



# EXECUTIVE BRIEF

## Vice-President, Community Development



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### FOR MORE INFORMATION

KCI Search + Talent is pleased to conduct this search on behalf of Scarborough Health Network Foundation. For more information about this Foundation leadership opportunity, please contact Samantha David, Associate Vice President, by email at [SHNF@kcitalent.com](mailto:SHNF@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 **February 24, 2023**.

The *target* salary range for this role is **\$150,000 to \$170,000**. We also offer an industry leading pension plan (HOOPP), and an excellent benefits package. A performance-based bonus is also available to the successful candidate.

As a result of the COVID-19 pandemic and the need to strengthen and promote health protection to patients, staff and members of the public attending in the hospital, the successful candidate will be required to provide proof of COVID-19 vaccination from the Ontario Ministry of Health website or other authorized source. Proof of vaccination will be required to commence employment with Scarborough Health Network Foundation.

*Scarborough Health Network Foundation (SHN Foundation) embraces and celebrates our community's unique multicultural heritage and diversity. SHN Foundation is an equal opportunity employer, dedicated to a culture of inclusiveness and diversity reflecting our diverse patients, staff and community alike. We are committed to providing barrier-free and accessible employment practices in compliance with the Accessibility for Ontarians with Disabilities Act (AODA). Should you require accommodation through any stage of the recruitment process, please make them known when contacted and we will work with you to meet your needs.*



## Vice-President, Community Development Scarborough Health Network Foundation

### THE OPPORTUNITY



Scarborough Health Network (SHN) Foundation is seeking a **Vice President, Community Development** to lead the Foundation's strategy, management and delivery of community-based fundraising initiatives to generate revenue, build organizational profile, and engage and grow community support for the Foundation.

The Vice President, Community Development reports to the President & CEO of Scarborough Health Network Foundation and works closely with members of the Community Development Committee (of the Board), volunteer committees, and others in the community. The position has oversight and accountability for a \$2M portfolio (and growing) of signature, P2P and third-party events, event sponsorships, and community fundraising activities such as point of sale appeals, cause marketing, lotteries, along with oversight and coaching of a staff team of four (and growing) who develop and execute these programs.

The Foundation has ambitious goals for the Community Development program to grow its reach and impact. Community-based fundraising has the potential to raise upwards of \$5M annually in primarily unrestricted revenue. On this front, the program is set to launch two new signature events that will elevate the program with new opportunities to engage our community.

As a key member of the senior leadership team, the Vice President, Community Development will be an important contributor to the overall strategic goals and achievements as the Foundation enters an exciting new phase of growth during our \$200M campaign and charts a course for our future. The Vice President will work closely and collaboratively with other Foundation teams to ensure that potential mid-level, major and legacy prospects are identified, and that event participants, sponsors and attendees are integrated into stewardship and communication programs. Through the Community Development program, the Vice President will also be a key partner in building the brand and market position of Scarborough Health Network and SHN Foundation.

The Community Development team works out of our Centenary office, and maintains a presence across all of our three hospital sites. We have a hybrid working environment where employees are eligible to work remotely 1-2 days a week.



## ABOUT SCARBOROUGH HEALTH NETWORK

Scarborough Health Network was created through a merger of The Scarborough Hospital's Birchmount and General hospitals and Rouge Valley Health System's Centenary hospital in December 2016. Working with many community and government partners, patients, staff, physicians, volunteers, and donors, Scarborough Health Network (SHN) is transforming patient care and outcomes today and charting a new course to create a healthier tomorrow.



SHN programs and services are designed around the needs of one of Canada's most vibrant and diverse communities. Across the three hospitals and eight satellite sites, SHN employs some of our generation's best physicians, nurses and medical professionals. These teams are delivering exceptional clinical expertise and techniques to treat Scarborough's patients and families effectively, inclusively and with compassion.



