



THE FOUNDATION OF
GUELPH
GENERAL HOSPITAL



Chief Executive Officer



Executive Brief



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FOR MORE INFORMATION

KCI Search + Talent has been retained to conduct this search on behalf of The Foundation of Guelph General Hospital. For more information about this opportunity, please contact Tara George, Partner/Lead, KCI Search + Talent by email at FGGH@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 **January 4, 2022.**

The Foundation is committed to a selection process that is reflective of the population that we serve. We welcome and encourage the broad range of experiences, skills and knowledge from applicants with diverse abilities, race, sexual orientation, gender identity, ethnicity, and intersectionality. We believe that a range of lived experience, voices and perspectives directly contribute to the success of our team.

All positions at GGH contribute to ensuring there is a safe environment for patients, staff and visitors. As part of our commitment to the health and safety of our patients, staff and our community from COVID-19, subject to any accommodation required by applicable human rights legislation, Guelph General Hospital and the Foundation both require that all staff have received all required doses of a COVID-19 vaccine approved by Health Canada prior to their start date.

Please note that the salary range for this position is \$150,000 - \$200,000 plus pension and a range of benefits.

Chief Executive Officer **The Foundation of Guelph General Hospital**

THE OPPORTUNITY

As our capital campaign moves towards completion, and with the upcoming retirement of our current CEO after 31 dedicated years of service to our hospital and our community, we are seeking a new leader for our Foundation. We have a terrific team of staff and volunteers in place, an excellent relationship with our Hospital partners, and the vision and drive to move with energy and excitement into the Foundation's next chapter.

The Foundation of Guelph General Hospital (FGGH) CEO is responsible for the strategic, programmatic, financial and administrative operations of the Foundation, advancing philanthropic support by building awareness, engagement, and investment. The CEO provides leadership and direction to staff, and guidance and partnership to the Foundation Board, and develops and maintains a proactive and effective partnership with the Hospital's internal stakeholders, including the Hospital's Board of Directors, senior leadership, hospital staff, professional staff and volunteers.

ABOUT GUELPH GENERAL HOSPITAL



When the doors to Guelph General Hospital were opened on August 16, 1875, the hospital had 12 beds, a small infectious room and a dispensary. A superintendent and two nurses provided care, as well as working in the kitchen, housekeeping, switchboard and laundry.

Today, Guelph General Hospital is a dynamic, comprehensive acute care facility providing the highest quality of care and experience for the 200,000+ residents of Guelph and Wellington

County. Hospital services include 24-hour emergency coverage, advanced technology and diagnostic support, and specialty programs, such as being the Regional provider for general vascular surgery and a designated Provincial Centre of Excellence for Bariatric Surgery.

The hospital has 213 acute care beds and employs over 1,600 staff. There are approximately 300 professional staff at GGH including physicians, midwives and dentists. Volunteers normally contribute over 1,500 hours of work per month. Volunteers operate in a variety of patient care and support service areas and organize fundraising activities.

[Best in Class](#)
[Hospital Strategic Plan](#)
[Hospital Leadership](#)
[Guelph Wellington Ontario Health Team](#)

[Stories of Care](#)
[Quick Facts](#)
[GGH History](#)

ABOUT THE FOUNDATION OF GUELPH GENERAL HOSPITAL

Saving lives and improving health, together with our community.



when we need it.

We're fortunate because Guelph General is one of Ontario's best hospitals, with exceptional marks in safety, quality and efficiency. All this is done without compromising patient care, and as a well-run hospital that is supported by our community, we are in the best position to address urgent situations such as the 2020 global pandemic.



Currently overcrowded and under strain, our hospital has critical needs we must address together to continue the best quality of care for our community. Guelph is growing quickly, and our hospital must keep pace with the demands this growth will place on it. At the same time, patients and their families need to know we are using the very best equipment available – and this equipment is not funded by tax dollars, and therefore must come from a community donor.

Since the Foundation's beginnings, our community has responded generously with more than \$80 million in kind and caring donations. Last year, our community of donors collectively gave \$7.5 million dollars to help support the Hospital.

