



Candidate Brief for the position of President & Chief Executive Officer The Royal Ottawa Health Care Group

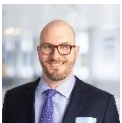
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About The Royal Ottawa Health Care Group

The Royal is one of Canada's foremost mental health care, teaching, and research hospitals and is home to The Royal Mental Health Centre, the Brockville Mental Health Centre, the University of Ottawa Institute of Mental Health Research, and the Royal Ottawa Foundation for Mental Health.

Together, we are expanding access, hope and new possibilities for people with mental health and substance use needs through the convergence of client and family-oriented care, science, education and lived expertise.

The Royal's leadership spans:

- ❖ *CARE - one of Canada's largest mental health hospitals, providing care for over 15,000 patients annually.*
- ❖ *RESEARCH - world-class mental health professionals, scientists, and technology dedicated to gaining a deeper understanding of the brain and discovering innovative approaches to preventing and treating mental illness.*
- ❖ *EDUCATION - training the mental health care workforce of the future through residencies and fellowships, knowledge translation, and health promotion.*
- ❖ *ADVOCACY - located in Canada's capital city, advocating for mental and substance use health policy change at municipal, provincial, and national levels of government.*



Mandate

The Royal provides best-in-class mental health and substance use health **care**, engages in transformational **research**, and works to break down barriers to **access**.

As one of Canada's largest mental health facilities, we provide care to more than 15,000 people annually. We work in partnership with clients, families, and regional healthcare and community partners to provide a broad array of specialized inpatient, outpatient, and community-based services. Our main catchment area includes about 1.8 M people and our research has global impact.

Our clients are people age 16 and older living with complex and persistent mental illness and/or substance use disorders.

Our specialized care programs span youth psychiatry, geriatric psychiatry, mood and anxiety disorders, schizophrenia, substance use and concurrent disorders, and forensic mental health. We also have specialized clinics including the Ottawa Operational Stress Injury Clinic, The Royal's e Sleep Clinic, The Royal's Rapid Access Addiction Medicine Clinic, the Ozerdinc Grimes Family Regional Psychosis Clinic, and the Prompt Care Clinic.

The Royal is also a key player in developing programs that impact access to care province-wide including the Ontario Structured Psychotherapy Program and AccessMHA, a regional coordinated access initiative that is quickly becoming the blueprint for other regions in the province and beyond.

The Royal has currently nearly 1600 full time and part time staff, along with more than 80 clinicians.

We also provide education to thousands of health care students and professionals each year and work to promote mental health everywhere we can.

As an academic health science centre, our work is shaped by integrated research, care and education.

[The Royal is home to The University of Ottawa Institute of Mental Health Research \(IMHR\)](#). Driven by the philosophy that Research is Care, IMHR scientists work side-by-side with clinicians, clients and families to integrate leading edge, research-based treatments into care.

We are also leveraging leading edge technology, including advanced imaging and artificial intelligence to gain a deeper understanding of the brain, and investigate innovative approaches to preventing and treating mental illness.



[The Royal Ottawa Foundation for Mental Health](#) raises funds that help support our work. It brings together community leaders and mental health advocates to advance mental health research and education.

The Foundation has raised more than \$11M in the past year, including more than \$3M for research.

Where you'll find us

We primarily serve communities across eastern Ontario through a wide variety of hospital and community-based programs in Ottawa and Brockville. Several of The Royal's specialized programs also reach into northern Ontario, Quebec, and Nunavut.



Our facilities include:

- Royal Ottawa Mental Health Centre — a 188-bed state-of-the-art mental health centre plus an 88-bed recovery/long-term care facility in Ottawa
- Brockville Mental Health Centre — a 61 bed forensic treatment unit plus St. Lawrence Valley Correctional and Treatment Centre (Secure Treatment Unit), a 100-bed hybrid correctional facility and mental health centre that is the result of a contractual arrangement between The Royal and Ontario's Ministry of the Solicitor General
- Community Mental Health Program based out of Carlingwood Shopping Centre in Ottawa supports clients in their own home and brings mental health services directly to individuals in supported residences shelters or those who are marginally housed.
- The Ozerdinc Grimes Family Regional Psychosis Clinic, and The Royal's Prompt Care Clinic provides community-based services located at City Centre in Ottawa
- The Operational Stress Injury (OSI) Clinic provides treatment to Canadian Forces member, Veterans and RCMP at the Royal Ottawa Mental Health Centre and satellite sites in Kingston, Pembroke and Petawawa. This is the only OSI clinic in Canada that operates within a specialized academic mental health centre.

