



Executive Business Manager

Queen Square Doctors Family Health Organization

Position Profile and Candidate Brief

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Introduction

I am delighted to be able to present to you this Candidate Brief for the Executive Business Manager position prepared on behalf of the Board of Directors of the Queen Square Doctors Family Health Organization (QSDFHO).

I trust that this document will provide you with background information on the Queen Square Doctors Family Health Organization, a position description and candidate profile and an outline of the search process we will be leading on behalf of the Board.

Please feel free to contact me if you require any additional information about the position or need clarification on any aspect of the search process.

On behalf of Legacy Partners and the Queen Square Doctors Family Health Organization, I would like to thank you for your interest in this position and assure you of my prompt and fullest attention at all times.

Yours,



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Overview of Queen Square Doctors Family Health Organization

Queen Square Doctors is a Family Health Organization comprising a group of 18 dedicated physicians committed to serving the local community through the delivery of high-quality medical care. Queen Square Doctors provides comprehensive primary health care for more than 30,000 patients, while being a leader in new health care initiatives, educating family practice residents along with maintaining access to a full range of services and timely care. Queen Square Doctors works in partnership with the Queen Square Family Health Team which comprises a group of interdisciplinary professionals including Registered Nurses, Nurse Practitioners, Social Workers, Dieticians, Pharmacist, Occupational Therapist and Chiropodist who support the physicians in providing a patient centred approach to healthcare

Executive Business Manager

Position Summary

Reporting directly to the Board Chair/Lead Physician and working closely with the Executive Committee and physicians, you will lead a team of around 30 dedicated staff. The Executive Business Manager is responsible for the overall leadership and management of the operations and services of Queen Square Doctors. The Executive Business Manager is responsible for all matters related to finance, compliance, risk, and human resources. The Executive Business Manager will work in partnership with the Family Health Team and strategic partners across the healthcare community and be the advocate, champion and resource for special projects and programs that will achieve the organization's vision.

Accountabilities and Key Responsibilities

Accountabilities

- Ensure effective and efficient utilization of resources at QSD;
- Ensure development and implementation of a sound financial management plan, which balances service delivery and funding requirements;
- Continuously seek, plan and coordinate resources in order to maintain a viable and sustainable organization
- Ensure alignment of priorities within QSD
- Use a collaborative decision-making approach on issues that fall within the defined areas of responsibility; and
- Develop and implement applicable policies & procedures for QSD.

Decision Making Authority

- As a member of the QSD leadership team, the Executive Business Manager will provide leadership and oversee daily operations of QSD, supervise all staff, and management of human/financial/facility/information management resources.

Responsibilities

Governance

- Attend all meetings of the Family Health Organization membership and Executive Committee
- Support ancillary committees as needed, and provide direction and input into decisions affecting QSD;
- Report to the Executive Committee on provision of services, quality improvement initiatives, financial updates, compliance, risk management, medical education, and other matters of concern that may arise;
- Identify, assess and inform the Executive Committee of internal or external issues that affect QSD;
- Act as a professional advisor to the Executive Committee on all aspects of QSD's activities; and,
- Foster effective team work between the Executive Committee and the Executive Business Manager, between the Executive Business Manager and physicians, and between the Executive Business Manager and staff.

Operations and Management

- In collaboration with the Lead Physician and Executive Committee, the Executive Business Manager translates, on an annual basis, the Executive Committee's goals, objectives and strategic directions into operating plans and activities;
- Working with the Lead Physician and Executive Committee, develop and implement an operational plan which incorporates goals, objectives, and measures that work towards the strategic direction of QSD;
- Oversee, manage, and support the day-to-day activities of QSD;
- Draft policies for the approval by the appropriate body and prepare procedures that implement the policies; review existing policies and recommend changes as appropriate;
- Manage QSD according to the Ministry of Long-Term Care policies, standards, agreements and guidelines, QSD policies, standards, procedures and guidelines and relevant provincial and federal legislation;
- Manage external contracted services;
- Support the Lead Physician and Executive Committee with the development and implementation of clinical best practices where appropriate in context of the strategic plan;
- Ensure the appropriate information technology resources and infrastructure are in place to ensure the efficient operation of QSD and recommend improvements and upgrades where appropriate, and implement changes if approved;
- Be the Privacy Officer for QSD, ensure appropriate policies and procedures are in place and followed and report infractions to the Executive Committee, and to the entire physician group where appropriate,
- Ensure an appropriate compliance program is in place for the organization;

- Oversee the planning, implementation, execution and evaluation of special projects; and
- Effectively manage occupational health and safety issues according to legislated practices.

