# Chief Executive Officer

## *Executive Brief*

WRHN FOUNDATION

Waterloo Regional Health Network

KCI

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## FOR MORE INFORMATION

KCI Search + Talent has been retained to conduct this search on behalf of Waterloo Region Health Network Foundation, the new Foundation created by the recent amalgamation of St. Mary's General Hospital Foundation (SMGHF) and Grand River Hospital Foundation (GRHF).

For more information about this unique and exciting philanthropy leadership opportunity, please contact Tara George at KCI Search + Talent by email at WRHNF@kcitalent.com

All inquiries and applications will be held in strict confidence. Interested candidates should send resume and letter of interest to the email address listed above by **August 20, 2025.**

The Foundation is committed to fair and equitable employment practices during the recruitment and selection phases of this search. We strongly believe in inclusion and diversity within our organization and welcome all applicants including but not limited to those from racialized communities, all religions and ethnicities, persons with disabilities, LGBTQ2S+ persons, Indigenous people, and all others who may contribute to the further diversification of our Hospital and Foundation communities.

*Accommodations are available during all stages of the recruitment process. Candidates who require accommodations are asked to please notify the Search Consultant.*

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# Chief Executive Officer

## THE OPPORTUNITY

The Waterloo Regional Health Network Foundation is seeking a visionary, innovative, and inspirational President & Chief Executive Officer (CEO) to lead the newly amalgamated Foundation into an exciting future. This pivotal leadership role offers the unique opportunity to shape the philanthropic strategy for a transformative new hospital network, which will modernize and expand healthcare facilities and services for the Kitchener-Waterloo region and beyond.

In May 2025, St. Mary's General Hospital Foundation and Grand River Hospital Foundation amalgamated following the recent merger of their respective hospitals. The new WRHN Foundation has a dedicated team of 35+ professionals and a combined annual raise of over $35M annually through a variety of philanthropy programs including major gifts, annual giving, events and lotteries.

As the inaugural CEO of the WRHN Foundation, you will report to the Board of Directors and oversee this newly amalgamated team. The Board has set ambitious goals for the Foundation such as to significantly expand fundraising capacity to support several major capital projects, including the development of a new hospital. This ambitious multi-phase campaign is expected to unfold over 15 to 20 years, requiring bold innovation, broad donor and community engagement and sustained momentum.

The ideal candidate will bring proven expertise in healthcare philanthropy, exceptional change leadership skills, and a forward-thinking approach to fundraising diversification and innovation. As a unifying leader, you will inspire trust, foster collaboration across teams, and build a shared culture of excellence that leverages both traditional and innovative revenue-generation strategies. Your ability to take informed risks and embrace new opportunities will be instrumental in driving the success of this historic initiative.

This is a rare opportunity to lead a new and innovative hospital network Foundation into an era of unprecedented growth and impact. The successful candidate will live in or embrace the chance to relocate and immerse themselves into our vibrant community while making a lasting contribution to healthcare excellence in our region. Compensation for this role includes a competitive salary range of $325,000–$375,000 with performance pay potential up to 15%, comprehensive benefits, and participation in the HOOPP pension plan.

## OUR NEW FOUNDATION

In April 2025, the two hospitals in Waterloo Region, Grand River Hospital and St. Mary's General Hospital, merged to become the Waterloo Regional Health Network (WRHN). The merger formally brought the hospitals together after 90 years of partnership, shared leadership and care delivery. Following in the footstep of its hospital partner, In May 2025, the respective hospital foundations amalgamated to create the Waterloo Regional Health Network Foundation (WRHN Foundation).

The amalgamation of the legacy foundations brings together a dynamic team focused on supporting the priority needs of Waterloo Region Health Network (WRHN), including several exciting future capital projects:

- Building a new acute care hospital at the University of Waterloo site, with Stage 1A opening in 2032 and Stage 1B in 2034,
- Modernizing the existing Midtown (Kitchener-Waterloo) and Chicopee (Freeport) sites,
- Operating the Queen's Blvd site as an acute care centre until the new hospital is complete.

