



# A Vision for the Future

## Corporate Renewal of St. Joseph's Health System

### Corporate Renewal Implementation : An Update

The SJHS Corporate Renewal (CR) implementation process is well underway, with significant work being done by CR subcommittees and task groups.

The main purpose of this issue is to provide a brief update on the status of these sub-committees and task groups. All groups continue to meet frequently over the summer months and are on schedule to complete their work according an agreed timeframe.

As always, feedback, comments and questions about the corporate renewal process are welcome!

**Feedback? Questions?**  
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All feedback will be kept in the strictest of confidence and no individual or group will be identified.



**Inside this issue:**

- Corporate Renewal Implementation: An Update 1
- Who We Are: SJHS 1
- CEO Search Task Group Update 2
- SJHS President & CEO Announcement 2
- CR Subcommittee & Task Group Updates 3
- Review of Implications for Foundations 4
- Corporate Renewal "Q&A" 4

**SJHS MEMBER ORGANIZATIONS**

- St. Joseph's Home Care (Hamilton)
- St. Joseph's Healthcare (Hamilton)
- St. Joseph's Health Centre (Guelph)
- St. Joseph's Lifecare Centre (Brantford)
- St. Joseph's Villa (Dundas)
- St. Mary's General Hospital (Kitchener)

### Who We Are: St. Joseph's Health System

Founded in the healing mission of the Sisters of St. Joseph of Hamilton, St. Joseph's Health System was established in 1991 to meet the challenges of the changing environment for delivery of health and social services.



**Today, we are one of the largest corporations in Canada devoted to health care.** Our member organizations are known for genuine compassion and caring, locally and around the world.

## SJHS Chief Executive Officer Search: Task Group Update

In May, 2009, the CEO Search Task Group launched an internal search for a new President and CEO of St. Joseph's Health System.

The Task Group was responsible for developing a position description for the new President and CEO, developing selection criteria, determining the interview process, interviewing candidates and making a recommendation to the


St. Joseph's Health System Board.


This work was completed by June, and the Task Group made a recommendation to the SJHS Board of Directors at their June meeting.

On June 26th, the System announced the appointment of Dr. Kevin Smith as the incoming President and CEO of SJHS, effective October 1, 2009.

A press release announcing Dr. Smith's appointment was distributed to media in Halton, Hamilton, Brantford, Kitchener and Guelph and an appointment notice was also placed in local newspapers. It is reproduced below.







**Sister Anne Anderson**


**Dr. Kevin Smith**  
**Appointed President and CEO,**  
**St. Joseph's Health System**

Sister Anne Anderson, Chair, St. Joseph's Health System is pleased to announce the appointment of Dr. Kevin Smith as President and Chief Executive Officer, St. Joseph's Health System effective October 1, 2009.

Dr. Smith will head all SJHS member organizations, including St. Joseph's Home Care, St. Joseph's Health Centre, St. Joseph's Lifecare Centre, St. Joseph's Villa, St. Mary's General Hospital, St. Joseph's Healthcare Hamilton and the International Outreach Program in Uganda, Haiti and Sudan. Dr. Smith joined the SJHS in 1995.

Dr. Smith also participates in a number of provincial and national government bodies including the Canada Foundation for Innovation, the Association of Canadian Academic Healthcare Organizations, the Council of Academic Hospitals of Ontario, and the Change Foundation. He is also an Associate Professor in the Department of Medicine, McMaster University and is the Vice Chair of the Ontario Hospital Association, an organization representing all 158 hospitals in the Province of Ontario.

SJHS is rooted in the healing Mission and remarkable legacy of the Sisters of St. Joseph of Hamilton, defined by dignity and respect for all we are privileged to serve. As a result of an ambitious and innovative corporate renewal process, SJHS is implementing a fully integrated management and governance structure, while preserving local governance and decision making within the communities served. SJHS is the first Academic Health Science Centre in Ontario to bring the full continuum of care – including acute, complex, long term, home care, hospice care and beyond – into an integrated structure. This innovation is driven by a commitment to safe, evidence based and client-centred vision for health care and to extending the System's global impact by improving health outcomes and knowledge transfer in the developing world.



**Dr. Kevin Smith**



This appointment notice appeared on Saturday, July 4th in the following newspapers:

- Hamilton Spectator
- Guelph Mercury
- Brantford Expositor
- Waterloo Region Record



The implementation process for the remaining management-related recommendations in the Corporate Renewal report will be the responsibility of Dr. Smith.

For more information about the new President & CEO position for SJHS, see page 4.



## Corporate Renewal – Subcommittee and Task Group Updates

All sub-committees/task groups are well into the review process. Below are highlights of each group's progress.

