

TERMS OF REFERENCE FOR THE PRESIDENT & CHIEF EXECUTIVE OFFICER

BRD 130

INTRODUCTION

The President & Chief Executive Officer (the “CEO”) reports to the Northern Health Board of Directors (the “Board”) and maintains open communication with the Board Chair. The CEO is not a member of the Board.

The CEO is responsible for:

1. Providing leadership, management and control of the operations of Northern Health on a day-to-day basis in accordance with the strategies, plans and policies approved by the Board
2. Providing leadership and management to ensure strategic and annual plans are effectively developed and implemented, the results are monitored and reported to the Board, and financial and operational objectives are attained
3. Advising and assisting the Board of Directors with respect to their duties and responsibilities including:
 - a. Current developments in governance practice
 - b. Effective relationships between Board and Executive
 - c. Planning the Board orientation and annual education and development plan

DUTIES AND RESPONSIBILITIES

General

1. Leads and manages the organization within parameters established by the Board, as informed by Ministry of Health directives, and within Executive Limitations (BRD 230)
2. Ensures the safe and efficient operation of the organization
3. Ensures compliance with applicable laws and regulations, and with Board and Administration policies and practices
4. Establishes and maintains effective and constructive collaborative relationships with external organizations such as local government, Regional Hospital Districts, post-secondary institutions, other provincial health authorities, First Nations Health Authority, Métis Nation of BC,

Author(s): Governance & Management Relations Committee

Issuing Authority: Northern Health Board

Date Issued (I), REVISED (R), reviewed (r): April 14, 2025 (r)

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5. Fosters a corporate culture that promotes ethical practices, respect in the workplace, individual integrity, and social responsibility and attends to principles of diversity, equity and inclusion.
6. Ensures that Northern Health establishes partnered relationships with First Nations organizations and communities and develops, implements, and evaluates collaborative strategies focused cultural safety & humility and anti-Indigenous racism across the continuum of care and services
7. Attends to business continuity and emergency preparedness and response structures and processes in collaboration with Health Emergency Management BC
8. Obtains Board approval prior to acceptance of significant public service commitments and/or outside Board appointments

Communication and Counsel to the Board

Information and advice to the Board shall be timely, complete, and accurate. Accordingly, the CEO shall:

1. Ensure the Board is aware of relevant trends, material risks, and significant internal and external organizational changes and anticipated adverse media coverage
2. Inform the Board of any contract that, in the judgement of the CEO, may be of special interest to the Board. These include contracts that could materially affect the standard of care, represent unusual risk, or have significant community impact.
3. Submit the appropriate information in a timely, accurate and understandable fashion to allow for fully informed Board decisions
4. Provide appropriate mechanisms for official Board communications
5. Normally deal with the Board as a whole, while recognizing that periodic interaction with individual members, officers and Board committees is necessary to perform the CEO's responsibilities
6. Report to the Board non-compliance with any Board policy
7. Keep the Board fully informed of all significant operational, financial and other matters relevant to the organization. This includes external items emanating from Governments and stakeholders
8. Co-sign with the Board Chair the quarterly & annual financial statements and the annual auditor engagement letter

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9. Manage and oversee the required interfaces between Northern Health, Government and stakeholders, and acts as the principal spokesperson for Northern Health
10. Ensure effective communications with the general public and stakeholders and shall foster and maintain relationships with agencies, educational institutions, Government, health delivery organizations, other key stakeholders, professional regulatory bodies and special interest groups to encourage understanding and cooperation in the development, implementation and evaluation of operational and strategic plans
11. The CEO may speak on the Chair's behalf if the Board Chair is unavailable¹.