Coming together as one Foundation also means greater capacity to raise more funds for essential medical equipment and programs across the Region, along with potential for collaborations with the University of Waterloo and partnerships with the tech sector.

As a single hospital Foundation, it is now easier for donors, partners and community members to contribute to broader needs and integrated care programs at our hospital network, leading to even greater health impact in the region. Last fiscal year, the legacy foundations raised close to $36M combined toward essential medical equipment and programs across Kitchener-Waterloo. The goal is to significantly grow this annual revenue over the next decade and launch a significant capital campaign for the new hospital site.

The WRHN Foundation team, lead by two senior leaders in the organization, are working together on the day-to-day business of the organization building on over six months of preparation for the merger. The senior leadership team is working with the Board on key strategic decisions. It is an exciting time for an inaugural Foundation CEO to take the organization forward.

## ABOUT OUR HOSPITAL NETWORK

The Waterloo Regional Health Network (WRHN) operates three hospital sites and services, including:

- WRHN @ Midtown
- WRHN @ Queen's Blvd
- WRHN @ Chicopee.

WRHN is redefining healthcare in Waterloo Wellington and beyond. By uniting expertise and resources with regional hospitals and local Ontario Health Teams, WRHN is creating a seamless system focused on innovation, accessibility, and compassionate care. WRHN is committed to delivering exceptional support and trusted care for every individual and family in the community.

WRHN serves the Region of Waterloo and surrounding areas, with a combined catchment of 1.4 million people, or 10% of the Province of Ontario. Over the last 5 years the population to be served by WRHN has grown by 10.9%, nearly double the rate of growth of Ontario. Over the next 10 years the population is expected to grow by 18.1%, 70% more than the forecasted growth of the province.

In addition to the services of a large multi-site hospital with multiple community and regional sites, WRHN will provide the current regional programs in cardiac care, thoracic and respiratory care, cancer, ophthalmology, renal services, and stroke care. Additional regional services in Neurosurgery are in the final stages of approval.

WRHN continues to strengthen its partnerships with universities, community colleges, community partners and innovation partners. WRHN also serves as a teaching site for the McMaster University Waterloo Regional Campus. WRHN hosts an integrated research and ethics committee, which bolsters collaborative research efforts. Existing partnerships provide a robust foundation for further integration, enhancing WRHN's capacity to collaborate with educational institutions and community partners.

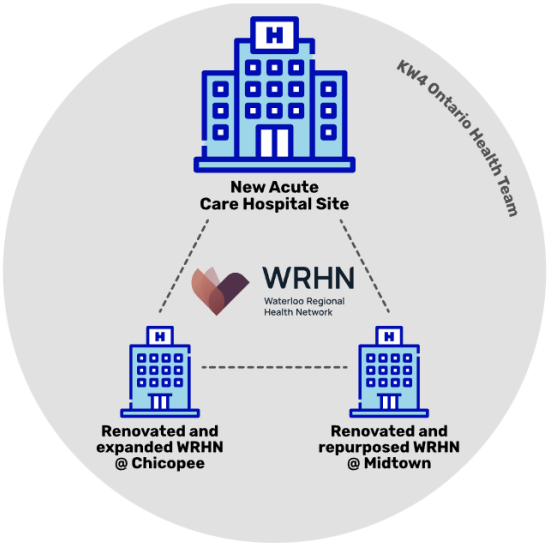
## VISION FOR HEALTHCARE IN WATERLOO REGION

WRHN's vision is a Waterloo Region where everyone has access to the highest quality of care, technology and hospital infrastructure needed to be healthy—now and in the future.

Waterloo Region is one of the fastest-growing urban areas in Canada. To meet the healthcare needs of the community, WRHN plans to significantly renovate and redevelop its hospital infrastructure and build a new acute care hospital.

The construction of the new hospital, redevelopment and expansion of the continuing care site and renovations and repurposing of one of the Kitchener mid-town sites as a large urgent and ambulatory care site is a decade-long initiative. In total this project cost is estimated at over $10 billion.

Through building a new hospital, WRHN will create opportunities for strengthened research, education, innovation and technology in health. It will design facilities for future generations of health care workers and researchers right here in Kitchener-Waterloo.