### SUB-COMMITTEES

#### Legal Review Sub-committee:

- Met with representatives of legal counsel to confirm single point of access and coordination for all legal opinions;
- Reviewed prior legal opinions on SJHS-related activities to determine common themes and lessons learned;
- Established a process to review all sub-committee/task group agendas and minutes to “flag” potential legal issues.

#### Communication Sub-committee:

- Is coordinating all communications in term of content and timing;
- Developed SJHS President and CEO announcement communications strategy and media release;
- Is reviewing all minutes of sub-committee/task groups related to communications strategies.

### TASK GROUPS

#### One Community-One Board Task Group – Brantford

- OHA Good Governance guidelines will be utilized by the task group;
- A skills matrix will be utilized to assist in selecting Board members;
- There is a need for “staggering” terms of office to assist in an orderly turnover of initial Board members.

#### One Community-One Board Task Group – Hamilton

- Support in principle for allocating a position on Board for an expert in health care from outside the community consistent with current governance best practices;
- Representatives from three existing Hamilton Boards are invited to future meeting to present their perspectives;
- Need for cultural/ethnic diversity on Board identified;
- Maura Davies, CEO of Saskatoon Health Region, which includes health care providers across the continuum of care, joined a meeting by conference call to provide her insights.

#### Sponsorship Task Group

- A discussion paper on key considerations for a Public Juridic Person (PJP) for SJHS has been prepared and is currently under review by Sister Anne Anderson, Bishop Anthony Tonnos and Father Frank Morrissey. The terms and membership of the PJP are decisions which will be made by the Sisters and Bishop;
- When the terms and membership of the PJP are determined, another task group which will review the relationship between the PJP, SJHS Board and member Boards will commence its work;
- At the Sisters 2009 Chapter meeting, agreement was reached to transfer governance and management of the International Outreach Program to the SJHS Board/management.

#### International Outreach Program (IOP) Task Group

- The task group has met with all IOP coordinators and other key stakeholders to gain their perspective through a structured questionnaire;
- The importance of the existing volunteer infrastructure support and succession planning has been noted;
- The need to integrate IOP into overall SJHS strategic planning and branding was identified;
- A meeting with a representative(s) of the Faculty of Health Sciences, McMaster University has been scheduled.

## Review of Implications for SJRDS (Foundations)

The importance of building on the existing partnership between SJHS and St. Joseph's Resource Development System (SJRDS) has been identified by both our Foundations and SJHS members. The impact of the SJHS Corporate Renewal process on our Foundations and fundraising in general will be coordinated by the SJRDS Board of Directors and CEO Group in the coming months.

At the SJRDS Board meeting in June 2009, there were a number of exciting opportunities identified in partnership with SJHS, including:

- the importance of developing a strong **culture of philanthropy** across both SJHS and SJRDS;
- the need for an effective and integrated branding/marketing strategy;
- the requirement for an integrated strategic planning process and setting of goals.

## A New Model of Leadership for SJHS: Corporate Renewal "Q&A"

### What is the SJHS Corporate Renewal (CR) process all about?

The CR process began in May 2008 with a single goal: to determine the most appropriate governance and management model to ensure that the Mission, Vision, and Values of St. Joseph's Health System continue to be realized.

### How were SJHS organizations involved in the process?

Leaders in each local organization were involved in developing the report and in the review of the recommendations prior to approval by the SJHS Board in January 2009.

### From a strategic point of view what does SJHS hope to accomplish?

Following significant discussion and consultation with member organizations, the SJHS Board endorsed a number of strategic directions including:

- developing an integrated vision that includes high-quality care across the continuum (home care, long-term care, acute care, community-based care);
- creating a governance and management structure to achieve this vision;
- maximizing opportunities related to the retention/recruitment of staff, management, physicians, and volunteer Board members;
- taking advantage of this opportunity to provide a leadership role with our Local Health Integration Networks (LHINs) and Ministry of Health and Long Term Care (MOHLTC) in fulfilling their mandate of providing a continuum of care through partnerships

### Does an integrated management structure mean that there will be a single budget and a merger of member organizations?

No. Each member organization will retain its own budget and separate employer status. There will be no change to non-management employment status, union agreements, salary or benefits resulting from the Corporate Renewal process.

### I thought SJHS already has a CEO. What is different?

The prior CEO position includes many of the same responsibilities as the new position. While there are a number of revisions to the position description, the primary change is that the SJHS President and CEO position will have full responsibility for all management decisions across the organization versus a facilitating role as in the past.

### What will be the process to develop an integrated management model?

The process to develop an integrated management model has just begun and will take several months to complete. Members of the local management teams will be involved in the renewal process. The renewal process will take some time and we will keep you advised of developments.