We are so fortunate to have an exceptional and diverse team to lead, inspire, and on many occasions, roll up their sleeves to carry out the work that we need to get done to support our Hospital. Our team of 9 staff is bound together by our pride and love for our community, as well as our desire to ensure it has a Hospital that can offer the best possible care to our community. We are passionate about carrying out our mission of saving lives and improving health, together with our community.

[Impact of Giving](#)
[Yes, That Too is Funded by You](#)

[Donor Spotlight](#)
[Volunteer Spotlight](#)

Together, We Care

Our record-setting \$34 million *Together, We Care* campaign is The Foundation of Guelph General Hospital's most urgent community fundraising project ever. Together, our community is funding these three essential projects:



1. Expand our strained Emergency Department and create new space to support better mental health and addictions care.
2. Replace aging equipment and purchase innovative technologies.
3. Reimagine and expand our Special Care Nursery to meet the needs of modern families.

[More about the Campaign Projects](#)
[Campaign Brochure](#)

[Campaign Leadership](#)
[Campaign News](#)

KEY DUTIES AND RESPONSIBILITIES OF THE CEO

Strategic and Operational Leadership

- Work closely with Foundation Board and GGH Leadership to chart the strategic direction and focus of the Foundation in alignment with the strategic plan and clinical priorities of GGH
- Participate as an active member of the Senior Leadership Team of GGH, collaborating closely with the GGH President and CEO and senior leadership to contribute to the achievement of the strategic plan and objectives, and to facilitate alignment with the Foundation's goals and objectives
- Lead Foundation team in developing and executing operational plans for all revenue streams and develop benchmarks to measure and monitor performance against these plans
- Ensure the financial health of the Foundation through the development of and reporting on the budget for Board approval and review
- Model the highest standards by ensuring FGGH compliance with legal, regulatory and ethical regulations and adherence to the Donor Bill of Rights
- Plan and make recommendations to the Board in areas of policy
- Build effective relationships with GGH administrative and clinical leadership, with government representatives, community organizations, foundations and societies, and the community at large

Fund Development & Donor Relations

- Build mutually respectful relationships with existing and prospective donors
- Collaborate with senior volunteers, GGH & medical leadership and Foundation team to ensure a robust portfolio of major gift donors is established and actively managed
- Develop and manage a personal portfolio of prospective and current philanthropists to develop transformational gifts and legacies
- Ensure the development and implementation of donor stewardship programming and activities

Governance and Volunteer Support

- Work with FGGH Board to develop and deliver appropriate education, communication and training to support Foundation volunteers in fulfilling their roles and responsibilities
- Ensure that expectations regarding philanthropic support are discussed during recruitment of Foundation Board and committee volunteers within the context of roles and responsibilities
- Organize and participate in regular Board meetings, committee meetings, special meetings and retreats
- Develop and recommend to the FGGH Governance Committee strategic recruitment plans for FGGH Board, Campaign Cabinet and other committee positions and assist in identification and recruitment of potential volunteers
- Work with FGGH Governance Committee to ensure succession planning is consistently monitored for board officer and committee positions

Team Leadership and Management

- Model and coach the values, attitude, work ethic and behaviors expected of all Foundation staff
- Create an outstanding work environment and culture so staff remain engaged, committed, and supported to achieve organizational, professional goals and objectives
- Oversee the recruitment and retention of staff including hiring, performance management, accountability, annual reviews and professional development with a focus on succession planning
- Implement HR practices, policies and guidelines for FGGH team and when applicable collaborate with GGH standards

Community Relationships and Culture of Philanthropy

- Take a leadership role in building a local culture of philanthropy, promoting ethical and aspirational philanthropy and fundraising practices
- Take a leadership role in professional associations and industry groups regionally, provincially and nationally to implement trends enhancing philanthropic practice
- Build deep, meaningful, engaged, and committed relationships with internal and external stakeholders

