



Section: Board - Governance Process	Subject: Board – Joint Executive Leadership Relationships	Policy Number: 01-10-011
Effective Date: February 1, 2021	Approved by: Board of Directors	

Purpose

To describe the relationship between the Board and Joint Executive Leadership - Executive Director Client Services and Executive Director Operations.

Policy

The Joint Executive Leadership – Executive Director Client Services and Executive Director Operations are the sole employees of the Board. They jointly are responsible to the Board for the implementation of the policies and strategic directions set by the Board, and for the day-to-day operation of the Corporation.

Definitions

<i>Board</i>	Board of Directors of the Corporation.
<i>Corporation</i>	Corporation Addiction and Mental Health Services – Kingston, Frontenac, Lennox and Addington (AMHS-KFLA).
<i>Joint Executive Leadership</i>	Is the Executive Director Client Services and Executive Director Operations

Protocol

The Role of the Joint Executive Leadership - Executive Director Client Services and Executive Director Operations

In broad terms, the role of the Joint Executive Director Client Services and Executive Director Operations is to:

- envision the role of the Corporation in providing care in new ways to the communities it serves, and to enlarge upon existing services to improve the ability of individuals served by the Corporation to recover and become active, participating members of the community;
- stimulate interest in the Corporation’s programs and services among community members;
- exercise sound judgment in pursuing the strategic objectives of the Corporation with insistence on conformity with ethical guidelines and accepted business mores;
- act to avoid crises, and help to overcome them by decisive action and preparation through establishing appropriate protocols;



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- foster a smoothly functioning, effective and efficient organization designed to better serve those who need its services, technology, and expertise,
- dedicate themselves to improving the organization, its people, and those it serves.’
- ensure that the Corporation meets all contractual and legal obligations

With these roles in mind, the Board selects the Joint Executive Leadership - Executive Director Client Services and Executive Director Operations to implement Board policies and plans. The Board:

- delegates responsibility and concomitant authority to the Joint Executive Director Client Services and Executive Director Operations to manage the Corporation and requires accountability for that management;
- specifies measurable performance goals in collaboration with the Joint Executive Director Client Services and Executive Director Operations;
- establishes a process of performance evaluation and the determination of appropriate compensation for the Joint Executive Director Client Services and Executive Director Operations; and
- ensures that the Joint Executive Director Client Services and Executive Director Operations has an appropriate succession plan for their managers and staff.

Strategic Management

The Board sets the strategic direction and establishes policies to govern and guide the organization. In order for it to do so, plans and strategies must be developed for consideration; thus, the Joint Executive Leadership – Executive Director Client Services and Executive Director Operations will:

- develop and submit an annual work plan based on the strategic directions to the Board for its consideration and approval, taking into account the business and economic environment, the financial position, and the risks to which the Corporation is, or will be exposed in conducting its current and planned operations;
- develop and submit business plans for significant operations to the Board for its consideration and approval;
- implement the Board’s plans and strategies, reviewing them no less than annually to ensure that they continue to be appropriate and prudent;
- provide the Board with timely, accurate and complete reports on the implementation of the plans and strategy for significant operations, and on the actual operating and financial results as against forecast results;
- provide the Board with reports that illustrate an effective strategic management process is in place.

Performance Evaluation

Evaluation of the performance of the Joint Executive Leadership - Executive Director Client Services and Executive Director Operations will be done by the Board Chair and the Executive Committee. The results will be reported to the Board, and, in writing, to the Joint Executive Leadership - Executive Director Client Services and Executive Director Operations.

The review will focus generally on leadership and management attributes, and specifically on the



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achievement of the goals and objectives established. The Joint Executive Leadership – Executive Director Client Services and Executive Director Operations will be expected to provide a written report commenting on the achievement of these goals and objectives, as well as any other issues related to performance, as part of the review process.

Succession Planning

In order that the Corporation has continuity of leadership, the Joint Executive Leadership – Executive Director Client Services and Executive Director Operations are expected to have a succession plan in place with individuals capable of assuming their role on a temporary basis.

Recruitment of Joint Executive Leadership – Executive Director Client Services and Executive Director Operations

The Board defines the competencies and skills required by a person to fill each position of Joint Executive Leadership – Executive Director Client Services and Executive Director Operations. The Executive Committee shall take the responsibility of leading the search and recommend a candidate to the Board.



Joint Executive Leadership Job Description

The Executive Director Client Services and Executive Director Operations jointly provide strategic leadership for the following functions:

Executive Director Client Services Responsibilities	Joint Executive Leadership Responsibilities	Executive Director Operations Responsibilities
<p>Clinical Leadership and Support - Provides supervision and support to Program Managers to ensure that activities are compliant with the Vision, Mission, Values, and strategic direction</p>	<p>Strategic Plan – development, implementation, and monitoring</p>	<p>Financial Management – Acts as Chief Financial Officer, providing oversight and support to Finance and Managers to ensure the Agency’s resources are managed in accordance with legislation, and funders.</p>
	<p>Coaching and Mentoring the Leadership Team</p>	
<p>Clinical Governance - Provides supervision and support to the Advanced Practice Lead and Fosters continuous learning and personal/professional development activities through supervision, performance development and reflective practice</p>	<p>Risk Management Champions the desired organizational risk management tone and culture. Integrates sound risk management practices into the business processes and day-to-day decisions</p>	<p>Information Technology - supervision in the development and management of the Information Technology team.</p>
<p>Stakeholder Relations - Communicates and coordinates with community agencies, hospitals, and other service partners to ensure clients’ clinical needs are being met; services are linked and integrated</p>	<p>Client/Patient Safety Supports client/patient safety culture by ensuring work completed recognizes the safety of the patient(s).</p>	<p>Facilities Management and Space Planning - Oversee facilities operations of the agency and is accountable for management of the Property Operations portfolio</p>
	<p>Health & Safety Be accountable for taking every reasonable precaution to protect the health and safety of employees</p>	<p>Human Resources Management Provides ongoing leadership and direction to managers and staff</p>



Executive Director Client Services Responsibilities	Joint Executive Leadership Responsibilities	Executive Director Operations Responsibilities
	<p>Fiscal Responsibility</p> <p>Identifies budgets requirements and allocates approved fund in accordance with LHIN priorities; monitors and manages budget allocation.</p>	
	<p>Quality Improvement</p> <p>ensures all programs and services are measuring performance</p>	
	<p>Relationship Management and Communications - Establishes and maintains effective working relationships with LHIN leaders and community/system partners at all levels of the organization to develop financial plans and address areas of concern</p>	
	<p>Succession Planning</p> <p>Ensure there are staff qualified to step into the Joint Executive Leadership roles or manager roles on a short-term basis</p>	

Next Review Date:	2022	To be Reviewed by:	Board of Directors
Related Documents and/or Policies:	Roles and Responsibilities of the Board, Role of Board Chair		
Superseded Policies:	n/a		