SHN is a community-affiliated teaching site for the University of Toronto, and a partner with a number of other universities and colleges, helping to train the next generation of health care professionals. In 2018, SHN created a strategic plan to achieve its Vision of becoming *Canada's leading community teaching health network – transforming your health experience*. The [2018-2023 Strategic Plan](#) places a strong focus on teaching and research to provide the very best care, train the next generation of health care professionals, and foster a culture that celebrates our team's ideas and creativity.

Scarborough Health Network (SHN) has exciting plans underway for the future of our hospital buildings and facilities. This long-range work is part of our Master Planning initiative to ensure SHN services and facilities will meet Scarborough's evolving needs into the future.

As we plan for our future facilities, we are considering:

- How Scarborough's population and the number of patients using our hospitals will change over the next 20 years
- What hospital services and Centres of Excellence will be important to meet our community's needs, and how should services be grouped
- The state of our existing SHN hospital buildings and the opportunities to renovate and upgrade to meet current and future needs

To support its redevelopment plans, the Government of Ontario has announced over \$1 billion in new health infrastructure at SHN to build more capacity for Scarborough and surrounding communities. Phase 1 of the redevelopment plan advances the transformation of our Birchmount hospital, by making major renovations to the existing facility and building a new state-of-the-art inpatient tower with more than 200 new beds, 14 new operating rooms and additional space to support future growth. Once completed, Birchmount Hospital is planned to have over 450 beds, nearly doubling the current capacity.

## STRATEGIC DIRECTIONS

- Build Our Culture to Empower and Inspire Our People
- Improve Population Health, Health Equity, and System Integration
- Transform the Patient Experience through Innovation, Education and Research
- Set a New Standard for Exceptional Quality and Patient Safety

## PROGRAMS AND SERVICES

SHN is committed to providing exceptional care with access to core services such as emergency departments, laboratories, medical imaging, and pharmacy. They offer specialized programs across three hospitals, including:

- [Cancer Care](#)
- [Cardiac Care](#)
- [Covid-19 Services](#)
- [Critical Care](#)
- [Diabetes Education](#)
- [Diagnostic Imaging](#)
- [Emergency and Urgent Care](#)
- [Kids Care](#)
- [Maternal Newborn Care](#)
- [Medical Assistance in Dying \(MAiD\)](#)
- [Mental Health Care](#)
- [Nephrology and Dialysis](#)
- [Palliative Care](#)
- [Seniors Health](#)
- [Sexual Assault and Domestic Violence Care Centre](#)
- [Stroke Care](#)
- [Surgery](#)

## THE LOVE SCARBOROUGH CAMPAIGN

In January 2022, SHN Foundation publicly launched the [Love, Scarborough](#) campaign. The campaign's goal was to shed light on the healthcare inequities we face in Scarborough and encourage the rest of Toronto to back us up. The campaign gave Scarborough a voice and became a movement, mobilizing donors from Scarborough and beyond in support of our Scarborough hospitals.

Thanks to the generosity and belief of our community and donors, Love, Scarborough helped us raise our first \$100 million. But it's just the start. With a revised goal of \$200 million, we are confident we can address even more critical needs and projects for our hospitals. Because after decades of being ignored, there is still much more catching up to do. Together with our community, we can build up our hospitals to a level equal to the incredible people who live and work here. Supporting urgent priorities like expanded emergency departments, centres of excellence, innovative mental health care, and modern diagnostic imaging, there are exciting things ahead for Scarborough Health Network.

We know the needs of our hospital network are great, so our fundraising campaign will evolve beyond the current \$200 million goal to support the broader redevelopment plans, including the transformation of the Birchmount hospital.





## ABOUT SCARBOROUGH HEALTH NETWORK FOUNDATION

Since its inception, **Scarborough Health Network (SHN) Foundation** has worked with generous donors, volunteers and community members to raise the funds needed to build state-of-the-art infrastructure and purchase the latest medical technology, supporting Scarborough Health Network's vision to be Canada's leading community teaching health network. The Foundation has



developed an ambitious plan to increase its presence in the hospital and the community and grow its base of support through its major fundraising campaign. Our 2022/23 financial objectives reflect a growing organization, with an organizational revenue target of \$37M and a production target of \$75M.

