



President & Chief Executive Officer Humber River Hospital Foundation



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Executive Summary

Humber River Hospital (HRH) is Lighting New Ways in Healthcare as North America's first digital hospital and one of Canada's largest acute care hospitals. Supported by cutting edge technology and recognized globally for its leadership, excellence and innovation in patient care, HRH is fueled by a workforce committed to compassionate, quality and reliable healthcare that puts the patients, their families, and their needs at the centre of all that they do. Operating out of a 1.8 million square foot facility in northwest Greater Toronto Area serving more than 850,000 people, it integrates lean and green design principles and the finest available medical and communications technology across all hospital systems, services, and workflows. HRH operates 722 beds, has 4000 staff, approximately 699 physicians, and over 500 volunteers. The Hospital has formal affiliations with the University of Toronto and Queen's University Medical Schools.

Humber's technologies and tools are cutting-edge and have a positive impact on the patient experience, health outcomes, the work environment, and the efficient use of public resources. Humber's digital infrastructure includes completely automated laboratory services, automated guided vehicles (AGV's) that deliver supplies and non-narcotic medications, electronic health records, top-line diagnostics equipment and tracking systems (including integrated bedside terminals at each bed for entertainment, education, and communication) that maximize efficiency and comfort for patients while supporting their families with easy access to information.



Today, the jewel of the Hospital is not visible to patients or visitors but is part of what makes the Hospital best in class. The 'Command Centre' is a vital data-driven analytical hub for oversight and decision-making which functions like air traffic control for the Hospital. The Command Centre is a physical control centre where staff oversee patient flow and activity—from managing ER load to transferring patients across wards, from ensuring beds are cleaned and readied to preventing long waits for diagnostics. These efficiencies reflect the equivalent improvement in patient flow of opening 35 new beds, saving approximately \$11.5 million in annual operating costs. More

importantly, patients experience fewer delays while staff can focus less time on moving patients through the system and more time on delivering excellent care.



Humber River Hospital Foundation

Humber River Hospital Foundation raises funds to invest in the programs, technologies, and equipment that make Humber River Hospital’s superior patient care a reality. Since the day they opened their new facility (2015) they have proudly stayed ahead of a changing world, always innovating to continue reinventing patient care well into the future. They will never stop reinventing technologies, processes, and techniques to change patient care for the better. This spirit of innovation is powered by the Foundation’s donors and volunteers, who share their vision for better healthcare and who recognize that investment is always needed for the next innovation as much as the last one.

The Foundation recently achieved full accreditation from Imagine Canada and proudly employs 21 talented and passionate full-time staff who together raise upwards of \$10 million annually for the priority needs of the Hospital.



Where could you fit in?

You are reading this position profile because it is entirely possible you could become the President & Chief Executive Officer for the Foundation. Consideration for the role starts with your own – objective – personal analysis.

In other words, are you the right fit? This opportunity will appeal to an accomplished leader, someone with sophisticated relationship skills, experience leading a high-performing team with full accountability and impressive fundraising experience.

Do you have the top-flight success in major gifts, the zeal for business excellence, and a creative leadership style that inspires the very best of your team? You have held accountability for a P&L and are known in the sector. The President & CEO role demands clear-eyed objectivity, quick intelligence, the highest degree of organization, and tireless, flat-out commitment to results. You are collaborative, excited by new engagement practices, and have a deep understanding of reputational dynamics in Foundation success.

Outgoing and diligent, you listen, you work collegially, and you build stretch-targets. And then blow right past them.

Ready to learn more? Read on.

Did you know?

The Foundation makes good use of a diverse set of fundraising strategies. Distinguished programs include: Gift of Gratitude (donations to honour physicians and staff), Gifts of Heart (monthly donations), Aspen Grove Society (planned giving), WINK Women in Kindness (women's giving society), RiPL Rising Philanthropic Leaders (young professionals giving society) and numerous engagement and stewardship events throughout the year. A formalized employee giving program called Humber's Own will launch in 2021. The Foundation strategically focuses on maximizing donor retention, producing strong impact reports and celebrating donors through giving circles like Loyal Hearts (consecutive giving) and Champions of Health (mid-level giving).