### New Hospital Process

In the most recent Provincial Budget, WRHN was awarded an additional $10 million planning grant from the Ministry of Health to continue advancing the new hospital development and modernization of care in Waterloo Region. This funding builds on the initial $5 million grant provided in 2022 and reflects the growing provincial recognition of the region's urgent healthcare needs. Additionally, WRHN recently completed and submitted its Stage 1.3 Functional Program to the Ministry, a major planning milestone supported by letters of endorsement from all seven municipalities and the Region of Waterloo - demonstrating the strong and unified community support for this transformative project.

### WRHN Foundation Commitment to New Hospital Project

In June 2025, the WRHN Foundation board committed to support the new hospital build with $360 million over 20 years as part of the local share plan.

This is an exciting time for the Kitchener-Waterloo community and for the WRHN Foundation to support generations of healthcare to come.

## ADDITIONAL INFORMATION

- Waterloo Regional Health Network Foundation
- Waterloo Regional Health Network
- Building the Future of Care Together
- Future of Care Functional Programming Guidebook
- Future of Care Timeline
- Future of Care News

## KEY DUTIES & RESPONSIBILITIES

**Strategy, Planning & Operational Leadership**

- Work in partnership with the Board and the senior leadership team to develop the WRHN Foundations' strategic direction and plan that is focused on supporting the hospital network and healthcare in the community.
- Work with the Board of Directors, staff and other key partners to set the Mission, Vision and Values of the Foundation.
- Establish fundraising strategies and work across the Foundation to develop, deliver and monitor the annual operations plan that positions the Foundation for significant growth in alignment with strategic objectives.
- Ensure Foundation resources (human, financial, and capital assets) are aligned with the mission, vision, values, and goals of the Foundation and of donor and other agreements.
- Oversee all administrative functions including budgeting, financial management/reporting, risk management and policy administration.
- Continue to improve Foundation policies, processes and staffing structure to increase efficiency and accountability ensuring effective overall management, human resources, and program development.
- Act as an ambassador for the new Foundation by building internal and external relationships in a manner that contributes to a culture of giving and support.
- Oversee compliance with bylaws, policies and all other statutory and regulatory requirements.
- Model a commitment to equity, diversity, inclusion and anti-racism ensuring the Foundation workplace reflects and demonstrates a commitment to these values through the work that is done internally and externally with the staff team, hospital partners, donors and the community.

**Governance**

- Support the Board in executing their fiduciary duties, and in making data-informed, strategic decisions for the Foundation.
- Facilitate the organization of Board meetings, committee meetings, special meetings and annual retreats, providing regularly scheduled reports and updates.
- Protect the well-being of the Foundation by identifying and reporting to the Board about internal and external risk factors and presenting potential mitigation strategies.

**Hospital & Community Partnership**

- Lead the Foundation to develop fundraising strategies and plans to support the Hospital's needs. Work with the Hospital CEO and senior team to define financial requirements to support the hospital achieving its strategic, operational and capital plans.
- Develop a collaborative relationship with the hospital CEO and senior team that supports an approach to fundraising that is both patient-centred and donor-centric.
- Collaborate with the Hospital team to support and grow trust, confidence and support in the brand of the hospital network.
- Collaborate with relevant members of the Hospital Team to ensure the Foundation's ongoing understanding of current and future needs, define funding sources and to ensure mutual understanding and buy-in for any requirements related to the cultivation, recognition and stewardship of donors.

- Participate as a member of the Hospital Senior Leadership Team, contributing to discussions and supporting colleagues in their work and success.
- Identify and support other healthcare-related agencies and organizations in the community in support of the broader healthcare needs in the community that are in support of the Hospital's strategy.