The Foundation has recently embarked on the development of a strategic plan to support the growing needs and aspirations of SHN over the next five years. The development of our strategic plan will be guided by a Strategic Planning Committee of our Board, be developed in partnership with SHN leadership, and gather input from stakeholders.

### SIGNATURE EVENTS

From a gala to a golf tournament, each year SHN Foundation hosts a variety of events which raise much-needed funds for life-saving equipment and innovative patient care. These events are supported by devoted volunteers through event committees. Building on previous event successes and insight into current market trends and best practices, the Foundation has identified this as an area of opportunity and growth and is currently developing and implementing new, innovative signature events that will increase Foundation profile and engagement from across our Scarborough community.

The first of our new signature events is set to launch in June 2023. The inaugural *Zoo Day: A Walk in the Wild for Scarborough Hospitals* will take place on Sunday June 11, 2023. Families, friends, and corporate partners will gather at the Toronto Zoo for a fun-filled day in support of our three hospitals. Our walk in the wild will offer three distinct routes at varying levels of ability, each representing one SHN Hospital: Birchmount, Centenary and General. Our walk will focus on the journey and be fun and educational. Participants will be treated to an adventurous day, including exclusive animal encounters, activities and one big festival. After a day of exploring and socializing, participants will leave feeling empowered, educated, and most importantly, a vital part of our community. The upcoming event aims to raise a minimum gross revenue of \$550K and net revenue of \$250K through sponsorships and peer-to-peer fundraising. Learnings from this inaugural event will support future growth.

The second signature event is still in concept development, with working concepts exploring a few options. The Vice President will have the opportunity to guide the development and implementation of this event, and plan for its launch in 2024/25. The Vice President will have the opportunity to envision the entire Community Development portfolio and the resources required to support it, aligned with the growth aspirations of the Foundation.



Scarborough Golf Classic



Chinese Lunar New Year Gala



Tamil Radiothon

## COMMUNITY DEVELOPMENT COMMITTEE

The Community Development Committee of the Board was defined in June 2020 as a new committee to support the Community Development Program. The Vice President, Community Development will work collaboratively with our senior volunteers, leveraging their connections and commitment to set the course for this committee to ambitiously take community giving to its next stage of growth.

## VOLUNTEER COMMITTEES

Our volunteer committees are a means to engage our diverse community, grow the Foundation's constituency of supporters, and foster community-based fundraising initiatives through events. The members use their community networks to bring awareness to the role of the community to support the hospital's equipment and capital needs. Committees are engaged in developing and executing fundraising events and support the identification and solicitation of prospective major donors within the community.

## THE CAMPAIGN FOR SCARBOROUGH HEALTH NETWORK

To help Scarborough receive the best possible care, we must rewrite this story for the future. SHN Foundation has identified several key priorities that are part of our initial \$100 million campaign. Priorities for the next \$100 million are currently being determined.

### Transforming Kidney Care



#### THE NEED

With the increased incidence of CKD in Scarborough, our existing spaces are being outgrown, and across the Network, we are already at full capacity. Despite our high quality of care, our dialysis units are in urgent need of attention to not only increase capacity but to provide a better patient experience, mitigate risks, and drive disease awareness and prevention.

#### THE OPPORTUNITY

1. SHN will fund urgent renovations and upgrades to CKD units, including a 27-station hemodialysis unit at Centenary and a 12-station isolation unit at General.
2. SHN will create a new community hub in the Bridletowne neighbourhood, offering patients a cutting-edge new model of care delivery that prioritizes not only treatment, but CKD prevention, education and management.

**FUNDRAISING TOTAL: \$16.5M**

### Innovating Diagnostic Imaging



#### THE NEED

Diagnostic imaging services at General are scattered across five different locations, with no designated waiting area or dedicated pre- and post-procedure care (preventing a cohesive patient experience and prolonging critical follow-up). With only one interventional radiology suite, wait times are longer, while limitations on existing infrastructure mean technology is out-of-date and patient satisfaction is lacking.

