

January 5, 2012

Dr. Robin Walker
Integrated Vice President
Medical Affairs and Medical Education

Personal and Confidential

Dear Robin:

With the recent proactive disclosure of executive contracts, we have received feedback prompting us to review the eligible expenses under our current executive benefit plan for expenses related to fitness within the Flexible Spending Account.

As a result, effective February 1, 2012, employee exercise programs (including aerobic classes, personal trainer, memberships at gym – GoodLife, The Athletic Club, YMCA etc.) will no longer be an eligible expense under the Flexible Spending Account.

As a result of these changes, we would like to give you an opportunity to review your current allocation for the 2012 calendar year and reallocate dollars from your flexible spending account to your Health Care Spending Account. I have attached a Flexible Spending Account allocation form and would ask that if you choose to change your allocation given the above information that you complete and send to Stacey Weir, Director, Human Resources, RMHC London by **January 31, 2012**. If we do not receive a reallocation form by that date, it will be assumed that you do not wish to amend your allocation. Any claims for eligible expenses prior to this change are to be submitted and received by Stacey Weir **on or before January 26th**.

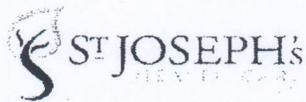
If you have any questions please do not hesitate to contact me.

Sincerely,

Karen Stone
Vice-President, Human Resources &
Organizational Development

CC: Dr. G. Kernaghan
HR File

R. Walker by email



To: Executive employees –St. Joseph's Health Care, London
From: Stacey Weir, Director, Total Compensation, Human Resources
Date: August 3, 2011
Re: **Perquisites Directive**

Further to previous email communication on July 18, 2011, I am writing to provide you an update on changes to the flexible spending account as well as clarify your car allowance benefit. If you recall, the Management Board of Cabinet recently introduced a Perquisites Directive under the Broader Public Sector Accountability Act, 2010 that came into effect August 2, 2011. In order to ensure St. Joseph's Health Care, London is compliant with this directive, changes to the Flexible Spending Account plan design are required.

Effective August 2, 2011, the following Flexible Spending Account expenses will be allowable for reimbursement:

Exercise Programs for employee **only**

- Includes aerobics classes, personal trainer, membership at gym (GoodLife, The Athletic Club, YMCA, etc.)
- Excludes fitness equipment, sports leagues, tennis lessons, golf, curling, tennis, squash, social club memberships, etc.

Professional fees/dues for employee only

Professional Development expenses for employee only

Home and Mobile Internet service expenses

Nutrition Support expenses for employee **only**

- Includes fees for recognized programs such as weight watchers, jenny craig, etc.
- Excludes the cost of food or vitamins, cookbooks, cooking utensils

Smoking Cessation expenses for employee **only**

As a result of these changes you will be given the opportunity to re-allocate dollars currently in your flexible spending account to your Health Care Spending Account. A re-allocation form is attached and can be submitted to me directly in Human Resources, RMHC, London by August 31, 2011. If a re-allocation form is not received by this date, it will be assumed that you do not wish to amend your allocation.

Page 2 of 2

For expenses that have been incurred prior to August 2nd and may have been eligible with the previous plan, you will have until August 31, 2011 to submit to myself for reimbursement.

Car Allowance

In order to provide further clarification on your car allowance benefit, please be advised this benefit is intended to cover all local mileage and parking expenses you may incur (inclusive of travel to RMHC, St. Thomas). Should you travel out of town and use your own vehicle, rental car or public transit you will be eligible for reimbursement of those additional travel expenses (including mileage and parking).

If you have questions regarding the above, please contact me directly at ext. 42779.

CC: HR file



London Health
Sciences Centre



ST JOSEPH'S
HEALTH CARE

March 25, 2011

Personal & Confidential

Dr. Robin Walker
26 Milsom Street
Halifax, Nova Scotia
B3N 3M2

Dear Robin,

Further to our discussion regarding the new leadership structure for St. Joseph's, we are confirming that effective April 4, 2011 your portfolio will be as follows:

- Medical Affairs and Medical Education for both St. Joseph's and LHSC;
- Infection Prevention and Control at St. Joseph's;

Ethics Program at St. Joseph's and London Health Sciences Centre (will be considered for transfer June 30, 2011).