Communications and Community Engagement

- Develop a strategic communications plan for the Foundation to align with and extend the brand, image and reputation of GGH
- Work closely with GGH leadership to translate GGH strategic and clinical priorities into compelling donor opportunities
- Ensure high visibility and reputation of GGH and FGGH by serving as a frequent presenter and resource, as appropriate and in conjunction with GGH leadership, for community groups, media and charitable organizations
- Ensure high visibility and reputation of GGH and Foundation through a portfolio of fundraising, cultivation and awareness events, conducted by the Foundation and in collaboration with community groups and individuals
- Demonstrate leadership in educating the public about the role of philanthropy in healthcare funding

CORE COMPETENCIES OF THE CEO

Leadership and Vision - Lead and create a vision for the future with the Board of Directors and Hospital partners. Inspire, encourage and passionately support the teams in achieving the short- and long-term goals for the organization.

Team Work - Lead and support all members of the Foundation team to assist them in achieving their personal and organizational best. In addition, participate as a key senior member of the hospital team in supporting the hospital and the Foundation as two high-functioning, interdependent organizations.

Professionalism - Consistently display professionalism in all aspects of the role. Demonstrate an understanding and sensitivity to the complexities of the role and the stakeholders that the organization serves. Demonstrate values of honesty, integrity and respect at all times and in particular within the more difficult and at times politically driven environments. Demonstrate a consistent high level of energy and stamina for an executive level position that can involve many non-traditional work hours.

Donor Centered - Demonstrate an exceptional customer service orientation as it relates to all aspects of donor relationship building and stewardship.

Strategic Thinking - An analytical thinker with strong planning and financial management skills that demonstrate a strong ability to develop and execute initiatives successfully.

Networking and Relationship Building - Demonstrate ability to build constructive, friendly, professional relationships and network with staff, volunteers, donors, community influencers and others, maintaining partnerships that can provide information, assistance and support.

Fund Raising and Fund Development - Demonstrate through knowledge, experience and results an ability to design and lead processes and programs that can raise and have raised substantive financial resources.

Focused and Outcome Orientation - Demonstrate a strong ability to set the vision in a clear and engaging fashion and lead people to achieve results in what is often a demanding and competitive environment. Build loyalty and trust through expectations and focus, building commitment, leveraging performance, engaging collaborative team participation and delivering on results.

Managing Change – Ability to effectively manage change within the organization, both in terms of systems/process change and the transition to a new CEO.

CANDIDATE QUALIFICATIONS

Strategy & Operational Leadership

- Significant progressive experience in charitable or not-for-profit leadership, including the demonstration of strong leadership, communication, and organization skills
- Familiarity with best practice in fundraising and marketing/communications, including a proven track record in leading or managing fundraising programs and projects such as capital campaigns, planned giving, annual campaigns, and major gift fundraising
- Strategic thinker who demonstrates foresight and insight, adaptability, and resilience
- Demonstrated understanding of the importance of inclusion and value of diversity to the Foundation and the community

- Proactive planner who designs, implements, measures, and assesses
- Proven expertise of scaling up an organization, including ability to plan, forecast, and grow revenues, programs, and people
- Demonstrated creativity and innovation, vision, imagination and patience
- Financial acumen, including experience managing budgets and demonstrating fiscal accountability
- Understanding of the digital landscape and experience to digital integration and transformation in operational and fundraising activities
- Completion of a post-secondary education is preferred, or an acceptable combination of education and directly-related experience.

Donor, Hospital, and Community Engagement

- Strong major gift fundraising experience with excellent outcomes, including personal involvement in cultivating, soliciting, and stewarding major donors
- Strong experience in relationship building and deepening
- Understands people and how to appropriately use motivation and influence
- Proven ability to build and maintain effective relationships with hospital leadership and colleagues, or their equivalent in a non-health environment
- Excellent track record in proactive community out-reach and the building of strong networks and partners, and an eagerness to be seen as a collaborative community leader
- Effective communicator who seeks input, actively listens, and values input from others
- Strong public speaker who is confident and comfortable in a crowd
- CFRE, FAHP or ACFRE designation, or progress towards qualifications and willingness to work towards one or more of these designations

