

Executive Compensation Policy and Framework HOTEL DIEU GRACE HEALTHCARE (HDGH)

Front Page for Ministry Submission:

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1. Background

The Province of Ontario introduced *The Broader Public Sector Accountability Act* in 2010 (BPSAA), which introduced controls on compensation, expenses, perquisites, business documents and procurement in the Broader Public Sector (BPS). This included an immediate freeze on certain executive compensation. In 2012, the Act was amended to extend the freeze to all elements of compensation for designated executives. This 2012 amendment was made to apply until a new provincial compensation framework for the BPS becomes effective. The BPSAA applied to all public designated employers including universities, colleges, hospitals and school boards. This included HDGH. Executive salaries were frozen at that time by the government for designated executives.

In 2014, the Province began the process of developing public sector compensation frameworks to manage executive compensation in the BPS. The *Broader Public Sector Executive Compensation Act* of 2014 (BPSECA) authorized the government to establish frameworks, and set out principles that all designated employers must follow. These included ensuring that there is a consistent and evidence-based approach to setting compensation, ensuring that there is a balance between managing compensation costs while allowing employers to attract and retain the talent they seek, and ensuring that there is transparency in how executive compensation decisions are made.

Following consultation with multiple stakeholders in the BPS, in 2016 the Province introduced Ontario Regulation 304/16 in support of the BPSECA, effective September 6, 2016. This Regulation lays out the details and implementation timelines for executive compensation for all employers within the BPS.

The Regulation states that all BPS employers must have a compensation framework in place for designated executives. The framework must be compliant with the Regulation, and have been available for community feedback for a thirty-day period.

The requirements of the BPSECA and Ontario Regulation 304/16 have been considered, and the following Policy developed to ensure that HDGH is compliant with the requirements.

2. Description of Hospital and Role of the Executive Team

Hôtel-Dieu Grace Healthcare is located in Windsor, Ontario within the Erie St. Clair Local Health Integration Network. In October 2013 when the Windsor hospitals went through realignment, Hôtel-Dieu Grace Healthcare became responsible for all non-acute care services and relocated from the Ouellette building to the Tayfour Campus on Prince Road. It is a premium healthcare centre offering Rehabilitation Services; Specialized Mental Health & Addictions; Complex Medical and Palliative Care; and Children and Youth Mental Health Services. HDGH has a unique blended model of specialized inpatient beds; outpatient residential beds; as well as outpatient and community services.

The mission of HDGH is to serve the healthcare needs of the community including those who are vulnerable and/or marginalized in any way be it, physically, socially or mentally. As a Catholic sponsored organization we provide patient-centred care treating the mind, body and spirit. We do this by providing holistic, compassionate and innovative care to those we serve.

At HDGH, the Senior Leadership Team is accountable for a budget of approximately \$107,000,000 and providing leadership to approximately 1,200 staff. The Team provides strategic leadership on HDGH's three strategic drivers – Our Patients, Our People, Our Identity – as outlined in the strategic plan. As a new organization, there remains a number of significant projects required to continue to build an efficient and high quality stand-alone healthcare organization. As a result, in conjunction to work aligned to our strategic priorities, the Senior Leadership Team drives the strategic operating plan which includes work that will continue to firmly establish HDGH as a standalone organization. As well, the Senior Leadership Team provides leadership to the community on mental health. As the Lead Agency for Moving on Mental Health, HDGH works collaboratively with our partners from across various sectors to transform the experiences of children, youth and families that need help for mental health issues.

3. Designated Executives Positions

The Executive Compensation Regulation applies to all designated executives and all designated employers under the BPSECA. “Designated employers” include public hospitals.

“Designated executives” are individuals who meet two criteria. First, the person is the head of a designated employer regardless of title; or is a vice-president, chief administrative officer, chief operating officer or any other executive regardless of title. Second, the person is entitled to receive or could potentially receive \$100,000 or more in cash compensation in a given calendar year. Total cash compensation includes base salary and any pay for performance.