As outlined in your executive employment agreement dated January 14, 2011 (section 3.2), your compensation rate has been reviewed in terms of the legislative changes as a result of the *Excellent Care for All Act, Bill 46*. This Bill became law on June 28, 2010 requiring public hospitals to develop annual quality improvement plans (QIP) linking a portion of executive compensation to the achievement of performance improvement targets set out in the annual QIP.

In order to comply with this legislation, St. Joseph's and LHSC have each established their respective QIPs which will each come into effect April 1, 2011 and will result in 3% of your current annual salary becoming "at risk" related to the annual QIP indicators.

Given your role as an Integrated Vice President, targets established in both the St. Joseph's QIP and the LHSC QIP will be considered when determining what portion of the 3% will be payable to you following evaluation of corporate performance in 2012. The current cost sharing agreement between the two organizations for your position will be used to determine how the overall 3% is split between each organization. This means a percentage of your pay at risk is related to QIP achievement at St. Joseph's and a percentage of the pay at risk is related to QIP achievement at LHSC.

Page 2 of 2

As stated in your executive employment contract effective April 4, 2011, your annual base salary is \$265,000. Given the above changes, effective April 4, 2011, your annual base salary will be \$257,283 and payment of any portion of the remaining \$7,717 (3%) will be dependent on the corporate performance within each QIP. Should performance result in a payment, it is expected it will be paid to you as a lump sum in May 2012 subject to any applicable statutory deductions and will be considered pensionable. Additionally, you should further be advised that this change in base salary will impact your Long Term Disability (LTD) coverage. Beginning April 4, 2011, insurance for LTD will be based on the base salary amount of \$257,283. The compensation tied to performance will not be insured.

\$146.69/hr

Attached is a copy of the 2011/2012 QIP plans for each hospital and the respective performance targets.

Robin, should you wish to discuss these changes further, please do not hesitate to contact either one of us. We look forward to your arrival!

Sincerely,

Gillian Kernaghan, MD, CCFP, FCFP
President and Chief Executive Officer
St. Joseph's Health Care, London

/ Bonnie Adamson, MScN, FCCHSE, FACHE
President and Chief Executive Officer
London Health Sciences Centre

CC: HR File

EXECUTIVE EMPLOYMENT AGREEMENT

AGREEMENT made the 14th day of January , 2011.

BETWEEN:

ST. JOSEPH'S HEALTH CARE LONDON, a corporation without share capital duly incorporated under the laws of the Province of Ontario, having its head office at the City of London, in the County of Middlesex, in the said Province, hereinafter referred to as "St. Joseph's"

OF THE FIRST PART

- and -

Robin Walker, hereinafter referred to as the "Executive"

OF THE SECOND PART

WHEREAS St. Joseph's is engaged in the operation, maintenance, and management of a public hospital in the County of Middlesex;

AND WHEREAS St. Joseph's and London Health Sciences Centre (LHSC) have embarked upon a joint appointment initiative to create certain integrated leadership positions and have agreed to create an Integrated Vice President, Medical Affairs and Medical Education role (the "position") subject to the terms and conditions of this Executive Employment Agreement (the "Agreement");

AND WHEREAS the Executive possesses certain skills and qualifications in the areas of Hospital Administration and Management;

AND WHEREAS St. Joseph's and the Executive have agreed to enter into an employment relationship for the mutual benefit of St. Joseph's, LHSC, and the Executive in accordance with the terms and conditions set out in this Agreement;

NOW THEREFORE THIS AGREEMENT WITNESS that in consideration of the promises and mutual covenants herein contained, the parties hereto covenant and agree as follows:

1.0 ENGAGEMENT AND TERM

1.1 St. Joseph's hereby confirms the engagement of the Executive in the position of .9 FTE Integrated Vice-President, Medical Affairs and Medical Education and the Executive hereby accepts the said employment effective April 1, 2011.