While The Royal has several state of the art and welcoming facilities, many of our clients receive care without ever

walking through our doors. We aim to provide the right care at the right time and in the right place. This means clients may see us in their nursing homes, at shelters, in their schools, at a community partner site, or virtually from almost anywhere. We work together with numerous community partners to support people's mental health across their lifespan and spectrum of needs.

Vision

Mental health care transformed through partnerships, innovation, and discovery.

Mission

Delivering excellence in specialized mental health care, advocacy, research and education.

Values

We are guided by innovation and a passionate commitment to collaboration, honesty, integrity and respect.

Key Links:

[Annual Report](#)

[Strategic Priorities](#)

[The Royal's Clinics, Services and Programs](#)

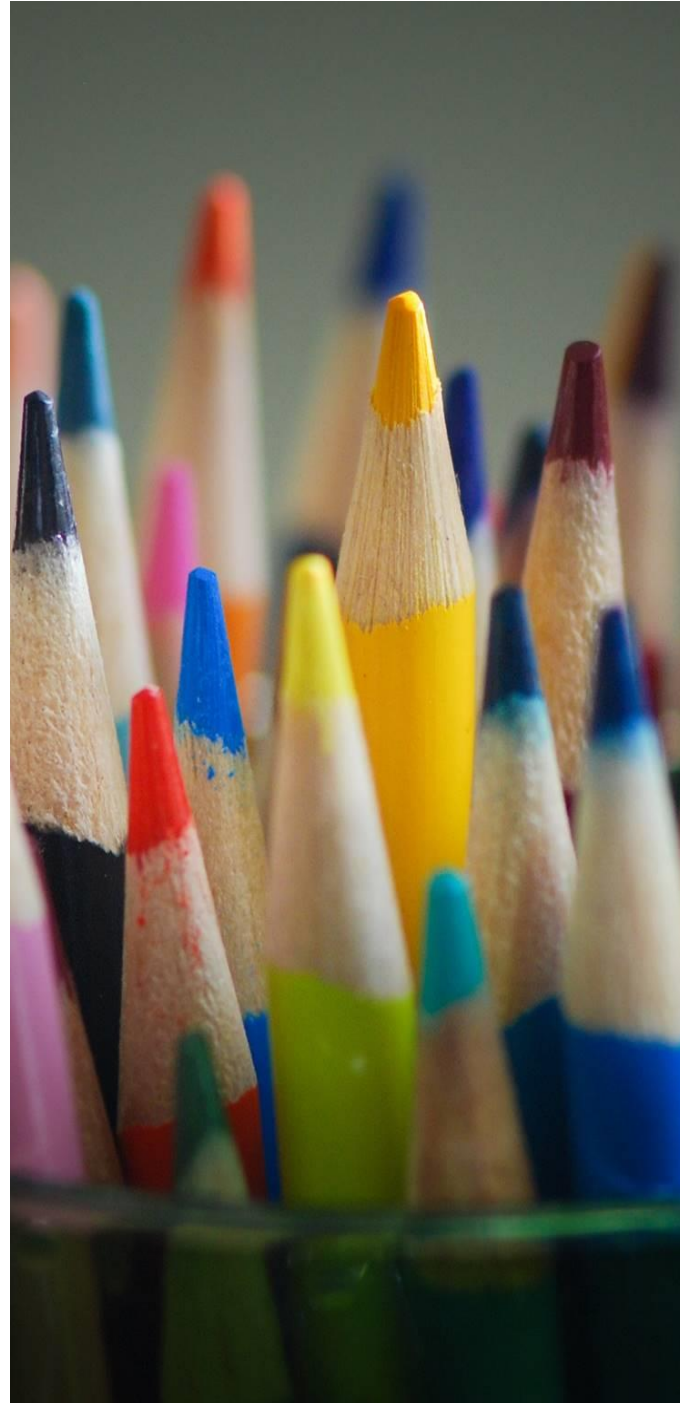
[News from The Royal](#)