Team Leadership

- Demonstrated success in building, leading, managing and inspiring high functioning teams
- Skilled at managing multiple priorities and deadlines, and able to effectively deploy and coordinate the team to do so
- Strong ability to prioritize and delegate, with effective oversight and coaching; supports and trusts the team to do their jobs
- Collaborative experience engaging team members as program leaders/subject-matter experts
- Encourage strategic thinking, innovation, action, and results
- Experience supporting the development of strong systems and processes
- Kind and respectful leader who is flexible and understanding

Governance Support

- Experience supporting, working with, and/or serving on charitable or not-for-profit Boards
- Demonstrated understanding of the type of information, insight, data, and analysis needed by a Board in order to make effective and informed governance decisions
- Previous experience engaging a Board and/or other leadership volunteers in fundraising activities

Expected Behaviours & Qualities

- Accountability
- Transparency
- Integrity
- Empathy
- Authenticity
- Humility
- Self awareness
- Collaboration
- Diplomacy
- Patience
- Adaptability
- Confidence
- Approachability
- Respectfulness
- Learner mindset
- Engaging and personable
- Values people/donors, not just their donations
- Demonstrates passion for improving and saving lives
- Values community and collaboration
- Open to input, ideas, and feedback
- Manages challenges in a calm manner
- Goal- and achievement-oriented
- Has fun at work and enjoys work
- Clear about expectations and deadlines

BOARD OF DIRECTORS

Alicia Robertson, Chair

Dr. Tony Bier

John Core

Christina Crowley-Arklie

Tracey Curtis

Jay Elinesky

Emmie Hull, Treasurer

Khalil Khamis

Paul Osborne, Past Chair

Maria Roman-Bricknell

Marianne Walker, President and CEO, Guelph General Hospital

Taha Zafar

BIOGRAPHY - Alicia Robertson, Chair - Foundation of Guelph General Hospital



Alicia's background as a Senior Executive in the Construction Industry and an Entrepreneur with a business focused on serving and helping others is a great complement to her role as Chair on the board of FGPH.

"Guelph is a remarkable community and I feel so fortunate to have been born and raised here. I am honoured to be a member of the board and use my experience and expertise to bring people together for a meaningful and important purpose."

Alicia is energized by doing work that matters and helping others in the community – when they need it most. Outside of work, Alicia loves to spend her time outdoors exploring new trails and new activities with her two kids and her dog, Mac.

LIVING IN THE GUELPH REGION

With a population of just over 131,000 and located just 45 minutes from Toronto, Guelph has a perfect mix of city life and small-town friendliness. Founded in 1827, Guelph is considered to be one of the first planned towns in Canada and is currently one of the country's fastest growing cities.



Guelph's entrepreneurial spirit encourages business development, supported by such organizations as the Guelph Chamber of Commerce, Innovation Guelph, the Guelph-Wellington Business Enterprise Centre, and the Downtown Guelph Business Association.

The Upper Grand District School Board and Wellington Catholic District School Board operate over ninety elementary and secondary schools, including two French schools. Guelph prides itself in being home to the University of Guelph, considered one of Canada's top universities. Guelph is also home to a satellite campus of Conestoga College.

Guelph is known to be an environmental leader. The city boasts an abundance of parks and open spaces, with 70 km of trails, many running alongside the two rivers which pass inside the city, the Speed River and the Eramosa River. Whether your interest is hiking or biking, canoeing or golfing, swimming or skating, Guelph offers many opportunities and structured programs for residents to be active.