At HDGH, the designated executives include the following positions:

- President & Chief Executive Officer;
- Vice President, Medical Affairs;
- Vice President, Clinical Programs;

- Vice President, Corporate Services, Business Development & Chief Financial Officer;
- Vice President, External Affairs & Executive Director, Foundation; and
- Chief Human Resources Officer

For summary job descriptions for each position, please see the Appendix.

4. Compensation Philosophy

The Executive Compensation Program at HDGH shall meet the following objectives:

- The compensation program shall meet all legislative requirements including, but not limited to the *Broader Public Sector Accountability Act*, *Broader Public Sector Executive Compensation Act*, *Excellent Care for All Act*, *Employment Standards Act* and *Pay Equity Act*.
- The compensation program will always be maintained within the financial means of HDGH.
- The compensation program shall accurately and equitably assess the internal value of a role.
- The compensation program shall be competitive to the market. The comparator market is detailed in the section titled External Comparator Organizations. Executive Compensation shall be set to the 50th percentile of the market.
- The compensation program shall provide for the attraction, retention and motivation of the high performing executives required to meet the strategic goals of the organization by being competitive to the market, compensating for the value of a role and recognizing performance.
- The compensation program shall support professional growth and development as well as succession planning.
- The compensation program shall provide performance pay for achieving annual performance expectations related to the organization's Quality Improvement Plan (QIP), Strategic Plan and Operating Plan.

5. External Comparator Organizations

As per the Regulations, organizations are to select a minimum of eight (8) comparators. An organization may be selected as a comparator organization if:

- The potential comparator organization has at least one executive who holds a position comparable to the position or class of positions held by the designated executive or class of designated executives; and
- The organization is comparable to the designated employer with respect to most or all of the following factors: (a) the scope of responsibilities of the executives; (b) the type of operations; (c) the industries within which the organization competes for executives; (d) size; and (e) location.

In determining the external comparator organizations for HDGH, the following was given consideration for the five factors:

- a) Scope of Responsibilities – Comparator organizations were selected that had executive

positions with similar responsibilities to those at HDGH. Each position has a different set of comparators based on the availability of a similar position within the core comparator hospitals that were selected.

- b) Type of Operations – From an operational perspective, the primary factors that were considered in selecting the comparator organizations was the hospital type and number of sites. Given the focus on non-acute care services and mental health leadership at HDGH, the comparator hospitals are primarily Complex Continuing Care (CCC) / Rehabilitation and Addiction Services/Mental Health.
- c) Industry – The majority of talent recruited for executive positions at HDGH have a healthcare background. Therefore, public hospitals in Ontario were considered for selection of comparators.
- d) Size – When assessing the size of potential comparator organizations, primary consideration was given to total operating budget (revenue) and number of staff, with secondary consideration being given to the number of beds operated by the comparator hospitals.
- e) Location – HDGH operates within the Erie St. Clair LHIN. Two similar sized hospitals within the Erie St. Clair LHIN are considered to be good comparator and where HDGH competes for talent. Given the lack of appropriate comparators within a close geographic proximity along with the mobility of talent and the number of personal factors that can influence where people live and work, consideration was given to similar hospitals (based on size, operations and complexity) throughout Ontario.

Further consideration must be given to the geographic location of HDGH and its close proximity to the United States as well as Windsor Regional Hospital (a large acute care hospital). These factors create a highly competitive market and increase the competition for top talent. This requires HDGH to remain competitive from a compensation perspective.

The core comparator hospitals for HDGH represent a combined analysis for the factors above, and are as follows:

Organization Name	LHIN	Hospital Type	# of Beds	# of Staff	Operating Budget
Hotel Dieu Grace Health	Erie St. Clair	Community	299	1,125	\$107M
Bluewater Health	Erie St. Clair	Community	320	1,577	\$177M
Bruyere Continuing Care	Champlain	CCC & Rehab	>500	1,000-1,999	\$132M
Chatham Kent Health Alliance	Erie St. Clair	Community	200-299	1,350	\$140M
Holland Bloorview Kids Rehab Hospital	Toronto Central	CCC & Rehab	50-99	1,000-1,999	\$86M
Hotel Dieu Shaver Health and Rehab Centre	Hamilton Niagara Haldimand Brant	CCC & Rehab	100-199	400-999	\$27M