[Institute of Mental Health Research - Areas of Research](#)



Short & Long-Term Priorities for the Incoming CEO

- 1 Exhibit expertise and reliability to the Board of Trustees by implementing an engagement survey action plan, supported by staff and focused on their well-being.
- 2 Develop a comprehensive understanding of the Royal's programs and initiatives and establish relationships to guide a strong, effective and collaborative senior leadership team, while also revising the strategic plan and reviewing key performance indicators (KPIs) and objectives.
- 3 Establish a strong partnership with the Chief of Staff, and in partnership, focus on trust and relationship building with all staff of Royal.
- 4 Drive cultural change and redefine care delivery conditions to enhance both internal and external reputation.
- 5 Foster an agile and adaptable organizational culture by actively engaging internal stakeholders, ensuring their voices are heard, and generating enthusiasm for the organization's future possibilities.
- 6 Evaluate resource allocation by identifying areas that require focused time and energy investment, aligning with industry best practices and integrating emerging technologies and innovations.
- 7 Strive to become a top 50 employer in Canada, renowned for attracting top diverse talent and earning recognition.
- 8 Implement a refreshed strategic plan, establish a long-term financial viability plan, conduct positive stakeholder consultations, maximize foundation fundraising, and increase advocacy with the provincial and federal governments to drive positive impact.



Opportunity

The mental health field in Canada has undergone a significant shift in recent years. There is greater awareness of mental health and substance use health needs, a growing recognition of the importance of client- and family-centred care, and the need for improved support systems across the continuum of care. The ability of mental health organizations to embrace research with academic partners in the community and within the hospital at the bedside is also critical. With a dynamic and dedicated team that is committed to excellence and innovation, The Royal is poised to lead this revolution in mental and substance use health care.

As President & CEO (“CEO”), your role will involve creating a welcoming and inclusive environment that prioritizes the mental well-being of everyone, both within and beyond the organization. You will have the chance to devise and execute strategies to tackle systemic challenges. Additionally, you will be responsible for promoting diversity, embracing varied perspectives, initiating a shift in work culture and processes, and uniting teams and partners to drive advancements in mental health care within our community.

Mandate

Guided by the mission, vision, and values of the hospital, as well as approved strategic directions, by-laws, and policies, and accountable to the Board of Trustees, the CEO oversees the operations and general management of a complex mental health academic health sciences centre, providing excellent care to clients, conducting cutting-edge research, supporting education and learning, and advocating for individuals and families affected by mental health issues.

The CEO leads a highly capable Senior Management Team, working collaboratively to develop and implement ongoing strategies aimed at transforming mental health care within the hospital and in the community. They also work in partnership with the Chief of Staff to ensure effective leadership and coordination.

The CEO plays a vital role in inspiring and supporting excellence in patient care, driving breakthroughs in clinical care, research, education, and advocacy. They are actively engaged in external and internal leadership, advocating with government bodies, community partners, academic institutions, and donors. Simultaneously, they prioritize the provision of high-quality care while seeking new sources of funding and managing an operating budget of \$180 million. The CEO also collaborates with the Royal Ottawa Foundation for Mental Health and the Royal’s Institute of Mental Health Research to attract funding for critical initiatives.



Accountabilities

Strategic Vision

- The CEO provides leadership and direction for the Strategic Plan, collaborating with key stakeholders to set operational objectives that align with the institution's goals. They ensure the plan is supported by measurable objectives, regularly assessing progress, and staying abreast of innovations in mental health. The CEO also oversees the alignment of annual budgets with the organization's strategy, while managing quality of care and enterprise risk in the context of the overall strategic plan.

Board Leadership

- The CEO works collaboratively with the Board of Trustees, fostering a strong and respectful relationship based on shared values and role clarity. They provide guidance and support to the Board in developing and implementing the hospital's strategy while ensuring accountability to the Board for the organization's performance. The CEO advises the Trustees on long-term planning, highlighting opportunities and threats and suggesting appropriate actions. They also work closely with the Board Chair to promote a cohesive relationship between the Board and Management. The CEO's performance is evaluated annually by the Board, adhering to the organization's governance framework.