Human Resources Planning and Management

- Determine staffing requirements for organizational management and service delivery;
- Oversee the implementation of human resources policies, procedures and practices including the development of job descriptions for all staff;
- Establish/maintain a positive, healthy and safe work;
- Recruit, interview and select appropriate staff;
- Ensure that all staff receives a thorough orientation and that appropriate training is provided;
- Implement a performance management process for all staff which includes monitoring the performances of staff on an on-going basis and conducting an annual performance review;
- Coach and mentor staff as appropriate to improve performance;
- Discipline staff when necessary using appropriate techniques; release staff when necessary using appropriate and legally defensible procedures;
- Lead constructive conflict resolution in a timely manner;
- Report physician unprofessional or inappropriate physician behavior to the Executive Committee who will act to remediate the situation; and
- Develop and maintain a comprehensive staff/employee handbook.

Financial Planning and Management

- Ensure the development and implementation of a sound financial management plan, which balances service delivery and funding requirements, including preparation of the business plan and the annual budget, the control of expenditures within the approved budget, provision of financial reports and other statements to the Executive Committee and QSD; as well as required compliance actions;
- Work with the Executive Committee to ensure adequate funding for the operation of QSD;
- Approve expenditures within the authority delegated by the Executive Committee;
- Maintain budgets, and all necessary financial reporting according to the generally acceptable accounting practices (GAAP);
- Administer funds according to the approved budget and monitor monthly cash flow;
- Provide the Executive Committee and individual physicians with comprehensive, regular reports on revenues and expenditures;
- Develop, implement and maintain an effective internal control and due diligence processes to manage risk including business continuity planning, insurance, regulatory obligations;
- Ensure QSD complies with all legislation concerning taxation.

Risk Management

- Identify and evaluate the risks to QSD's people, (patients, staff, physicians, management, volunteers, and students) property, finances, goodwill, and image and implement measures to mitigate the risks;
- Ensure the Executive Committee and QSD carry appropriate and adequate insurance coverage;
- Ensure the Executive Committee, physicians and staff understands the terms, conditions and limitations of the insurance coverage.

Ideal Qualifications, Experience, Skills and Abilities

- At least 5-years relevant leadership experience preferably in a health care field;
- Experience in the area of senior management and Executive Committee reporting relationship;
- Master's degree in Health Management or equivalent in a related discipline an asset
- Experience in community or primary care;
- Ability to work independently and as a team member;
- Sound judgment and problem-solving ability;
- Organization, communication, mentoring, teaching and leadership abilities;
- Excellent written and verbal communication skills;
- Ability to be flexible and non-judgmental;
- Excellent computer skills including experience working with an Electronic Medical Record;
- Ability to build and maintain relationships with staff, patients, and partners;
- Strong finance skills and familiarity with the use of QuickBooks and/or MS excel to monitor, manage and prepare reports for the budgets;
- Experience in program planning, development and evaluation;
- Highly effective decision-making skills;
- Knowledge of relevant legislation and government policies affecting the organization and primary health care.

Leadership Competencies

The Executive Business Manager will demonstrate competence in the following:

- **Adaptability:** Demonstrate a willingness to be flexible, versatile and tolerance in a changing work environment while maintaining effectiveness and efficiency.
- **Ethics:** Understand ethical behaviour in conducting business and ensure that own behaviour and the behaviour of others is consistent with these standards aligned with the organization.
- **Strong Relationship:** Establish and maintain positive working relationships with others, both internally and externally in order to achieve goals of the organization.

- **Effective Communication:** Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication techniques.
- **Creativity/Innovation:** Develop new and unique ways to improve operations of the organization and create new opportunities.
- **Patients' and Community Partners' Needs:** Anticipate, understand and respond to needs of patients and external partners to meet or exceed their expectations within set parameters.
- **Team Work:** Work cooperatively and effectively with others to set goals, resolve problems and make decisions that enhance organizational effectiveness.
- **Leadership:** Positively influence others to achieve results that are in the best interest of the organization.
- **Decision Making:** Assess situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interest of the organization.
- **Organize:** Set priorities, develop a work schedule, monitor progress towards goals and track details, data, information and activities.
- **Planning:** Determine strategies to move the organization forward, set goals, create and implement action plans and evaluate the process and results.
- **Problem Resolution:** assess problem situations to identify root causes, gather and process relevant information, generate possible solutions and make recommendations for resolution.

The Process

I trust that this Position Profile and Candidate Brief has enabled you to decide whether the position of Executive Business Manager with the Queen Square Doctors Family Health Organization is one that interests you. If you wish to be considered for the position and have not yet submitted an application in the form of a cover letter and resume, please email me at tony.woolgar@lesp.ca with these documents. If you have already submitted a cover letter and resume, I will connect back with you to let you know the progress of your application or to explore your candidacy further.

Once the applications received have been compared against the requirements of QSFHO, arrangements will be made to meet with those candidates who most closely match the criteria. Once these interviews are completed a list of suitable candidates will be presented to the Search Committee of the Board for their consideration. The Search Committee will then select the candidates they wish to consider further.

Please be assured that any information that is shared with Legacy Partners will be treated in the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.

Tony Woolgar
Partner and Head of National Healthcare Leadership Practice