#### THE OPPORTUNITY

SHN will create a new Diagnostic Imaging Concourse, bringing all imaging services into a single location at General, becoming a more efficient, patient-focused facility. The state-of-the-art Centre will increase capacity, reduce wait times by at least 50%, further modernize technology, enhance continuity of care, and provide an accessible, comfortable space for patients and families.

**FUNDRAISING TOTAL: \$27M**

### Expanding Emergency Care



#### THE NEED

Scarborough has grown far beyond the capacity of our existing facilities, while our capabilities are being surpassed by modern medical technology that could drastically improve the patient experience. At more than 200% capacity, our aging EDs at Centenary and Birchmount provide inadequate infrastructure for patients and physicians alike.

#### THE OPPORTUNITY

SHN will build larger, more modern emergency departments at the Centenary and Birchmount hospitals. Not only will these EDs have the capacity to accommodate our growing community, they will enable us to take advantage of the best medical equipment and innovative models of care delivery while improving patient comfort and privacy.

**FUNDRAISING TOTAL: \$32.3M**

### Evolving Mental Health



#### THE NEED

SHN's existing satellite outpatient mental health clinics are inaccessible for our staff, patients and the community, often located on upper floors with back alley entrances and difficult to reach by public transit. With a growing prevalence of mental health challenges, we need to provide safe and equitable access to mental health care in the Scarborough community.

#### THE OPPORTUNITY

SHN will create a community-based mental health hub in central Scarborough that is inclusive, accessible and efficient. This single location will offer adult programs and resources to expertly manage and treat a wide range of mental health challenges. It will also be home to a combination of clinics, including for cultural psychiatry, traumatic stress, mood and anxiety disorder, seniors' mental health and transitional-aged youth mental health.

**FUNDRAISING TOTAL: \$6M**

Additional urgent capital priorities have been identified in the following areas and are in the process of being determined:

**CARDIAC PROGRAM**  
\$8.5 MILLION

**TRANSFORMING CARE\***  
(OTHER AREAS OF GREATEST NEED)  
\$109.7 MILLION

**FUNDRAISING TOTAL FOR ADDITIONAL URGENT PRIORITIES: \$118.2M**

**CAMPAIGN TOTAL: \$200 MILLION**

\*Includes CCU Consolidation / ICU Expansion at Centenary, Ultrasound Scanners, SAMIH, SHNRI, and other donor-designated priorities that align with hospital needs

## ADDITIONAL INFORMATION

- <https://www.facebook.com/SHNFoundation/>
- <https://twitter.com/SHNFoundation>
- <https://www.instagram.com/shnfoundation>
- [SHN Foundation Youtube Channel](#)
- [Scarborough Health Network](#)
- [Scarborough Health Network Foundation](#)
- [SHN Foundation Events](#)
- [Love, Scarborough](#)
- [SHN Foundation 2022 Financial Statements](#)
- [SHN and SHNF 2021/2022 Annual Report](#)
- [SHNF 2022 Gratitude Report](#)
- [SHN Foundation News](#)
- [SHN Foundation Staff and Board](#)
- [Ways To Give](#)

## KEY DUTIES AND RESPONSIBILITIES

### Leadership and Planning

- Work collaboratively with the CEO and senior leadership team, helping to drive the overall Foundation strategy, planning and culture while achieving annual and campaign objectives.
- Develop the departmental business plan that includes the creation and implementation of strategies and tactics that position the Community Development portfolio for exponential growth in alignment with the Foundation's strategic objectives.
- Prepare, implement, and monitor an annual plan and budget for the Community Development portfolio, working with the Vice-President, Finance to ensure accurate forecasting and monitoring.
- Evaluate current department policies, processes and structure, using this information to create new infrastructure that builds rigor and increases overall efficiency and accountability, while enhancing overall performance and revenue growth.
- Act as an ambassador for SHN Foundation both internally with the hospital and externally throughout the community, building relationships in a strategic manner that contribute to a culture of giving and support for SHN.
- Model leadership and fundraising excellence, employing a high level of professionalism and using best practice methodology to develop and lead the Community Development portfolio.