Operational Leadership

- The CEO focuses on developing and strengthening an effective senior management team that aligns with the strategic and operational goals of the organization. They provide support and guidance in implementing best practices in quality and safety throughout the institution. The CEO ensures the necessary infrastructure, including talent, equipment, facilities, technology, data

management tools, and financial planning, is in place to support the achievement of the organization's strategic objectives. Additionally, they foster strong working relationships with the Board and senior management colleagues, offering advice and guidance on various organizational matters.

Talent & People Leadership

- The CEO provides leadership in creating a positive, inclusive, and professional culture grounded in respect, integrity, and teamwork. They foster an engaged work environment that supports employees, physicians, volunteers, clients, families and communities. The CEO ensures the organization has strong leadership capacity to adapt to the changing healthcare landscape and effectively communicates the Royal's strategic priorities and objectives. They promote leadership development, recognize high performance, and position the Royal as an employer of choice, emphasizing diversity, equity, inclusion, and continuous growth.

Financial & Operational Leadership

- The CEO is responsible for ensuring the efficient and effective operation of the Royal, delivering high-quality care based on the best available evidence. They establish and monitor key performance metrics to demonstrate the optimal use of resources for positive outcomes for clients, families, and communities. The CEO fosters a collaborative partnership between medical staff and management to align with the organization's strategic direction. They also maintain the financial viability of the Royal and ensure accurate financial reporting, meeting or exceeding accountability agreement requirements with Ontario Health.



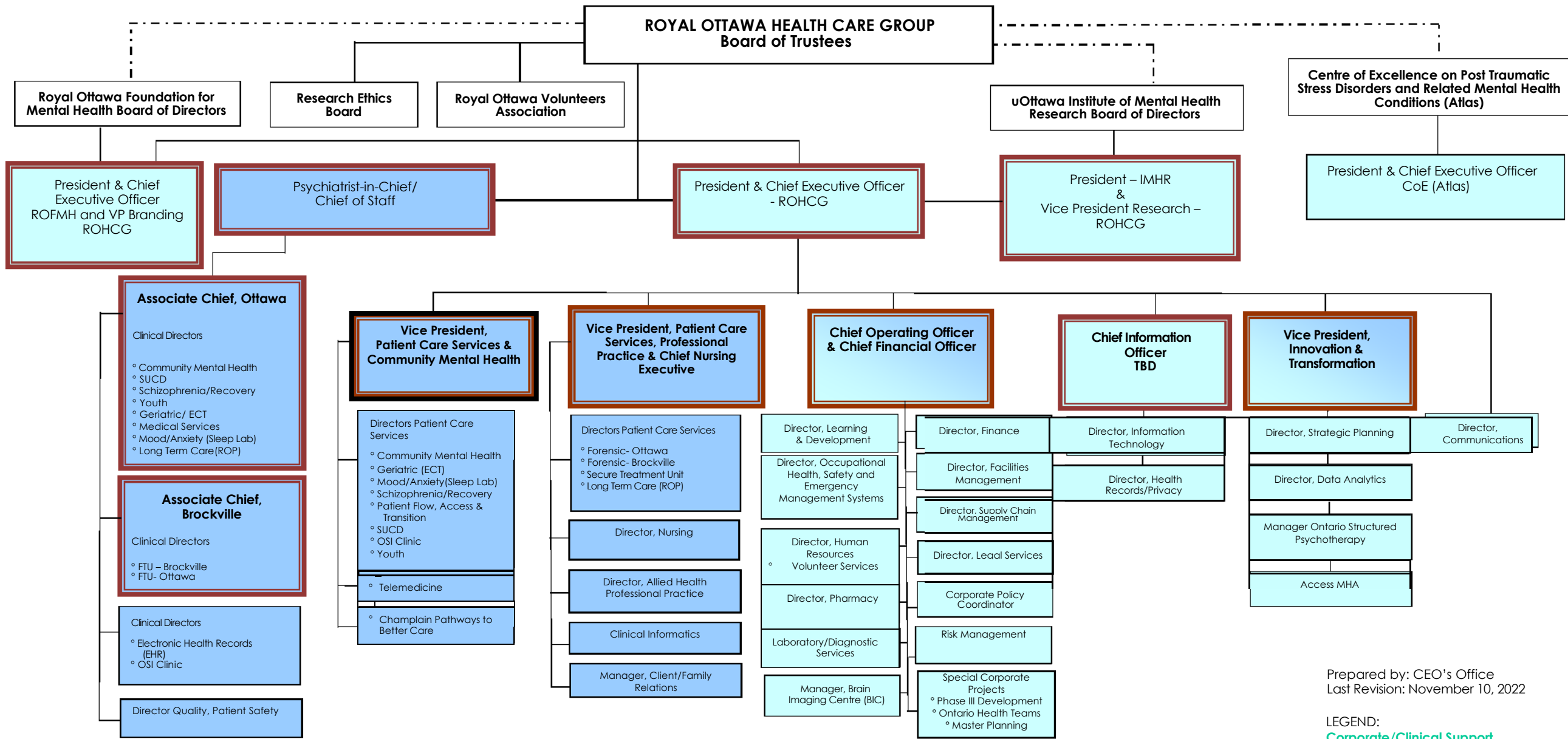
External Relations, Fundraising, and Revenue Generation