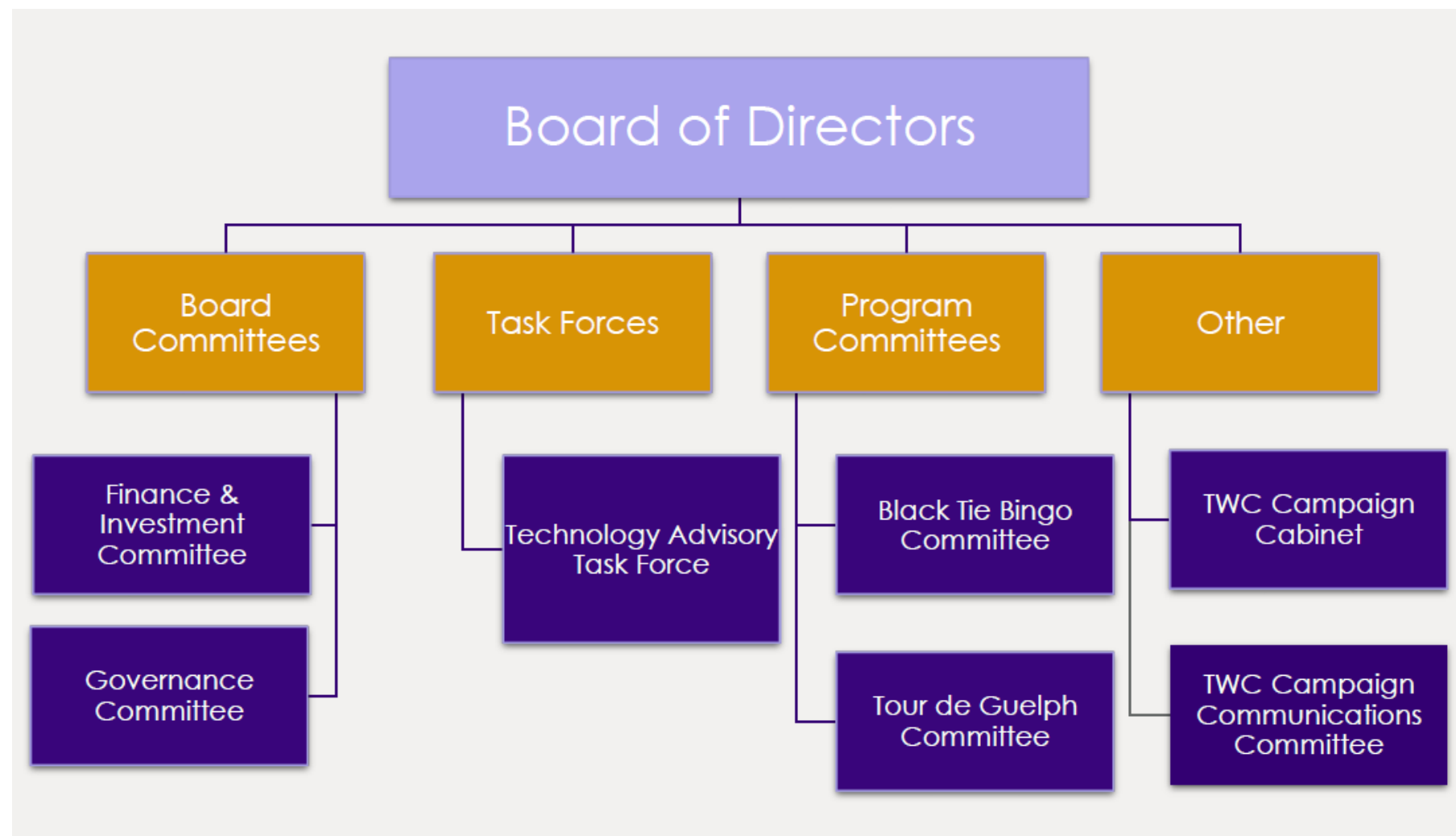


Rich in culture, residents and visitors enjoy such venues as the River Run Centre, the Art Gallery of Guelph, and MacRae House. The city also hosts a variety of festivals and events throughout the year including the Guelph Jazz Festival, the Hillside Festival, and the Eden Mills Writers' Festival.

The City of Guelph is vibrant and culturally diverse, home to many ethnic groups and communities including South Asian, Chinese, Southeast Asian, Filipino and Latin American. Since 1978, the city has hosted the annual Guelph & District Multicultural Festival. It is one of Guelph's biggest outdoor events with more than 50 cultural backgrounds represented during the festival and an average yearly attendance of 25,000 people.

Getting around Guelph is easy with options to bike, walk, drive or utilize the city's extensive transit service. Neighbourhoods feature a blend of heritage homes and new home developments, with an average house price of \$827,300.

BOARD COMMITTEE STRUCTURE



ORGANIZATIONAL CHART – FOUNDATION TEAM

