



## POSITION PROFILE

**Client Organization:** Central West LHIN  
**Position Title:** Vice President, Clinical  
**Reports to:** CEO  
**Location:** Brampton, Ontario



## THE ORGANIZATION

A mosaic of geographic and cultural diversity and home to over 920,000 local residents, the Central West LHIN plans, integrates, funds and monitors the local health care system for the regions of Brampton, Caledon, Dufferin, Malton, north Etobicoke and west Woodbridge. Working collaboratively with a host of Health Service Providers (HSPs), community partners and local residents, the LHIN strives to achieve its vision of ensuring residents have better and faster access to high-quality health services, better information to make decisions that will help them live and stay healthy, and services that are sustainable for future generations.

## THE CONTEXT

The Ministry of Health and Long-Term Care's "**Patients First**" strategy creates a blueprint for continued health care system transformation focusing on four key objectives: improving access to the right care; delivering better coordinated and integrated care in the community and close to home; supporting people and patients with the education, information and transparency needed to make the right decisions; and making evidence-based decisions on value and quality to sustain and protect Ontario's public health care system for generations to come.

To reduce gaps and strengthen patient-centred care, the role of the LHINs is being expanded, making LHINs responsible and accountable for all health service planning and performance including taking the lead in integrating primary care, home and community care, and formalizing linkages between LHINs and public health units to ensure a population health focus at the sub LHIN level.

With the passing of legislation in December 2016, the responsibility for service management and delivery of home and community care is being transferred from the CCACs to the LHINs. As the CCACs are dissolved, two organizational structures are to be combined to ensure all current and expanded responsibilities of the renewed LHINs are supported, while at the same time building efficiencies where possible.

The Central West LHIN and CCAC have been working closely together on plans for integration. A key part of the process is determining the organizational structure that best supports the enhanced LHIN strategy. With an organizational chart established, the process is now under way to confirm appointments in each of the key leadership roles.

Enhanced clinical leadership in LHINs has been identified as a critical success factor for achieving the goals of these reforms. Clinical leads are seen as necessary elements of the LHIN organization to support their expanded mandate to act as the single point of accountability for local health service planning and



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performance management. Effective clinical leadership will also enable LHINs to engage clinicians, drive the adoption of evidence-based clinical standards in partnership with Health Quality Ontario (HQP), support clinical change management and quality improvement, contribute to population-based health care planning and lead clinical activities related to service integration and performance improvement.

## **POSITION SUMMARY / SCOPE OF JOB**

The Vice President Clinical provides clinical leadership and strategic direction to advance the priorities of the LHIN. The role is focused on clinical change management and leadership, health system planning, performance management and quality improvement. The position fosters strong collaborative relationships across the clinical spectrum, from public health, primary care providers and inter-professional teams to medical and clinical leaders in community and acute care settings.

As an engaged and active clinician, the Vice President Clinical reports to the LHIN CEO and works closely with the LHIN senior management team to drive positive clinical change and clinical engagement across the LHIN. The Vice President Clinical will be accountable for and lead all other clinical leadership positions in the LHIN, and will work collaboratively to achieve LHIN and provincially defined performance metrics and to develop a more integrated health care system.

## **NEAR-TERM PRIORITIES AND EXPECTATIONS**

- Provide leadership to the sub-region clinical leads to support the engagement of primary care physicians.
- Provide leadership to the specialty clinical leads in the Central West LHIN including the Critical Care Lead, Emergency Department Lead, Primary Care Lead, Quality Lead, and Palliative Care Leads.
- Lead the development of a comprehensive clinical human resource plan at the sub-region level.
- Participate in the development of the population health status assessment at the sub-region level.

## **ACCOUNTABILITIES**

### ***Clinical Leadership and Decision Making***

- Provide clinical leadership and strategic oversight for medical and clinical engagement, clinical standards implementation, patient safety, and quality improvement activities within the LHIN.
- Lead and oversee a team of LHIN sub-region clinical leaders and LHIN specialty clinical leadership positions (e.g. ED, Critical Care, etc.) to improve clinical integration and achieve sub-region strategic objectives and quality goals.
- Provide executive level guidance for LHIN clinical teams working in home and community care to make effective strategic decisions regarding service delivery, integration with primary care and quality improvement.
- Support and contribute to the development of a primary care health human resource plan
- Enhance inter-professional collaboration to advance LHIN-wide priorities.
- Represent the LHIN within local and provincial clinical leadership tables (e.g. Integrated Clinical Care Council, Regional Quality Table, the Ontario Palliative Care Network and others).