- The CEO identifies and cultivates relationships with key external stakeholders, promoting community integration. They represent the organization to healthcare partners, government agencies, and professional bodies, ensuring effective system relationships and collaboration. The CEO works to secure funding and support from relevant authorities, communicates effectively with the

community, and coordinates with other healthcare providers. They support external organizations, expand partnerships, and advocate for the Royal's strategic direction. Additionally, the CEO engages the media, explores revenue generation opportunities, and collaborates with the Royal Ottawa Foundation for Mental Health in fundraising efforts.



ORG CHART – Before Org Design



The Royal Ottawa Health Care Group (ROHCG) consists of the following legal entities:

- Royal Ottawa Mental Health Centre (ROMHC)
- Brockville Mental Health Centre (BMHC)
- The Royal's Institute of Mental Health Research (IMHR) affiliated with the University of Ottawa
- Royal Ottawa Foundation for Mental Health (ROFMH)
- Royal Ottawa Volunteer Association (ROVA)

Prepared by: CEO's Office
Last Revision: November 10, 2022

LEGEND:
Corporate/Clinical Support
Clinical Programs
Direct Report —————
Indirect Report - - - - -
Senior Management ————

The Individual

As a leader, you possess a remarkable ability to set the tone and shape our institutional culture, ultimately enhancing the hospital's brand. Your interpersonal sensitivity and organizational astuteness allow you to navigate complexities and competing priorities with ease. You excel at leveraging technology, innovation, and partnerships to drive advancements in funding and overall effectiveness across The Royal.

You are a very strong communicator, building consensus and engaging internal and external stakeholders to establish trust and build committed partnership-driven relationships. Your visionary mindset and growth-oriented approach foster an environment that values diversity and encourages active participation. You can lead a team through change, bringing people together to work towards a common goal. With a commitment to innovation, collaboration, and inclusivity, the CEO works closely with clients, families, staff, physicians, and community stakeholders, striving to dismantle systemic barriers, promote organizational equity and inclusion, and continuously improve the hospital's operations.

LEADS Capabilities

The Royal is a LEADS based organization, and it is expected that our leaders demonstrate the five capabilities of the LEADS in a Caring Environment through actions.

Core competencies as identified in the LEADS capability framework:

- Leads Self: Self-aware; manages self; develops self; demonstrates character
- Engages Others: Fosters development of others; contributes to the creation of a healthy organization; communicates effectively; builds effective teams
- Achieves Results: Set Direction; strategically align decisions with vision, value and evidence; takes action to implement decisions; assesses and evaluates
- Develop Coalitions: Build partnerships and networks to create results; demonstrate commitment to clients; mobilize knowledge; navigate socio-political environments
- System Transformation: Demonstrates systems thinking; encourages and supports innovation; orient strategically to the future; champions and orchestrates change.