**Fundraising & Partnerships**

- Collaborate, inspire and mentor the Foundation senior leadership team in a manner that motivates and drives fundraising success across the Foundation.
- Develop a comprehensive and innovative capital campaign to support the development of the new hospital site, while growing annual fundraising revenue for existing hospital sites.
- Work with the senior leadership team to regularly review and enhance fundraising strategies and plans, including both traditional philanthropic practices as well as innovative revenue generation activities.
- Model fundraising excellence, employing a high level of professionalism in all Foundation relationships. Utilize best practice methodology and go beyond these by developing and introducing innovative strategies and practises when leading and growing a portfolio of major donors with a focus on principal and transformational gifts.
- Develop, inspire, and encourage strategic and collaborative relationships with Foundation and hospital staff, donors and other partners in a manner that increases support for Foundation goals.
- Participate on Committees and other groups that will further the objectives and profile of the Foundation in a manner that increases engagement and revenue.
- Work with relevant team members to provide oversight of donor agreements, fund stewardship and disbursements.

**Staff & Volunteers**

- Build a new Foundation culture founded on mutual trust, respect and a commitment to excellence.
- Provide inspirational leadership, coaching, mentoring and ongoing empowerment to a dedicated team of staff and volunteer leaders to achieve the Foundation's vision and strategic goals.
- Ensure the culture, structures, systems, and opportunities exist to attract and retain talent to meet current and future priorities.
- Support the effective recruitment, development and performance of staff.
- Strengthen the culture of philanthropy across the organization, and throughout the Hospital, by educating, coaching and supporting staff, physicians and other professional staff, Board members and other fundraising volunteers to support the hospital and effectively engage in prospect identification, introductions, and cultivation of donors and donor prospects.
- Ensure a culture of inclusiveness is supported and maintained at the Foundation through regular education, training and support for staff and volunteers.

## QUALIFICATIONS & COMPETENCIES

- **Inspirational and Visionary Leadership**: Proven ability to inspire and motivate teams, donors, and stakeholders by articulating a compelling vision for the future of healthcare philanthropy. Innovative thinker, with proven ability to use out of the box, visionary thinking and lead teams to enact the vision.
- **Philanthropy & Campaigns**: Deep understanding and experience in philanthropy with a successful history of securing major and transformational gifts, as well as experience participating in significant institutional campaigns.
- **Growth & Change Management**: Experience leading teams through transformational growth and a significant change mandate. Experience with mergers or amalgamation of services an asset.
- **Innovation in Fundraising**: Demonstrated success across all aspects of fundraising, including transformational campaigns, major gifts, and leveraging emerging technologies to achieve strategic objectives.
- **Relationship Building**: Exceptional skills in cultivating and maintaining strong relationships with hospital leadership, donors, volunteers, and community partners to advance the mission of the foundation.
- **Strategic Risk-Taking**: A track record of taking informed and innovative risks in fundraising strategies that lead to sustainable revenue growth and enhanced donor engagement.
- **Team Leadership**: History of developing and leading high-performing teams that thrive on collaboration and share a commitment to advancing healthcare in the community.
- **Fundraising Infrastructure Development**: Experience building robust fundraising infrastructure, including policies, processes, and KPIs that drive measurable outcomes.
- **Board Engagement**: Proven ability to support a Board of Directors through comprehensive reporting on strategic goals, operational performance, and risk management.
- **Volunteer Leadership**: Skilled at recruiting, coaching, and motivating senior volunteers directly involved in major gift cultivation, solicitation, and stewardship.
- **Communication Excellence**: Outstanding oral and written communication skills with the ability to inspire diverse audiences and increase engagement across stakeholders.
- **Sector Trends & Innovation**: Strong understanding of philanthropic trends with the ability to leverage this knowledge to inspire innovation and advance organizational goals.
- **Cross-functional Collaboration**: Proven ability to work effectively across functions within complex organizations to meet strategic objectives.
- **Problem-solving & Decision-making**: Advanced problem-solving skills with the ability to address challenges methodically, develop innovative solutions, and mitigate risks effectively.
- **Commitment to Equity, Diversity, Inclusion & Anti-Racism**: Demonstrated experience fostering an inclusive workplace that values equity, diversity, inclusion and practices anti-racism.
- **Educational Background**: A university degree or equivalent experience in fundraising, business management, or a related field is required; CFRE certification is an asset.