### Community Giving & Events

- Develop and lead the Foundation's community giving strategy encompassing the full range of community and signature fundraising events, activities and philanthropic councils, and supporting the achievement of the Foundation's broader strategic goals.
- Work with the Director, Marketing & Communications to develop an annual marketing and communications plan for the Community Development portfolio in alignment with the Foundation's overall communications plan, one that builds brand awareness and helps mobilize the large and diverse communities we serve.
- Develop and maintain a relevant and creative stewardship framework, in collaboration with the Stewardship team, for key volunteers, sponsors, donors, third party groups, and/or event participants.
- Create, implement and maintain a competitive sponsorship plan to support event fundraising strategies.
- Develop, implement and evaluate existing and new signature events that raise the profile of the Foundation and hospital while also increasing community support and engagement.



- Build and grow current and new third-party event revenue to support more effective fundraising and awareness-raising by these events. Promote the use of our peer-to-peer fundraising platform to the community.
- Ensure third-party and community events are run in a cost-effective manner while adhering to CRA guidelines and other regulatory requirements to maximize return on investment.
- Work closely and collaboratively with other Foundation teams to ensure that potential annual, monthly, mid-level, major gift, and planned gift prospects are identified, and that event participants and attendees are enrolled into the appropriate donor journey and communication programs.
- Establish, monitor, and maintain cost-per-dollar-raised targets, as well as non-financial goals, for each revenue stream and event.
- Ensure the team is accurately recording donor and prospect information into Raiser's Edge.
- Coordinate with the Finance team to ensure that accurate and timely receipting processes are followed, and that volunteer leaders are kept informed with appropriate information and updates.
- Serve as a spokesperson for the Foundation within the community, to communicate appreciation, need, and impact.

## People

- Manage a staff team of four to work collaboratively with each other and across the Foundation while also demonstrating accountability and performance excellence.
- In developing business plans for new and/or expanded events, define future staffing needs and staff structure to support growth.
- Assess current team priorities, workload, and resources and build a department plan that supports immediate needs and develops longer-term growth strategies and actions.
- Develop individual and team goals and performance targets with measurable outcomes that are assessed on a regular basis.
- Ensure that Foundation policies and systems are implemented and followed by staff and volunteers.
- Model a commitment to equity, diversity and inclusion. Respect diverse cultures and opinions, encourage inclusive behaviour, and ensure that all staff and volunteers are treated in an equitable manner.
- Lead the recruitment, motivation, engagement and succession planning for volunteer leaders for community-based fundraising.
- Build, coach and lead the Community Development Committee members to support growth objectives.

## QUALIFICATIONS & COMPETENCIES

- Progressive leadership in senior fundraising roles with proven experience developing and executing a community development fundraising program within a complex environment.
- Passion for healthcare philanthropy, the mission of SHN and the communities we serve with a strong desire to understand and appreciate the diversity of our patient/staff population and community.
- Proven track record in all aspects of community fundraising, including signature events, P2P and third-party events, event sponsorships, and other community fundraising activities such as point of sale appeals, cause marketing, and lotteries.
- Significant experience building fundraising infrastructure including policies, processes and KPIs that contribute to revenue growth.
- Proven history managing successful teams and motivating staff to meet fundraising goals.