The Challenge

While there have been successes with major giving at the Foundation, growing major gifts at the transformational level (\$1 million plus) remains a focus for the team and is vital for making a profound impact on the Hospital and ensuring sustainability. The President & CEO will guide and support their Board and staff to develop and deliver on a strategic plan that is ambitious, creative, and builds on the existing momentum. Humber River Hospital Foundation needs to distinguish themselves, expand HRH profile and in so doing attract donor interest and dollars.

The President & CEO will mobilize, focus, and harness the ideas, connections, and skills of their leadership volunteers. Confident, resilient, and highly professional, the successful candidate will have previous experience effectively engaging Board members and senior volunteers and must possess a strong understanding of the not-for-profit sector, and of Foundation governance, either through staff or volunteer leadership experience.



Position Overview

Organization: [Humber River Hospital Foundation](#), 1235 Wilson Avenue, Level 1, Toronto

Title: President & Chief Executive Officer

Reports to: Board Chair & The Board of Directors

Team: Four direct, Twenty-one total

Key Internal Relationships:

- The Foundation's Board of Directors, Finance/Marketing & Planning/Governance/Nominating and Executive Committee(s)
- **HRH CEO & Senior Leadership** Committee, Medical Directors, Program Directors, Strategy Management Office, Public Affairs, and Strategic Partnerships

Key External Relationships:

- Donors and community members
- Select funding and community partners including government as designated over time
- Maintaining strong community relationships as the leader and ambassador of the Foundation among external stakeholders