## FOUNDATION BOARD OF DIRECTORS

- **Chair:** Tobi Day-Hamilton, Managing Director and Principal, Streetwise Consulting
- **Vice Chair:** Darren Johnston, Vice President, TD Business Banking
- **Treasurer:** Neil Duffy, Advisor, Scribble Data
- **Secretary:** Jonathan Dunlop, General Counsel, C&R Software
- Dr. Shereen El Feki, Associate Fellow, Chatham House, Author
- Amber French, Co-Founder, Catalyst Commons
- Sarah King Brohman, Vice President, HR Operations, Definity Insurance
- Dr. Neil Naik, Family Physician, Boardwalk Medical Centre
- John Tyrrell, Sales Manager, TD Commercial Banking
- Meredith Weldon, Director, Group Life and Disability, Equitable Life of Canada
- Krystal Darling, CEO, Tri-Mach
- Ron Gagnon, President & CEO, Grand River Hospital (Ex-Officio*)

## LEADERSHIP BIOGRAPHIES

### Tobi Day-Hamilton, Chair, Waterloo Region Health Network Foundation

Tobi Day-Hamilton is a dynamic leader and innovator with a passion for building stronger communities and advancing transformative initiatives. As the Managing Director and Principal at Streetwise Consulting, Tobi brings expertise in strategic leadership, communications, and organizational growth, along with her extensive non-profit, charity and fundraising experience to the board. Known for her visionary leadership and dedication to fostering innovation, Tobi is deeply committed to supporting emerging technologies and strengthening her community through impactful collaborations. Tobi holds a Master's in Communications Management from McMaster University and a Bachelors of English, Rhetoric and Professional Writing from the University of Waterloo.

### Darren Johnston, Vice Chair

Darren Johnston is the Regional Vice President for TD Commercial Banking. In his role Darren leads a group of professional bankers that manage the commercial financing needs of their mid-market and up-market clients in Waterloo Region, Wellington and Perth Counties. Community Banking is his passion and this position allows him to help businesses grow while giving back to the community through volunteering and sponsorship. Darren has lived in Waterloo Region since 1998 with his wife and two kids. He has been a coach for Waterloo Minor Baseball, Softball and Hockey. Darren's wife has been a Registered Nurse at Grand River Hospital for 20 years which is where his strong connection to the betterment of healthcare in this Region came from.

**Neil Duffy, Treasurer**

Neil is a retired actuary with a reputation for being a highly collaborative insurance executive with strong business acumen, expert risk, actuarial and financial experience. Neil serves as an advisor for CMHC and he is also joining the board of Nova Mutual.

**Jonathan Dunlop, Secretary**

Jonathan is a strategic legal leader with a passion for helping high-growth companies scale responsibly and successfully. As General Counsel at CSR Software, he brings deep expertise in corporate and commercial law, with focus on go-to-market strategy, international expansion, corporate finance, M&A, intellectual property, compliance, and privacy.

**Ron Gagnon, President & CEO, Waterloo Region Health Network**

Ron was appointed as the inaugural President & CEO of Waterloo Region Health Network on April 1, 2025. From November 2018 through March 2025, Ron was the President & CEO of Grand River Hospital.

Ron joined Grand River Hospital in 2018 after a 12-year tenure as President & CEO of Sault Area Hospital. His experience with the building of a new greenfield hospital and the completion of the integration of two hospital corporations has shaped his leadership during the merger and capital development process locally.

A seasoned leader with over 25 years of executive experience, Ron brings a powerful combination of expertise, vision, and a deep personal connection to his work.

Throughout his career, Ron has delivered results across every aspect of hospital operations. Under his leadership, both Grand River Hospital and Sault Area Hospital achieved Accreditation with Exemplary Standing—the highest possible recognition for quality and safety. He has led initiatives that have expanded and integrated services, enhanced medical education, modernized hospital systems, and improved patient experiences. Most recently, Ron led, in partnership with St. Mary's General Hospital, the successful joint master planning work to build a new hospital at the University of Waterloo (UW), the development of the Care Next innovation collaborative with UW and facilitated the journey to successful merger on April 01, 2025.

