

2011 – 2012

**Erie St. Clair Local Health Integration Network
CEO Performance Objectives**

April 1, 2011 – March 31, 2012

**Final Version – Board Approved
September 20.11**

For Posting to LHIN Website

Part 1:
Operational Theme 1 – Health System Effectively Managed & Transformed

Areas of Performance	Measures of Success
<p>Health System is Effectively Managed & Transformed</p> <ul style="list-style-type: none"> ○ To advance Integrated Health Services Plan (IHSP) Strategic Directions ○ Advance the provincial platform and Provincial-wide (PAN) LHIN priorities ○ Create, monitor and react to indicators that allow the LHIN and HSPs to effectively evaluate health system performance ○ Advance the Excellent Care for All (ECFA) Act and Ontario Health Quality Council (OHQC) partnership ○ Advance LHIN and Provincial eHealth strategies 	<ul style="list-style-type: none"> ● In partnership with Health Service Providers (HSPs) implement new and existing projects/programs that advance strategic directions ● Identify and pursue integration opportunities to improve patient outcomes; create system capacity and ensure sustainability ● Work with partner LHINs and Ministry of Health to identify and implement approved projects ● Provide leadership to Provincial working groups ● Performance scorecard developed and clearly communicated to enable all stakeholders to understand our results ● All Ministry LHIN Performance Agreement (MLPA) indicators are achieved ● Regional quality indicators (RQIPs) to be developed in conjunction with Erie St. Clair Local Health Integration Network (ESC LHIN) Board Quality Committee and supported by the HSPs ● eHealth Strategic Plan developed, implemented and communicated to all HSPs

Operational Theme 2 – ESC Communities are Informed & Engaged

Areas of Performance	Measures of Success
<p>Communities within Erie St. Clair LHIN are Informed and Engaged</p> <ul style="list-style-type: none"> ○ Inform and engage our HSPs, public, elected officials and media regarding LHIN strategic directions and initiatives 	<ul style="list-style-type: none"> ● In conjunction with ESC Board develop overarching strategic communication goals to be supported by annual communication plan ● Partnering with ESC Board to engage elected officials, HSP Board leadership and media ● Regular ongoing cycle of engagement with all Stakeholders. Annual General Meeting to present system scorecard and strategic directions ● Utilize social media such as Facebook; YouTube & Webcasts

Operational Theme 3 – Resources are Optimized

Areas of Performance	Measures of Success
<p>Resources are Optimized</p> <ul style="list-style-type: none"> ○ All HSPs make effective use of resources to ensure high quality, safety performance outcomes while being compliant with all Ministry directives ○ Balance our LHIN operational budget and make effective use of resources 	<ul style="list-style-type: none"> ● All Hospital Service Accountability Agreements (H-SAAs); Long-Term Care Home Service Accountability Agreements (L-SAAs) and Multi-Sectoral Service Accountability Agreements (M-SAAs) negotiated and signed ● All SAAs contain performance measures that reflect our IHSP directions ● All HSPs balance within 1% of their operating budget ● Budget is balanced within 1% and LHIN is in compliance with all Ministry directives

Operational Theme 4 – Organization Improvement

Areas of Performance	Measures of Success
<p>Organization Improvement</p> <ul style="list-style-type: none"> ○ Create a high-performing workplace of choice ○ Create a “customer focused” culture 	<ul style="list-style-type: none"> • Comprehensive human resource strategy supporting the KPMG recommendations from the Effectiveness Review • Team work is supported through project management tools • SharePoint development to promote communication • Safe workplace audits completed quarterly • Employee satisfaction survey • Professional development to include “customer focused training • Use new performance management system to promote our values • Complete a 360⁰ review process with HSPs

Part 3:

Leadership Attributes

KNOWLEDGE	<ul style="list-style-type: none"> • Demonstrates health services knowledge; understands and presents to others how the work of the LHIN will clearly contribute to the Ministry's vision for health care
	<ul style="list-style-type: none"> • Demonstrates ability to think strategically and understand the long-term implications of decisions
	<ul style="list-style-type: none"> • Demonstrates sound judgment – understands implications of decisions and shows strong judgment and courage in difficult situations
	<ul style="list-style-type: none"> • Demonstrates the discipline to stay up to date with all Ministry and stakeholder information and incorporates this information into planning activities
COMMUNICATION	<ul style="list-style-type: none"> • Demonstrates the ability to persuade others and sells LHIN concept to stakeholders in order to get their support and endorsement
	<ul style="list-style-type: none"> • Demonstrates an interest in others points of view; listens intently and considers what they have said in their responses and responds in a timely manner
	<ul style="list-style-type: none"> • Demonstrates adaptability and flexibility so that the communication and leadership style used matches that of different people or different situations
	<ul style="list-style-type: none"> • Demonstrates the ability to clearly communicate the positive role of the LHINs in the future of Ontario's health services delivery vision in order to build stakeholder relationships for the long term
INITIATIVE	<ul style="list-style-type: none"> • Demonstrates “calmness under fire” resolving difficult situations with courage and respectfulness of others points of view
	<ul style="list-style-type: none"> • Demonstrates mental toughness and is highly proficient and creative in solving tough problems and managing the demands of multiple stakeholders
	<ul style="list-style-type: none"> • Demonstrates a strong results orientation and always delivers results, adapting to changing circumstances as necessary
	<ul style="list-style-type: none"> • Demonstrates a positive perspective – ‘can-do attitude’ maintaining a upbeat outlook which has a positive impact on others
PEOPLE LEADERSHIP	<ul style="list-style-type: none"> • Builds organizational spirit constantly acting as a strong supporter and ambassador for the LHIN
	<ul style="list-style-type: none"> • Demonstrates understanding of interpersonal and team dynamics and can work with others under a variety of circumstances to achieve desired outcomes
	<ul style="list-style-type: none"> • Demonstrates effective planning and organizing of work and is effective at getting work completed through others – delegating and providing guidance
	<ul style="list-style-type: none"> • Demonstrates a commitment to personal learning and self-improvement after receiving feedback; Provides feedback to others and supports their development activity

BOARD RELATIONS	<ul style="list-style-type: none"> • Demonstrates the ability and willingness to establish meaningful goals in conjunction with the Board and to openly discuss performance to goal – where things are going well and where further effort is needed
	<ul style="list-style-type: none"> • Supports the Board and works collaboratively to broaden the Board’s knowledge so they have the ability to assist in developing thorough and practical recommendations and plans for the LHIN and community
	<ul style="list-style-type: none"> • Keeps Board updated with relevant information and feedback from the community so that the Board feels as though it is well in touch with range of local community needs
	<ul style="list-style-type: none"> • Works to bring new Board members up to speed quickly so they can be strong contributors

Areas for Professional Development

Professional Development	
1.0 To continue to be active as a leader in health care in our communities	<ul style="list-style-type: none"> • Expand professional network through attendance at health forums
2.0 Pursue Board appointment or Executive representation on public sector committees	<ul style="list-style-type: none"> • One appointment or membership identified by year end