



Backgrounder

Evolution in the Integration of Hospital Leadership

The London hospital system is the most integrated system of hospital care in Ontario. This comes through extensive partnership and collaboration while fostering responsive leadership models to both support integration initiatives and respect the distinct roles and missions of each hospital. The following is a timeline depicting the history of integrated leadership in London.

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| 1994 | Seven separate hospitals in London, with seven CEO's and seven senior leadership teams – St. Joseph's Hospital; Parkwood Hospital; London Psychiatric Hospital; St. Thomas Psychiatric Hospital; Victoria Hospital; University Hospital; London Regional Cancer Clinic |
| 1995 | Victoria Hospital and University Hospital merge voluntarily, reducing the number of CEO's/senior leadership teams to six |
| 1995 | The former London and St. Thomas Psychiatric Hospitals integrate leadership structures, reducing number CEO's/senior leadership teams to five |
| 1997 | Provincial Health Services Restructuring Commission Directives for London's hospitals are issued

The former St. Joseph's Health Centre assumes governance and management of Parkwood Hospital from Women's Christian Association as per restructuring directives

Further reduction of CEO's/senior leadership teams to four |
| 1998 | First integrated vice president position was established |
| 2001 | The former London and St. Thomas Psychiatric Hospitals transfer from the Province of Ontario to St. Joseph's as per restructuring directives. Names changed to Regional Mental Health Care, London and Regional Mental Health Care, St. Thomas

Further reduction of CEO's/senior leadership teams to three |

- 2004 London Regional Cancer Clinic integrated into LHSC organization
- Further reduction of **CEO's/senior leadership teams to two**
- 2005 At the retirement of Tony Dagnone from LHSC in December 2005, the Boards of LHSC and St. Joseph's established a shared CEO role between the two organizations, effective January 2006.
- 2005 There are five integrated vice-presidents and the two senior leadership teams meet jointly.
- 2006 The boards of LHSC and St .Joseph's appointed Cliff Nordal, President and CEO of each organization using a shared model. This was established as a time limited appointment, with a primary focus on advancing acute care restructuring in London
- 2006 **One shared CEO, two senior leadership teams which meet jointly.**
- 2007 A new senior leadership structure was established to support the shared CEO model. The structure included eight integrated vice president positions.
- 2010 On January 19, 2010, Cliff Nordal announced his retirement from the shared CEO role effective January 1, 2011 and the term of the shared CEO model ends.
- 2010 There are 11 integrated vice president positions; 2 senior leadership teams which continue to meet jointly.
- 2010 Today, with the completion of acute care restructuring now in sight, the hospitals are returning to a two CEO model, primarily to enable St. Joseph's to focus on significant transformations and role changes that lie ahead in areas including specialized mental health care. This work requires the full focused leadership of a President and CEO.