Ron has an Honours Bachelor of Commerce Degree from Laurentian University and is a Chartered Professional Accountant and Certified Management Accountant.

## LIVING IN THE KITCHENER-WATERLOO REGION

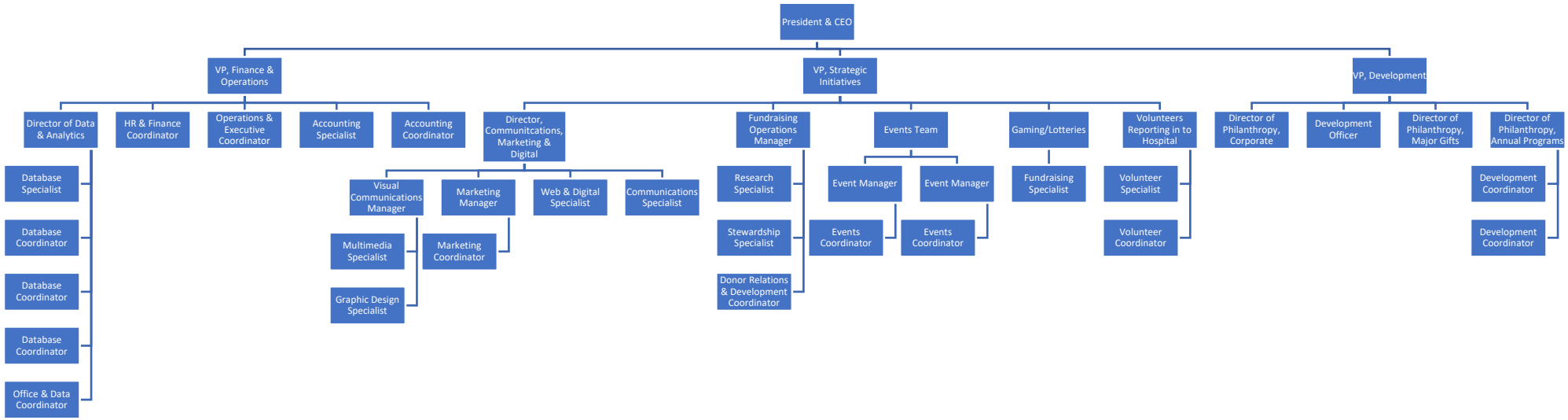
Nestled in the heart of Ontario, the Kitchener-Waterloo area is a vibrant community that seamlessly blends urban sophistication with small-town charm. Renowned for its innovation, diversity, and strong community spirit, Kitchener-Waterloo offers a welcoming environment for families and individuals alike.

The area boasts world-class post-secondary institutions like the University of Waterloo, Wilfrid Laurier University, and Conestoga College. Residents enjoy year-round outdoor activities, from hiking and cycling along the Grand River trails to skating in winter or exploring lush green spaces like Victoria Park and Waterloo Park. Community events, farmers' markets, and festivals like Oktoberfest and the Multicultural Festival foster connections and celebrate the region's diversity. The region also pulses with artistic energy, offering galleries, live music venues, and theatres like the Centre in the Square and the Registry Theatre. Annual events such as the Open Ears Festival of Music and Sound and the Kitchener-Waterloo Art Gallery's exhibitions ensure there's always something inspiring to experience.

The KW region has a long history of technological innovation. The region is now home to many tech companies, including some of the largest in Canada and the world. The invention of the Blackberry, a Waterloo start-up, paved the way for the region's emergence as a global tech hub. The Perimeter Institute for Theoretical Physics located in Waterloo was established by BlackBerry founder Mike Lazaridis to provide an environment for physicists to pursue research without commercial pressures.

Kitchener-Waterloo's central location makes it easy to explore nearby communities like Cambridge, Guelph, and Elora, each offering their own unique charm and attractions. With housing options, excellent amenities, and a strong sense of community, Kitchener-Waterloo is more than just a place to live—it's a place to thrive. Whether you're raising a family, pursuing education, or building a career, these cities offer a lifestyle that balances opportunity, culture, and connection.

# ORGANIZATIONAL CHART




Volunteer management to transition to Hospital operations in fiscal 25/26