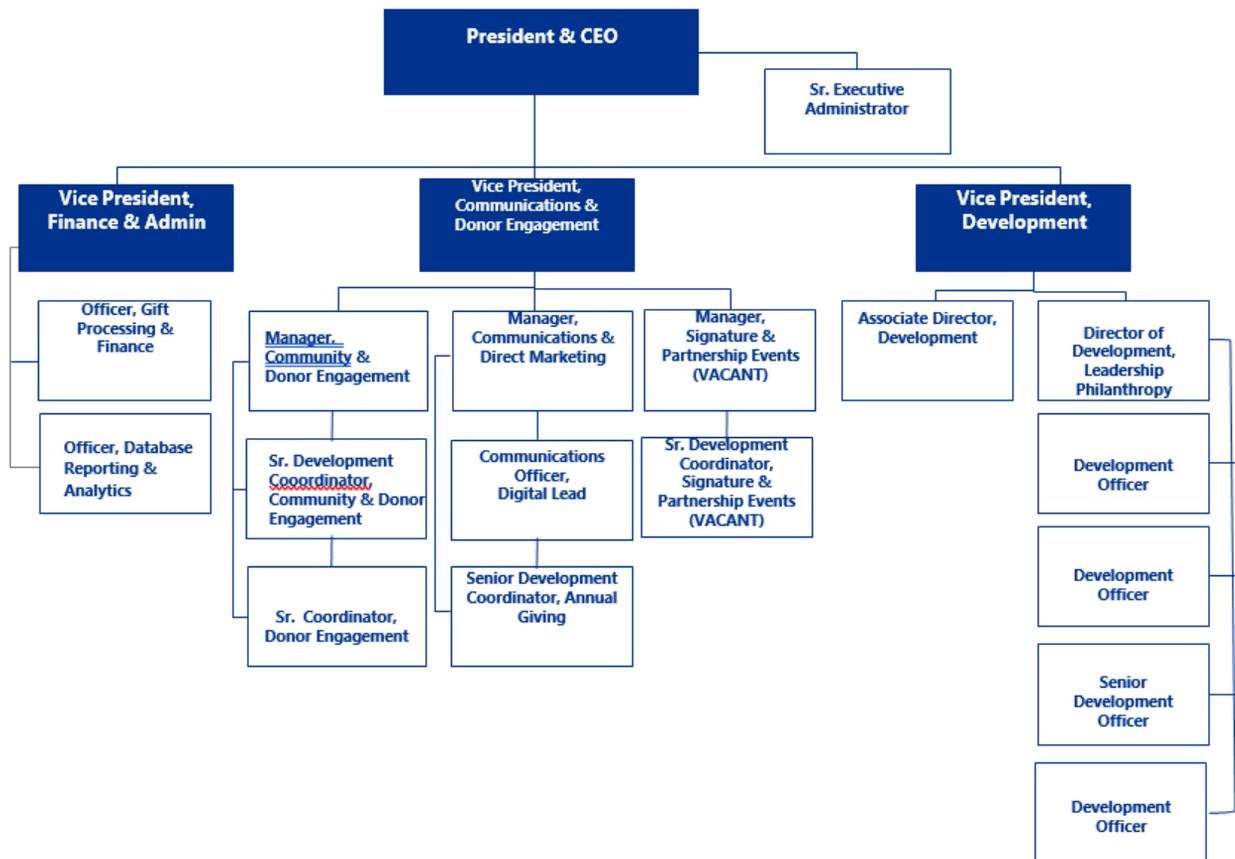
The Board of Directors

Alan Spergel, Board Chair



Alan is the Founder and President of msi Spergel inc., licensed Trustees in Bankruptcy. Alan is responsible for implementing the firm's philosophy to assist debtors in a sensitive and confidential manner, while maintaining the dignity of the individual throughout the process. Today, Alan oversees the firm's entire insolvency team. Alan is also past Chair of the Canadian Association of Insolvency and Restructuring Professionals (CAIRP). As well, Alan served on the Management Board for the Superintendent of Bankruptcy. Alan has been involved with HRHF since his company made its first donation in 2006. In his role as Board Chair Alan's primary goal is to lead and inspire the other members of their Board of Directors to find new and exciting ways they can raise funds for the Hospital. He is proud that Humber River Hospital is a leader among Canadian hospitals for how they practice medicine, especially by using innovative, leading-edge technology.

The Organization



Responsibilities of the Role

The President & Chief Executive Officer will lead the strategy, operations, and staff at the Humber River Hospital Foundation. Reporting to the Foundation Board of Directors through the Chair, the Foundation President & CEO will be accountable for the overall strategic and operational management of all Foundation activities to build on their previous success.

The Foundation is currently working on a fundraising vision and case for support which will include three fundraising pillars: 1. Innovative information technology to drive community and acute care integration. 2. An institute for Health Services Research and potentially 3. A Senior Campus of Care. These are all in their early stages and will be a significant focus for the new CEO. A Philanthropic Council is in the formative stages and the Board is discussing the Council and how it will work best with the Board.

Day to day duties will include oversight and leadership of business strategy development and implementation, fundraising and donor relations, Board and staff engagement, finance and operations, and marketing and communications for the Foundation.

The Foundation President & CEO will work closely with the Humber River Hospital President & CEO and leadership team, as well as with physicians, staff, and Board members of the Hospital. To ensure ongoing alignment between the Hospital and Foundation, the Foundation President & CEO will also serve as a member of the Hospital senior executive team.

The Foundation is in year two of a three-year Strategic Plan. The revenue issues for next fiscal will be COVID, the economy and the inability to host events.

Key Areas of Responsibility

Staff and Volunteer Leadership

- Ensure the effective recruitment, development, organization, and maintenance of human resource needs of the Foundation including staff, volunteers, and Board members
- Empower employees by providing motivational leadership and coaching
- Foster team collaboration and support the professional growth of employees
- Maintain the performance management system for employees, encompassing ongoing review of metrics and goals along with annual assessments
- Provide guidance and support to Board members and key volunteers in their work to further the strategic priorities of the Hospital and Foundation

Strategy and Operations

- Demonstrate positive and proactive engagement with the hospital leadership team, physicians, and staff to align philanthropic activity with the financial priorities of the Hospital, furthering the mission and vision of the Hospital
- Lead the ongoing development of the Foundation's strategic plan (2022-2025) for approval by the Board, consistent with the strategic priorities of the Hospital
- With the Foundation leadership team and staff, develop and implement operational plans to achieve the goals and objectives of the strategic plan
- Build the capacity of the Foundation by assessing existing structures, programs, and staff; build on existing strengths and new opportunities to improve performance, managing resources for maximum efficiencies and results
- Ensure that all Foundation plans and activities align with the brand, strategy, and values of the Hospital



- Direct the development of the annual budget for the Foundation; measure progress and evaluate the plans and budget, reporting risks and performance outcomes to the Board and Hospital senior leadership
- Ensure compliance with all applicable laws and regulations and maintain the Foundation's role as trustee of donors' funds
- Work with staff to identify, assess, and implement emerging and/or best practices