Ontario Shores Centre for Mental Health Sciences	Central East	Addiction & Mental Health	300-499	1,200	\$131M
Providence Care	South East	CCC & Rehab	300-499	1,000-1,999	\$123M
Providence Healthcare	Toronto Central	CCC & Rehab	>500	1,000-1,999	\$86M
Royal Ottawa Health Care Group	Champlain	Addiction & Mental Health	300-499	1,500	\$165M
Runnymede Healthcare Centre	Toronto Central	CCC & Rehab	206	400-999	\$40M
St. Joseph's Care Group	North West	CCC & Rehab	>500	>2,000	\$130M
St. Joseph's Health Centre Guelph	Waterloo Wellington	CCC & Rehab	300-499	400-999	\$35M
Toronto Grace Health Centre	Toronto Central	CCC & Rehab	100-199	200-399	\$21M
West Park Healthcare Centre	Toronto Central	CCC & Rehab	200-299	1200	\$93M

From this list of comparator hospitals, the following lists the hospitals used for each Designated Executive position at HDGH.

President & Chief Executive Officer

Vice President, Clinical Programs

- All comparator hospitals.

Vice President, Corporate Services, Business Development & Chief Financial Officer

- All comparator hospitals excluding Toronto Grace Health Centre, Chatham-Kent Health Alliance, Runnymede Healthcare Centre and Providence Healthcare which do not have a position of similar complexity.

Vice President, Medical Affairs

- All comparator hospitals excluding St. Joseph's Care Group which does not have a comparator position.

Vice President, External Affairs & Executive Director, Foundation

Given the dual role of this position, which is unusual, comparator positions included Executive Directors for Foundations and Vice President, External Affairs related positions. This represents 8 comparator hospitals with 11 comparator positions.

- Bluewater Health (External Affairs)
- Bruyere Continuing Care (External Affairs)
- Bruyere Continuing Care (Foundation)
- Chatham Kent Health Alliance (Foundation)
- Holland Bloorview Kids Rehab Hospital (External Affairs)
- Holland Bloorview Kids Rehab Hospital (Foundation)
- Ontario Shores Centre for Mental Health Sciences (Foundation)
- Providence Care (External Affairs)
- Providence Healthcare (Foundation)
- Royal Ottawa Health Care Group (External Affairs)
- Royal Ottawa Health Care Group (Foundation)

Chief Human Resources Officer

- All comparator Hospitals excluding Bluewater Health, Hotel-Dieu Shaver Health and Rehab Centre, Ontario Shores Centre for Mental Health Sciences, Providence Healthcare, Royal Ottawa Health Care Group, and Toronto Grace Health Centre which do not have comparable positions.

6. Comparative Analysis Details

The following provides the comparative data for each of the designated executives and identifies the 50th percentile at which the maximum salary and performance pay will be set.

This information was gathered from the Designated Executives Compensation Survey sponsored by the Ontario Hospital Association.

President & Chief Executive Officer

Hospital	Title	Max Base	Ann Max Perf Pay	Max Base + Perf Pay
Hotel Dieu Grace Hospital	President & CEO	\$340,000	0%	\$340,000
Toronto Grace Health Centre	President & CEO	\$226,000	0%	\$226,000
St. Joseph's Health Centre Guelph	President & CEO	\$232,748	5%	\$244,998
Hotel Dieu Shaver Health and Rehab Centre	President & CEO	\$236,835	9%	\$257,660
Chatham Kent Health Alliance	President & CEO	\$285,000	0%	\$285,000
Bluewater Health	President & CEO	\$294,002	2%	\$300,000
St. Joseph's Care Group	President & CEO	\$299,727	3%	\$308,997
Providence Care	President & CEO	\$357,608	0%	\$357,608
Royal Ottawa Health Care Group	President & CEO	\$304,356	25%	\$380,445
Providence Healthcare	President & CEO	\$387,600	0%	\$387,600
Runnymede Healthcare Centre	President & CEO	\$389,750	0%	\$389,750
West Park Healthcare Centre	President & CEO	\$331,500	20%	\$397,800
Bruyere Continuing Care	President & CEO	\$346,000	15%	\$397,900
Ontario Shores Centre for Mental Health Sciences	President & CEO	\$325,000	25%	\$406,250
Holland Bloorview Kids Rehab Hospital	President & CEO	\$416,150	15%	\$478,573
	50th Percentile			\$369,027