- Experience recruiting and supporting senior volunteers and demonstrated success engaging with volunteers, and non-fundraising staff to advance philanthropic goals.
- Excellent oral, written and interpersonal communication skills with the ability to inspire diverse audiences and encourage greater engagement.
- Competent and engaging public speaker.
- Strong understanding of trends in the philanthropic sector with the ability to use and share this knowledge in a manner that inspires innovation and advances day to day and longer-term department goals and activities.
- Proven relationship building skills with the ability to build trusting relationships with prospects, donors, volunteers, colleagues, hospital staff and the community.
- Demonstrated understanding of donor and volunteer management with the comfort level and ability to work with a diverse group of stakeholders, volunteers, and board members.
- Strong influencing and collaboration skills.
- Demonstrated commitment to equity, diversity and inclusion with knowledge of and some familiarity with the diverse communities that live in our catchment area.
- Strong customer service skills, and the ability to effectively resolve conflict and negotiate win-win solutions.
- Proven ability to successfully work cross-functionally within a team environment to complete projects and meet targets.
- Superior planning, organization, and time management skills.
- Understanding and experience with multi-level, complex sponsorship transactions.
- Proficiency in constituent relationship management (CRM) tools and software. Experience with Raiser's Edge a definite asset.
- Certified Fundraising Executive (CFRE) designation or working towards designation considered an asset.
- A personal and/or professional connection to the Scarborough community would be considered an asset.
- Willingness to work flexible hours, including evenings and weekends.
- A valid driver's license and use of a car, to travel to donor and other related meetings and between hospital sites.

## FOUNDATION BOARD OF DIRECTORS

Al Donald, Board Chair  
 Paul Torrie, Past Chair  
 John Walters, Vice Chair  
 Tracy Chou, Vice Chair  
 Diana Dunlop, Treasurer  
 Alicia Vandermeer, Secretary  
 Matt Ainley, SNH Board Chair (Ex-Officio)  
 Charlie Cutts  
 John Doig  
 John Gallagher  
 David Graham (Ex-Officio)  
 Ray Gupta  
 Javaid Ali Khan

Al Kiel (Hospital Board Liaison)  
 Dr. Elaine Yeung (Ex-Officio)  
 Peter Lobraico  
 Sushrth Mehan  
 Stan Muthulingam  
 Shafiq Punjani  
 Shalini Sheth  
 Dr. Robert Ting (Ex-Officio)  
 Dr. Cindy Wang  
 Richard Wong  
 Mark J. Wood  
 Mike Yorke  
 Sandy Zheng

## BIOGRAPHIES

### **Alicia Vandermeer, Foundation President and CEO**



Alicia Vandermeer has been President & CEO of Scarborough Health Network Foundation since January 6, 2020.

She spent 19 years in senior roles at the Art Gallery of Ontario. She was appointed Deputy Director and Chief Advancement Officer in 2016 with responsibility for the AGO's advancement division, which includes Marketing, Design and Digital Services; Visitor Experience; Development; Public Affairs & Communications; and Staff & Volunteer Resources. Prior to this role she was the Chief Organization Officer & Corporate Secretary. Over her 19 year career at the AGO, she also held positions of Chief, Visitor Experience and Exhibitions; Director, Development; and Director, Annual Support.

Before joining the AGO, Alicia was a Senior Consultant with fundraising consultancy DVA Navion, where she worked on feasibility studies and was campaign director for a Toronto hospital capital campaign. Prior to that, she was Executive Director of the Canadian Hearing Society Foundation.

Alicia has an Honours Bachelor of Arts from the University of Toronto, a Master of Business Administration from York University and is a graduate of the Getty Leadership Institute's Museum Leadership Program.

### **Al Donald, Board Chair, Scarborough Health Network Foundation**



Al is a corporate director and professional accountant, who previously held executive roles at Deloitte, with responsibility for marketing, communications, business development and brand. He was part of the global leadership team that developed Deloitte's "green dot" brand around the world.

Al has been active in advancing the accounting profession, providing advice to the Accounting Standards Board on its development of guidance for non-gaap reporting and as a member of CPA Canada's Advisory Group on Value Creation.

He is also active as a corporate director and in the community. He is on the Board of Community Trust Company, the Board of Pelmorex Investments (the Weather Network), the Board of Governors of Huron University College, and the Board of Scarborough Health Network Foundation. He is a past board member of Summit Veterinary Pharmaceutical, St. Michaels Hospital Foundation and The Donalda Club (where he was also President).

Al is an FCPA, FCA, has a degree in Economics, a B. Comm., is a graduate of the Stanford University Executive Program (SEP) and has an ICD.D designation.



## ORGANIZATIONAL CHART