Fundraising Leadership

- In collaboration with the Board and Hospital leadership, identify priority needs, financial requirements, and potential sources of funding
- Work with Hospital staff to lead the development of the case for support to build awareness of philanthropic opportunities at the Foundation
- Lead the development and execution of diversified fundraising strategies and plans, including annual initiatives, to meet revenue goals identified in the strategic plan and budget
- Partner with the Board, Senior Volunteers, Hospital leadership, and Development team to identify, cultivate and solicit key prospects for significant philanthropic gifts
- Participate in the cultivation, solicitation, and stewardship of leadership and major gift prospects, partnering with volunteers, Hospital colleagues, and Foundation staff
- Maintain strong relationships with current donors and build sustainable relationships with prospective future donors
- Ensure that the Foundation team has appropriate processes in place to track donors and donor activities

Communications and Community Engagement

- Serve as an engaged, visible, and passionate ambassador with donors and in the community
- Continue to build on the positive momentum of the existing communications plan for the Foundation, utilizing diverse communication vehicles to articulate and highlight donor impact
- Collaborate closely with the Hospital in communications and community relations, to maximize community reach and to ensure alignment on all key messages
- Translate the Hospital's top priorities into compelling donor opportunities
- Develop strong community linkages with individuals, businesses, and corporations, the media as well as the public, and act as a key spokesperson for the Foundation



The Ideal Candidate

The President & CEO will be a motivating leader who paints a compelling vision, sets clear expectations, and encourages and empowers others to deliver excellence. Approachable and accessible, the successful candidate will be leader who invests time and energy in developing people to their full potential.

A strategic visionary and results-oriented implementer, the ideal candidate will bring previous experience efficiently and profitably running a business, whether in the not-for-profit, public, or private sectors. That said, candidates must possess a strong understanding of the not-for-profit sector, and of Foundation governance, either through staff or volunteer leadership experience. Hospital experience is preferred.

A persuasive networker and connector with strong executive presence, our successful candidate will bring a track-record of success in engaging with others to initiate, negotiate, and close transformational deals. Previous experience in donor-centered major gift fundraising is critical in this role, though it is recognized that this experience may come from volunteer or professional work. The successful candidate will be an exceptional relationship builder with the proven capacity to engage philanthropists and top executives effectively and proactively in supporting the Hospital.

The ideal candidate will be a compelling communicator and public speaker who is eager to serve as a passionate and proud ambassador in the community. Through marketing and storytelling, the President & CEO will help to elevate visibility and awareness of the Hospital, and of the impact of investing. Innovative and creative, the successful candidate will be open to using technology and new approaches for communication, engagement, and fundraising.

The President & CEO will initiate conversation and collaboration with the Hospital CEO and colleagues. Warm and personable, the successful candidate will be an excellent listener who seeks to understand the ideas and perspectives of others, both across the Hospital organization and throughout our diverse community.

Someone who takes time to notice and celebrate success, the ideal candidate will value and contribute to a positive team spirit and culture of collaboration.

Respectful and transparent, the new incumbent will lead change by seeking input and ideas and explaining the vision and decisions to ensure clarity and alignment across the team. The



successful candidate will possess superior organizational skills and exceptional follow through, balancing a strong sense of urgency with calmness and patience.

Application Instructions

If you are looking for an outstanding challenge, working with a great Board and hospital leadership team for a very important, focused, and successful organization that is about to go through bold and ambitious change, then please submit your CV, along with a covering letter explaining why you should be a serious candidate to: Preston Human Capital Group at cathy@phcap.ca by Friday February 5th, 2021.

Humber River Hospital Foundation (HRHF) hires based on merit and is strongly committed to equality and diversity within its community and to providing a welcoming and inclusive workplace. HRHF welcomes applications from Indigenous persons, visible minority group members, women, persons with disabilities, people of all sexual orientations and genders, and others with the skills and knowledge to productively engage with diverse communities. As an equal opportunity employer HRHF will accommodate your needs under the Ontario Human Rights Code. Upon individual request, hiring processes will be modified to remove barriers to accommodate those with disabilities. Should any applicant require accommodation through the application, interview, or selection processes, please notify us so that we may provide appropriate assistance.

Please note all inquiries and applications will be held in strict confidence and only qualified respondents will be contacted.