Vice President, Medical Affairs

Hospital	Title	Max Base	Ann Max Perf Pay	Max Base + Perf Pay
Hotel Dieu Grace Hospital	VP Medical Affairs	\$350,000	0%	\$350,000
Runnymede Healthcare Centre	Chief of Staff	\$240,000	0%	\$240,000
Providence Care	VP Medical & Academic Programs	\$241,456	0%	\$241,456
Chatham Kent Health Alliance	Chief of Staff	\$250,000	0%	\$250,000
Holland Bloorview Kids Rehab Hospital	VP Medicine & Academic Affairs	\$249,400	10%	\$274,340
West Park Healthcare Centre	Chief of Staff	\$275,000	0%	\$275,000
Royal Ottawa Health Care Group	Chief of Staff	\$295,304	10%	\$324,834
Providence Healthcare	VP & Chief of Staff	\$343,611	0%	\$343,611
Bluewater Health	Chief of Staff	\$345,000	0%	\$345,000
St. Joseph's Health Centre Guelph	Chief of Staff	\$350,000	0%	\$350,000
Toronto Grace Health Centre	Medical Doctor	\$356,850	0%	\$356,850
Hotel Dieu Shaver Health and Rehab Centre	Chief of Staff	\$358,750	0%	\$358,750
Ontario Shores Centre for Mental Health Sciences	Medical Director / Physician In Chief	\$330,000	15%	\$379,500
Bruyere Continuing Care	Chief of Staff	\$400,000	4%	\$416,000
	50th Percentile			\$343,611

Vice President, Clinical Programs

Hospital	Title	Max Base	Ann Max Perf Pay	Max Base + Perf Pay
Hotel Dieu Grace Hospital	VP, Clinical Programs	\$175,313	0%	\$175,313
Hotel Dieu Shaver Health and Rehab Centre	CNO & Director of Nursing	\$135,000	0%	\$135,000
St. Joseph's Health Centre Guelph	VP Clinical Services & CNO	\$136,767	3%	\$140,966
Toronto Grace Health Centre	CNO	\$144,522	0%	\$144,522
Providence Healthcare	VP Partnerships & CNE	\$169,466	0%	\$169,466
St. Joseph's Care Group	VP Senior Health & CNE	\$168,154	3%	\$173,355
Bluewater Health	VP Operations/CNE	\$176,397	0%	\$176,397
Chatham Kent Health Alliance	VP & CNE	\$177,625	0%	\$177,625
Royal Ottawa Health Care Group	VP Patient Care Services	\$170,547	10%	\$187,602
West Park Healthcare Centre	VP Programs	\$180,767	15%	\$207,882

Runnymede Healthcare Centre	VP Patient Care & Chief Privacy Officer	\$216,000	0%	\$216,000
Providence Care	VP Patient & Client Care & CNE	\$217,130	0%	\$217,130
Holland Bloorview Kids Rehab Hospital	VP Programs & Services	\$203,014	10%	\$223,315
Bruyere Continuing Care	Senior VP Clinical Programs & CNE	\$210,000	15%	\$239,400
Ontario Shores Centre for Mental Health Sciences	VP Clinical Services	\$210,000	15%	\$241,500
	50th Percentile			\$182,614

Vice President, Corporate Services, Business Development & Chief Financial Officer

