.