

St. Andrew’s Residence (STAR) is a non-profit, charitable organization that is dedicated to providing care and services to seniors in a residential setting, with a vision of providing a home where seniors enjoy an exceptional quality of life and well-being. St. Andrew’s mission is to enrich the lives of seniors in Chatham-Kent by providing resident-centred care, safety and security, compassion, stewardship and creativity.

Experience the difference at St. Andrew’s Residence, where for over 50 years, our reputation for quality and professional care as a fully licensed retirement home speaks for itself. Offering a holistic approach to each resident, St. Andrew’s Residence specializes in Independent Living including basic care needs to Assisted Living care options.

St. Andrew’s Residence offers a variety of personal accommodation options including bright and spacious living spaces, technology-equipped rooms, cleaning and laundry services, dining services and an array of social, volunteer, cultural and educational activities including exercise classes, crafts, and music. St. Andrew’s Residence is also home to Meals on Wheels, Seniors Day Out, and has a dedicated team of professionals that are highly skilled to provide the individual care and attention that our residents deserve.

St. Andrew’s Residence is entering a time of positive transformational change and is looking for an Executive Director to lead this next phase of future planning for the organization. Reporting to the Board of Directors, the Executive Director is a visionary leader that will be responsible for the achievement of all strategic and operational goals of St. Andrew’s Residence and will lend oversight to St. Andrew’s Terrace and St. Andrew’s Foundation. This includes the overall oversight and leadership of service delivery, operations, strategic planning, and human and financial resources.

## **PEOPLE AND ORGANIZATIONAL LEADERSHIP**

- St. Andrew’s Residence is an independent, not-for-profit organization, setting it apart from other senior centers. This requires a leader who is physically visible internally and externally, accessible, flexible and able to adapt quickly and effectively to the organization's distinct culture and environment.
- Develop and implement a vision for the organization, aligned with St. Andrew’s Residence mission and values, and be able to articulate the strategic and operational plans clearly and effectively.
- Continue to foster a safe and positive work environment with a culture built on collaboration, trust, compassion, stewardship and creativity.
- Ensure financial, legal, and operational compliance, implementation of best practices, and excellence in resident-centered care delivery.
- Position St. Andrew’s Residence as an employer of choice and ensure effective human resources strategies and delivery for recruitment, retention, performance management, employee appreciation, policy development, health and safety, training and development.
- Build and maintain high-performing and accountable teams, fostering team collaboration and engagement.
- Support positive labour relations and union working relationships.
- Acknowledge and leverage the skills and knowledge of the team, celebrate successes, exemplify the shared values of the organization, and set the standards for excellence.
- Visionary leader who thinks outside the box, is strategic, solutions-focused, and able to identify opportunities for growth while also managing risk.

- Able to coach and mentor the team, while providing the resources and autonomy to allow individuals to thrive in their roles.
- Utilize evidence-based decision-making to ensure concerns are addressed in a fair, consistent and ethical manner.
- Continue to foster a good relationship and regular communication with St. Andrew's Terrace and the Ladies Auxiliary. Regarding the Terrace, garner a basic understanding of the building, systems, and lease agreements.

## **STRATEGIC PLANNING AND INNOVATION**

- In partnership with the Board, develop, implement, and monitor the strategic plan that aligns with the organization's mission and vision. Set clear direction and vision on sustainability, growth, quality and continuous improvement goals.
- Lead the development of a new operating model for STAR, ensuring it is aligned with the strategic plan that includes objectives and performance targets.
- Oversee compliance of the Management Agreements/Shared Services Agreements.
- Develop strategies to grow revenue through new programs, partnerships, and fundraising initiatives.
- Lead the organization forward through change management with a lens of innovation and modernization.
- Monitor community needs, resident satisfaction, and scorecard metrics to ensure care is responsive and to take action to improve operations for future service needs.
- Develop a strategic and operational plan that ensures the organization's sustainability through current and future changes.
- Focus on revitalizing the Foundation. Develop new and innovative approaches to secure new or additional funding including grant opportunities.
- Champion for growth and innovation by goal setting, developing action plans, enhancing systems and frameworks, and being a strong collaborative community partner.
- Keep up to date on emerging trends, forecasting areas of opportunity, identifying risks, and pivoting the organization as required to be able to adapt and change quickly when needed.

## **BUILDING RELATIONSHIPS AND ADVOCACY**

- Build strong relationships with staff, board members, the union, residents, families, and external stakeholders.
- Develop community partnerships to enhance services and improve service delivery. Continue to foster a culture of community support.
- Foster good working relationships with the Terrace, Foundation, Hospice, Meals on Wheels, Ontario Health, Chatham-Kent Ontario Health Team, Home and Community Care, and the Hospitals.
- Collaborate with staff to develop and implement programs that meet the needs of residents.
- Engage with local government officials to advocate for the organization's interests and promote St. Andrew's mission and vision.
- Strengthen visibility and enhance public awareness of the organization in the community.
- Participate as an active member on community and/or professional committees.
- Champion for diversity, equity and inclusion, and serve as the chief spokesperson for the organization.
- Prior experience reporting to a Board of Directors, understanding of Board governance. Build strong relationships with the Board of Directors, ensuring open communication and collaboration.

## **FINANCIAL MANAGEMENT, ADMINISTRATION, AND BOARD SUPPORT**

- Accountable to the Board of Directors with overall responsibility for day-to-day operations and direction of the organization.
- Develop and manage budgets that align with the strategic plan and ensuring the effective use of resources.
- Oversee budget development and financial reporting while ensuring transparency and accountability.
- Develop and implement policies and procedures that align with the organization's mission and values.
- Ensure operational frameworks are sustainable long term and ensure compliance with legal and financial responsibility.
- Work with the Board of Directors to develop short and long-term goals and mitigate risk to the organization.
- Oversee fiscal responsibility of the organization including budgeting, reporting, compliance, and auditing.

## **EXPERIENCE AND EXPERTISE**

- Post-secondary education in the Health Services Field, Business Administration, or related discipline. Candidates may also have a combination of related education or experience. Gerontology would be considered an asset.
- 5 – 10 years of progressive leadership with a demonstrated history of leading diverse teams.
- Experience in healthcare, retirement homes, not-for-profit, long-term care, seniors care or other related fields is preferred.
- Previous experience reporting to, working with, or sitting on a Board of Directors and experience working effectively with unions.
- Strong change management, business planning, grant writing, strategic planning, and effective written and verbal communication skills.
- Strong political acuity, fiscal management knowledge and business acumen.
- Previous experience in a leadership capacity with a demonstrated collaborative, flexible, empathetic, and servant leadership style. Honest and ethical, with strong emotional intelligence and integrity.