Hospital	Title	Max Base	Ann Max Perf Pay	Max Base + Perf Pay
Hotel Dieu Grace Hospital	VP Corp Services, Bus Dev & CFO	\$175,313	0%	\$175,313
Toronto Grace Health Centre	CFO	\$141,660	0%	\$141,660
St. Joseph's Health Centre Guelph	VP Finance & Information Services	\$166,187	0%	\$166,187
St. Joseph's Care Group	VP Infrastructure & Planning & CFO	\$168,154	3%	\$173,355
Chatham Kent Health Alliance	VP & CFO	\$177,625	0%	\$177,625
Bluewater Health	Vice President, Operations	\$176,397	2%	\$180,000
Holland Bloorview Kids Rehab Hospital	VP Corporate Services	\$170,000	9%	\$185,300
Providence Healthcare	VP Finance & CFO	\$195,000	0%	\$195,000
Hotel Dieu Shaver Health and Rehab Centre	VP Corporate Services	\$185,300	10%	\$203,830
West Park Healthcare Centre	VP Corporate Services & CFO	\$180,767	15%	\$207,882
Runnymede Healthcare Centre	VP Finance & CFO	\$216,000	0%	\$216,000
Providence Care	VP Finance, Information & CFO	\$217,039	0%	\$217,039
Ontario Shores Centre for Mental Health Sciences	VP, Finance & Support Services, CFO	\$220,000	15%	\$253,000
Bruyere Continuing Care	Senior VP Corporate Services & CFO	\$230,000	14%	\$262,200
Royal Ottawa Health Care Group	EVP & CFO	\$240,474	10%	\$264,521
	50th Percentile			\$199,415

Vice President, External Affairs & Executive Director, Foundation

Hospital	Title	Max Base	Ann Max Perf Pay	Max Base + Perf Pay
Hotel Dieu Grace Hospital	VP Corporate & External Affairs	\$175,313	0%	\$175,313

Chatham Kent Health Alliance	Executive Director Foundation	\$102,831	0%	\$102,831
Royal Ottawa Health Care Group	VP Communications & Partnerships	\$124,995	10%	\$137,495
Bluewater Health	Chief Commns & PR	\$140,147	2%	\$142,949
Ontario Shores Centre for Mental Health Sciences	CEO Foundation	\$150,000	15%	\$172,500
Bruyere Continuing Care	Foundation President	\$175,000	0%	\$175,000
Holland Bloorview Kids Rehab Hospital	VP Comms, Marketing & Advocacy	\$170,000	10%	\$187,000
Royal Ottawa Health Care Group	President & CEO Foundation	\$174,993	10%	\$192,492
Providence Care	VP Partnerships & Chief Comms Officer	\$201,176	0%	\$201,176
Bruyere Continuing Care	VP Public Affairs & Planning	\$180,000	14%	\$205,200
Holland Bloorview Kids Rehab Hospital	Foundation President & CEO	\$200,000	15%	\$230,000
Providence Healthcare	President & CEO Foundation	\$225,000	11%	\$249,750
50th Percentile		\$174,993		\$187,000

Chief Human Resources Officer (CHRO)

Hospital	Title	Max Base	Ann Max Perf Pay	Max Base + Perf Pay
Hotel Dieu Grace Hospital	Chief Human Resources Officer	\$175,313	0%	\$175,313
St. Joseph's Health Centre Guelph	VP People & Strategy	\$136,737	3%	\$140,966
West Park Healthcare Centre	CHRO	\$154,000	0%	\$154,000
St. Joseph's Care Group	VP, People, Mission & Values	\$168,154	3%	\$173,355
Chatham Kent Health Alliance	VP & CHRO	\$177,625	0%	\$177,625
Providence Care	VP, Mission, Values & People	\$201,176	0%	\$201,176
Bruyere Continuing Care	VP, HR & OD	\$180,000	14%	\$205,200
Runnymede Healthcare Centre	VP, HR & OD	\$216,000	0%	\$216,000
Holland Bloorview Kids Rehab Hospital	VP, OD & HR & Business Affairs	\$203,000	10%	\$223,300
50th Percentile		\$178,813		\$189,401

7. New Salary Range and Pay for Performance

The following are the new salary ranges and maximum potential pay for performance for each designated executive position at HDGH. The maximum base salary plus performance pay is equal to or less the 50th percentile of the comparator for each position. The Vice Presidents who report to the

President & CEO, along with the CHRO position, have the same salary range in order to maintain internal equity.