### ***Quality Improvement and Change Management***

- Champion LHIN-wide quality improvement plans, engaging practicing physicians and other clinicians in achieving measurable progress in priority indicators.



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- Identify and develop clinical change management supports required to sustain engagement with clinicians across the LHIN.
- Monitor performance indicators for LHIN and pan-LHIN priorities, working with sub-region Clinical Leads and other LHIN staff to review quality data, and identify key trends and drivers.
- With the LHIN executive team, support the identification and implementation of clinical standards of care and best practices to drive integration at the point of care for clients and patients.

#### ***Strategic Advice***

- Advise the LHIN CEO and executive team regarding health system priority-setting to maximize the effective use of resources and the role of clinical leaders.
- Provide advice to the LHIN leadership team on change management activities, performance measurement and performance management, health human resources planning, and other opportunities to promote patient safety and a culture of continuous quality improvement.
- Regularly brief the Quality Committee of the LHIN Board on LHIN's health care system priorities.

#### ***Relationship Management***

- Engage with key provincial contacts (HQO, ministry, OCFP, OMA, and CCO etc.) to support advancement of LHIN and pan-LHIN priorities.
- Develop productive working relationships with other clinical leaders within the LHIN across all sectors (primary care, home care and community care, acute care, mental health & addictions, long term care, and public health) to improve care at the LHIN level.
- Promote engagement with local patients and families, the public and other stakeholders to guide efforts to improve health care performance and the patient experience.

#### ***Support LHIN Planning and System Integration***

- Work closely with LHIN staff to develop and implement the clinical performance priorities of the LHIN Integrated Health Services Plan (IHSP) with a focus on clinical quality domains.
- Advance health system integration by identifying opportunities to align clinical, quality improvement and operational priorities across different health care sectors through connecting regional and provincial quality initiatives.
- Work closely with other local and provincial clinical leads to ensure alignment and collaboration of provincial improvement initiatives. Note that in some cases, the individual that fills this role may also occupy other clinical leadership roles throughout Ontario.

## **POSITION REQUIREMENTS**

#### ***Credentials***

- A physician currently working in clinical practice, and willing to maintain clinical practice (e.g. 1 to 3 days per week) if successful in obtaining the Vice President Clinical position. Expertise in primary care, public health or geriatrics of particular relevance.
- Formal leadership training and change management is an asset.

#### ***Leadership Experience***

- Practicing clinician in a regulated health profession, eligible to practice without restriction, actively engaged at the system level, with demonstrated leadership within the local community.
- Demonstrates a high level of credibility and experience in the leadership and operations of a complex health care organization.



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- Proven leadership experience with health care initiatives designed to improve inter-sector integration.
- Previous experience working effectively within collective decision-making structures, such as a board or committee.

***Knowledge and Understanding***

- Demonstrates understanding of local health issues, priorities and needs while recognizing the broader trends in health care policy and system development.
- Practical experience in clinical change management and quality improvement methods and tools, and the ability to draw on leading practices to adapt and apply these skills.
- Knowledge of existing medical and clinical networks that can be tapped for effective engagement and communication of strategies and initiatives.
- Experience developing and implementing health care quality improvement strategies, implementation of clinical standards or other large scale initiatives that cut across traditional health care silos.
- Proven ability to manage and guide planning and implementation, including developing resource requirements, timelines, and milestones.

***Key Attributes***

- Ability to work well with others in teams, networks and organizations and achieve consensus when there are diverse views.
- Ability and credibility to reach and engage clinicians across a variety of settings and disciplines.
- Ability to think conceptually, plan flexibly, identify continual opportunities for improvement, and operate effectively in a complex environment.
- Sensitivity and organizational skills to operate effectively across complex work cultures and environments
- Political acuity, and understanding and commitment to diversity.



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## **CONTACT INFORMATION**

If of interest, confidential submission of a cover letter and current resume should be forwarded to Ed Perkovic, Director of Research, at [eperkovic@amropknightsbridge.com](mailto:eperkovic@amropknightsbridge.com), referencing the organization and position title. Should you have any questions regarding this opportunity, please contact:

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