STRATEGIC PLANNING

1. The CEO shall develop and recommend processes to the Board regarding:
 - a. The development, evaluation, and revision of NH's Strategic Plan including the mission, vision, values, and strategic directions
 - b. Ensuring alignment of NH's Strategic Plan with NH's commitment to government through the Mandate Letter
2. The CEO shall establish organizational processes that enable the development of operational, financial, and capital plans that position NH to achieve the Strategic Plan
3. The CEO shall enable collaborative relationships between Northern Health and the Ministry of Health and other Ministries directly associated with the health care system
4. The CEO represents Northern Health at the Ministry of Health/Health Authority Leadership Council
5. The CEO shall successfully implement the Board approved annual service, budget management, and capital plans
6. The CEO shall establish accountability processes (e.g. scorecard) for the Board regarding the performance of the organization in achieving the goals and targets set out in the operational plan

¹ See also BRD220

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QUALITY

1. The CEO shall ensure the development and implementation of a quality improvement framework including:
 - a. The policies, standards, structures and processes necessary to support quality improvement and patient safety
 - b. Appropriate committees and structures to be approved by the Board for conducting quality reviews under section 51 of the BC *Evidence Act*
 - c. Establishing a learning organization culture including education, evaluation, research, knowledge mobilization and use of evidence to inform policy and practice.

WORKING ENVIRONMENT

Northern Health acknowledges that the staff is its most important resource and that there is both an obligation of, and the benefit to, the organization in maintaining a positive working environment. Accordingly, the CEO shall:

1. Ensure that working conditions are respectful and safe, and in compliance with negotiated agreements or legislated employment standards
2. Develop organizational structures and processes that embrace diversity and ensure cultural safety
3. Develop and maintain a sound, effective organization structure
4. Ensure progressive employee training and development programs exist
5. Ensure that all members of the organization have their responsibilities and authorities clearly established
6. Establish and maintain a Board approved plan for senior management development and succession that is reviewed on an annual basis
7. Provide the Board, at Board and committee meetings, with exposure to key management personnel
8. Participates on the Board of Directors of the Health Employers Association of BC (HEABC), in accordance with the terms of HEABC Director Nomination Policy G.125.

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FINANCIAL AND CAPITAL PLANNING

1. The CEO shall facilitate financial and capital planning which:
 - a. Is consistent with established Board priorities
 - b. Is fiscally prudent
 - c. Is reflective of a generally acceptable level of foresight
 - d. Plans the expenditure of funds in any fiscal year that are projected to be available in that period and if a shortfall is predicted, articulates the strategy to address the funding shortfall
 - e. Allocates resources among competing budgetary need.
 - f. Is consistent with long-term organizational planning
 - g. Addresses fiscal contingencies

2. The CEO will implement financial and capital reporting processes that contain sufficient information to enable:
 - a. Accurate projections of revenues and expenses
 - b. Separation of capital and operational items
 - c. Cash flow analysis
 - d. Subsequent audit trails
 - e. Disclosure of planning assumptions
 - f. Accurate projections of any significant changes in the financial position

Asset Protection

The CEO shall ensure Northern Health's assets are protected, adequately maintained and not put at unreasonable or unnecessary risk. Accordingly, the CEO shall:

1. Identify the principal risks of the organization's business, and implement appropriate systems to manage these risks

2. Ensure that appropriate steps are taken to reasonably protect Northern Health, its Board and staff from claims of liability

3. Maintain adequate levels of insurance against:
 - a. Theft, fire and casualty losses
 - b. Liability losses to Directors, staff and individuals engaged in activities on behalf of Northern Health
 - c. Losses due to errors and omissions on the part of Directors and staff

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4. Receive, process, or disburse funds under controls developed in consultation with Internal Audit that are sufficient for the Board appointed external auditor to rely upon when expressing their opinion on the financial statements²
5. Invest or hold operating capital consistent with the approved Investment Policy³
6. Establish effective control and co-ordination mechanisms for all operations and activities. Ensure the integrity of internal control, management, and clinical systems.

Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall not allow the fiscal integrity or the public image of Northern Health to be jeopardized. Accordingly, and as per BRD 230 - Executive Limitations, the CEO shall not change his/her own compensation or benefits

Other duties and responsibilities

1. Pursuant to the *Tobacco and Vapour Products Control Act*, The CEO is delegated by the Board to carry out the designation of smoking areas on health authority property where operationally appropriate.
 - a. A decision to designate such an area will be based on a set of principles considering patient and staff safety.
 - b. The CEO will report the decision to designate such an area to the 3P Committee of the Board.

² See DST 4-4-2-030: Finance>Accounts Payable>Signing Authority

³ See DST 4-4-6-040: Finance>General Accounting>Banking and Investment

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