The compensation program shall provide the CEO with up to 5%, and the other designated executives with up to 2%, performance pay for achieving annual performance expectations related to the organization’s Quality Improvement Plan (QIP), Strategic Plan and Operating Plan.

Position	Min Base (85% of Max)	Max Base	Ann Max Perf Pay	Max Base + Perf Pay*
President & Chief Executive Officer	\$298,736	\$351,454	5%	\$369,027
Vice President, Medical Affairs	\$286,343	\$336,874	2%	\$343,611
Vice President, Corporate Services, Business Development & CFO	\$166,179	\$195,505	2%	\$199,415
Vice President, Clinical Programs (2 positions) <ul style="list-style-type: none"> ▪ Brain & Behaviour Health ▪ Restorative Care & Chief Nursing Officer Vice President, External Affairs & Executive Director, Foundation Chief Human Resources Officer	\$152,178	\$179,033	2%	\$182,614

* <=50th percentile of the comparators

Therefore, the minimum and maximum base plus performance pay is as follows:

Position	Min Base + Performance Pay	Max Base + Perf Pay
President & Chief Executive Officer	\$313,295	\$369,027
Vice President, Medical Affairs	\$292,070	\$343,611
Vice President, Corporate Services, Business Development & CFO	\$169,502	\$199,415
Vice President, Clinical Programs (2 positions) <ul style="list-style-type: none"> ▪ Brain & Behaviour Health ▪ Restorative Care & Chief Nursing Officer Vice President, External Affairs & Executive Director, Foundation Chief Human Resources Officer	\$155,222	\$182,614

8. Salary and Performance-related Pay Envelope

The following outlines how the new salary grids will be implemented with current designated executives and how it impacts the salary and performance-related pay envelope. In order to achieve HDGH’s compensation philosophy and objectives, increases to a maximum of 5% shall be provided up to the base salary maximum. The total proposed increase to the salary and performance-related pay envelope is 2.78%.

Sum of Salary and Performance Related Pay for the Most Recently Completed Pay Year (\$)	Maximum Rate of Increase to Envelope (%)
\$1,530,687	2.78%

In proposing this increase to the salary and performance-related pay envelope, the Board considered the five factors articulated in the Directive, which are summarized below.

- **Financial and compensation priorities of the Ontario government.** The Ontario government has approved a balanced budget in 2017-18 for the first time since 2008-09.
- **Compensation trends.** According to the Ontario Ministry of Labour, the 11-year average from 2006 to 2016 of the annual wage base increase for the provincial public sector was 1.82%. Most of these employees also receive annual increases for progress-through-the-ranks up to the maximum of their salary ranges.
- **Proportion of the operating budget used for executive compensation.** On the budget of \$107 million, HDGH executive compensation represented 1.43% of the budget in 2016/17. This will go up marginally with the proposed increase to 1.47%.
- **Impact of salary compression on attracting and retaining talent.** HDGH has wage compression occurring as non-executive wage increases have grown based on economic indicators (in line with non-management staff) and new senior leadership team members have been hired at more modest salaries with existing senior leadership frozen. The differential between a designated executive and non-designated executive that reports to them is being compressed. This lends itself to challenges in attracting individuals into the designated executive positions, which have significantly greater responsibility and accountability without the equivalent compensation.
- **Expansion in the operations.** Compensation of designated executives has been frozen at HDGH since 2010. Since that time, HDGH has gone through significant change and realignment to a unique community hospital offering Rehabilitation Services; Specialized Mental Health & Addictions; Complex Medical and Palliative Care; and Children and Youth Mental Health Services. The designated executives will continue to drive the evolution of the hospital as it leads the delivery of non-acute services in the Region - the right programs in place with the right resources – and develops a thriving research and innovation program to support enhanced medical programs and services.

The following provides a breakdown of the proposed increases by position.