Role Criteria

Preferred candidates will meet most, if not all, of the following criteria or equivalent thereof:

- Post Graduate education in Health Management, business or related field.
- 5 or more years of relevant executive leadership experience in a complex health care organization, preferably in an academic health care environment.
- Certification by the Canadian College of Health Service executives or other relatable value add training
- Leadership in creating and implementing a compelling vision and strategy for organizational change.
- Ability to influence and impact change through evidence, personal credibility, collaboration, and leadership.
- Strong interpersonal, communications, conflict resolution, consensus building, and negotiation skills.
- Ability to build effective partnerships and relationships within and external to the organization at regional, provincial and national levels.
- Strong planning, human resources, and financial skills.
- Passion for leading change in the mental health system.
- Creative, innovative, and systems-level thinker who has the ability to improve client care.

- Well versed in research issues with the ability to promote and lead the integration of clinical care and research.
- Ability to promote the Royal and fundraise within the community.

Knowledge and Experience

Candidates who demonstrate the most breadth and depth of the following requirements will be given preference:

- Knowledgeable and passionate about mental health and substance use issues at the regional, provincial, and national levels.
- Experience working with provincial (ideally Ontario) or Territorial Ministries of Health and other related entities (i.e., Ontario Health), as well as provincial and national mental health associations and stakeholders.
- Knowledge of client-focused mental healthcare service delivery particularly in an environment of significant education and research capacity will be a strong value add.
- Knowledge of the Mental Health Act and Public Hospitals Act.
- Significant experience leading the creation and implementation of a compelling vision and strategy for organizational change.
- Proven track record in influencing and impacting change through evidence, personal credibility, collaboration and leadership.



Steps in the Selection Process

Announcing Your Wish to be Considered

If you wish to be considered for this position, please forward your resume and any other relevant application material to the Odgers Berndtson Partner or Consultant named in this document or through the process described within our How to Apply section. Rest assured, all your personal information will be kept in the strictest confidence.

Preparation of a List of Candidates for the Committee's Review

Once we receive the resumes of those who express interest in the position, we compare them against the client's needs and also against the backgrounds of other candidates.

Interview with Odgers Berndtson

If your skills and background are commensurate with the client criteria, we would reach out for an initial interview to further explore interest and fit on your part, as well as for The Royal Ottawa Health Care Group.

After the Interview

We will let you know as soon as possible after the interview if we will be proceeding further, and we will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision, including the compensation package and your alignment with the organization.

The goal of gathering all of this information is to help you make an informed decision, as soon as possible, about the degree of your interest. In fairness to everyone, please do not go further if you think you are unlikely to accept the position should it be offered to you. If you have additional questions following our initial discussion, but your interest is tentative and you are still "exploring", please let us know. We can help you acquire the additional information you need.

Interview with the Selection Committee

If there is a desire on both our parts to proceed further, we will ask you and the other short-listed candidates to attend an interview with the Selection Committee. Our client plans to have at least one extensive interview with you on a scheduled day. A follow-up interview may be requested.

Steps Leading to an Offer

After you meet with The Royal Ottawa Health Care Group Search Committee, we will advise you of their decision as soon as possible. If you are selected as a finalist candidate, you may be asked back for another interview with the Search Committee. At this stage, the client will ask us to conduct reference checks and, possibly, a psychometric test. If you are the preferred candidate, and the client is satisfied with the information received, you will be made a verbal offer of employment, during which time the terms and conditions of the offer will be discussed with you.



Additional Information

How to Apply

In order to apply, please submit a comprehensive CV along with a covering letter that sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online at:
<http://www.odgersberndtson.com/en/careers/18681>

Your Personal Information

At Odgers Berndtson, we have always respected the privacy and the confidentiality of the personal information provided to us in context with our executive search assignments. This has been a fundamental value in building trust with our candidates and clients. We are committed to keeping your information secure and managing it in accordance with our legal responsibilities wherever we operate in the world, including the Personal Information Protection and Electronic Documents Act ("PIPEDA") in Canada.

For more information on your rights and how we process your personal data, a copy of our Privacy Policy is available for your review on our [website](#).

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf, such as references, you understand that it has been furnished with your consent for the

purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Diversity, Equity and Inclusion

The Royal Ottawa Health Care Group is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers Berndtson and The Royal Ottawa Health Care Group throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Odgers Berndtson is deeply committed to diversity, equity and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).

Contact Details

For a conversation in confidence, please contact:

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Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson. We recognize that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognizing that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, we encourage you to contact our Chief Operating Officer, Deborah Lucas (deborah.lucas@odgersberndtson.com).