Position	Current Salary and Perf Pay	New Base Salary	Perf Pay	New Base and Perf Pay	Difference %
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President & Chief Executive Officer	\$300,000	\$300,000	\$15,000	\$315,000	5.00%
Vice President, Medical Affairs*	\$350,000	\$343,137	\$6,862	\$350,000	0.00%
Vice President, Corporate Services, Business Development & CFO*	\$225,000	\$220,048	\$4,952	\$225,000	0.00%
Vice President, Clinical Programs – Brain & Behaviour Health	\$175,305	\$175,305	\$3,506	\$178,811	2.00%
Vice President, Clinical Programs – Restorative Care & CNO	\$160,134	\$164,844	\$3,297	\$168,141	5.00%
Vice President, External Affairs & Executive Director, Foundation	\$165,185	\$170,043	\$3,401	\$173,444	5.00%
Chief Human Resources Officer	\$155,063	\$159,624	\$3,192	\$162,816	5.00%
Totals	\$1,530,687			\$1,573,212	2.78%

* As per the Regulations, these positions will have three years to bring the salary in line with the new salary range.

Annual salary adjustments for the designated executives will be approved by the Board of Directors and, if approved, occur once a year beginning 12 months following the date at which this Policy comes into effect. Adjustments will be consistent with Regulation 304/16.

9. Other Elements of Compensation

- Health Care & Dental Benefits
- Life Insurance and Disability
- HOOPP
- Vacation
- Sick Leave

The benefits provided to the designated executives are not more than that provided to Director positions at HDGH.

The one exception is for the President & CEO who receives a travel allowance of \$750.00 per month as the position is required to use a personal vehicle in the performance of job duties, including to travel between the Hospital's numerous off site locations, to meet with local influencers and various community agencies, to attend meetings of the LHIN and meet with elected officials or philanthropists. This allowance is in lieu of any mileage expense payments for use of the employee's vehicle on Hospital business for local travel. Local travel is defined as any business travel which is less than 100 kms one way from the Hospital's Prince Road location.

The Hospital sites vary in distance from the Hospital from 30-60 kms and the LHIN is a 70 km drive away. It is important to note that within the city of Windsor, there is limited public transit options available – essentially taxi is the only option.

Due to our mission and vision, as articulated and supported by our Board of Directors, the CEO is required to conduct regular community outreach. This requires travel to numerous community agencies to meet with local leaders. With various board meetings, community advisory panels, media events and partnership announcements, the CEO is travelling throughout Windsor and Essex County 8-12 times per month and trips to the LHIN are required frequently. The CEO also meets with potential donors, often travelling to locations to which public transportation is limited.

The car allowance is the more fiscally responsible approach as opposed to mileage reimbursement. If the CEO was paid a mileage reimbursement, the amount would likely exceed that of the current car allowance amount.

APPENDIX

POSITION SUMMARIES – HOTEL-DIEU GRACE HEALTHCARE

Position Title	Position Summary
President & Chief Executive Officer	<p>Reporting to the Board of Directors, the President & Chief Executive Officer (CEO) of Hotel Dieu Grace Hospital (HDGH) has responsibility for the overall operational and financial management of the organization in alignment with the policies established by the Board and applicable provincial legislation. The President & CEO is responsible to guide the implementation of strategic priorities and ensure the resources of HDGH (organizational, human, information, financial) are aligned with its Mission, Vision, Principles and strategic goals.</p> <p>Responsibilities include: Develop and recommend to the Board a short and long-term strategy and vision for HDGH. Facilitates, with the Board, key deliverables that are specific, attainable, realistic and within specific timeframes and executes same; Develop broad goals, objectives and policies aligned to the mission and strategic plan.</p>
Vice President, Medical Affairs	<p>Reporting to the Board of Directors and President & CEO, the Vice President, Medical Affairs develops, implements and monitors the Quality of Medical Care structures and processes to ensure patient safety and development of new and innovative patient care delivery models.</p> <p>Responsibilities include: In consultation with the Chair of Professional Advisory Committee, ensures that the Hospital’s professional staff By-Laws are adhered to; Provides leadership to drive continuous improvement in the quality of medical care and improve physicians’ engagement with the Hospital’s operations; works with Physician Leaders to achieve performance targets and develops performance standards and performance indicators for Physician Leaders and for PAC.</p>
Vice President, Corporate Services, Business Development & CFO	<p>Reporting to the President & CEO, the Vice President, Corporate Services, Business Development & CFO is responsible for the oversight of Hotel-Dieu Grace Healthcare’s financial portfolio, several Corporate Services and New Business Development.</p> <p>Responsibilities include: Operationalization and financial management of the Hospital and implementation of strategic priorities and resources that are aligned with the Hospital’s mission, vision, principles and strategic goals; Provides key corporate services; Seeks and develops opportunities for non-traditional and sustainable revenue generation; and working with the Senior Leadership Team, leads and manages organizational change to establish and maintain an environment that meets the changing needs of patient care.</p>
Vice President, Clinical Programs - Brain and Behaviour Health	<p>Reporting to the President & CEO, the Vice President, Brain and Behaviour Health provides overall planning, direction and supervision to the Hospital’s Brain and Behaviour Health programs. The VP is accountable for clinical</p>

Position Title	Position Summary
	<p>operations within Child, Youth and Adult Mental Health and Addictions Services and provides leadership to achieve best practices and excellence in care.</p> <p>Responsibilities include: Oversees the provision of quality social services Behavioural Health program services; Leads transforming healthcare within Brain and Behaviour Health areas, to cultivate a healthier community, and to emulate the core values of the Hospital; Provides excellent program leadership through creating and maintaining a supportive working and learning environment; Represents the Hospital in public functions, meetings and other forums with government and private funders.</p>
<p>Vice President, Clinical Programs - Restorative Care & Chief Nursing Officer</p>	<p>Reporting to the President & CEO, the Vice President, Restorative Care & Chief Nursing Officer contributes to the strategic direction and operational oversight of nursing and clinical best practice for the delivery of exceptional patient and family centred care in each clinical operations area of responsibility.</p> <p>Responsibilities include: Plans, organizes, evaluates and is accountable for the Clinical Operations for the Restorative Care services provided to patients and their families; Leads the strategic transformational goals of the Hospital into practices, processes and policies that serve both patients and their families; Drives key strategic priority of Patient Driver to ensure the quality and safety of patients, patient flow and transitions.</p>
<p>Vice President, External Affairs & Executive Director, Foundation</p>	<p>Reporting to the President & CEO, the Vice President, External Affairs & Executive Director, Foundation provides strategic organizational and administrative leadership within the policy frameworks of the Hospital and Foundation. The Vice President links a variety of programs and community partners in an agenda of quality, access, system transformation and service improvement and oversees all Public Affairs and Government Affairs on behalf of the Hospital and Foundation.</p> <p>Responsibilities include: Identifies and explores opportunities for partnership and collaborative working arrangements to support overall organizational change towards sustaining a patient/family-centered care environment; Provides leadership and oversight of all public affairs, government affairs and communications for the Hospital's Programs, Services, Employees and the Board of Directors by way of initiatives and strategies</p> <p>As Executive Director of the Foundation, the role reports to the Board of Directors and has direct reporting responsibilities to the Board and to the associated Board Committees for the preparation of various board reports, committee reports, annual reports, and fundraising updates.</p>
<p>Chief Human Resources Officer</p>	<p>Reporting to the President & CEO, the Chief Human Resources Officer provides strategic leadership to the Human Resources, People Development,</p>

Position Title	Position Summary
	<p>and Occupation Health and Safety departments and leads the development, implementation and evaluation of HR programs, initiatives, and activities and ensures alignment with organizational goals.</p> <p>Responsibilities include: Operationalization of the Hospital’s human resources function (i.e., recruitment and retention, talent management; leadership development; learning and development; and performance management); Translates strategic and tactical business plans into HR strategic and operational plans; Positions the Hospital as an Employer of Choice; Sets the direction for corporate Health and Safety; Sets the direction for learning and development through the development of a learning academy.</p>