1.2 The term of employment with St. Joseph's shall expire upon the Executive's resignation, retirement or termination of employment in accordance with the provisions of this Agreement.

1.3 The Executive acknowledges and agrees that the position of Integrated Vice-President, Medical Affairs and Medical Education is subject to the periodic review by LHSC and St. Joseph's (the "organizations") of the need to maintain or continue the position on an integrated basis and may be discontinued or terminated by LHSC and St. Joseph's without such discontinuance or termination constituting a constructive dismissal of the Executive at law or a breach of this Agreement, provided that the Executive is offered continued employment by either St. Joseph's or LHSC in a role of Vice-President, Medical Affairs and Medical Education or a role in a senior executive position within the Executive's knowledge, skills and abilities; and at an equivalent level of compensation and benefits.

2.0 DUTIES AND RESPONSIBILITIES

2.1 The Executive, while employed by St. Joseph's, shall have the power and authority to manage his assigned portfolio within the context of the role outline, and directly in concert with the other members of the Senior Leadership Teams and the operations of LHSC and/or St. Joseph's. The Executive shall obey and carry out all lawful direction given by St. Joseph's and/or LHSC and shall obey and carry out the by-laws, rules and regulations and constituting documents of both organizations as may be in place from time to time.

2.2 While in the position of Integrated Vice-President, Medical Affairs and Medical Education, the Executive shall discharge his duties and responsibilities in a manner consistent with the expectations outlined in Appendix 1 hereto, and which Appendix 1 shall form part of this Agreement. In the event that the Executive becomes solely the

Vice-President, Medical Affairs and Medical Education of either St. Joseph's or LHSC in accordance with the provisions of sub-section 1.3 above, the Executive shall discharge his duties and responsibilities in a manner consistent with the reasonable expectations as established by either St. Joseph's and/or LHSC.

- 2.3 Unless prevented by ill health or sufficient cause as described in paragraph 2.7 or 2.8, the Executive shall, during the term of employment, devote the whole of his work-time (.9 FTE) and attention to the business of the organizations (with the exception of that which is agreed upon regarding clinical work) and shall not, without prior written consent of the organizations, engage in any other business or employment. It is recognized that a normal part of the Executive's employment includes representing the organizations on task groups or committees, or being a voluntary member of one or more boards of directors or committees of other healthcare related organizations or community associations.
- 2.4 The Executive shall well and faithfully serve St. Joseph's and /or LHSC and shall use his best efforts to promote the interests thereof of the organizations and shall not disclose the private affairs of the organizations or any related or associated corporations or any secrets in the organizations' possession or any related or associated corporations or confidential personal information during his employment pursuant to this Agreement or at any time thereafter, except for information that is already public or when required by law or court order.
- 2.5 The Executive will have a direct reporting relationship to the President and Chief Executive Officer, St. Joseph's and the President and Chief Executive Officer, LHSC.
- 2.6 As a member of the St. Joseph's and LHSC's Senior Leadership Teams, the Executive is required to periodically perform executive-on-call duties that include assuming additional corporate leadership responsibilities during an emergency or other unusual circumstance. While performing executive-on-call duties, the Executive is required to be available to provide on-site leadership to St. Joseph's and/or LHSC on a 24hour/7 day basis.
- 2.7 At the request of the Executive, the President and Chief Executive Officer, St. Joseph's

and the President and Chief Executive Officer, LHSC may grant a temporary reduction in the Executive's workload or a short-term paid or unpaid leave depending on the circumstances. Reasons for a such a change include but are not limited to: an urgent family emergency or personal matter. Reasonable effort will be made to accommodate the Executive in such matters and grant the requested change. Normally, the Executive's benefits are maintained during such a temporary change in working conditions.

- 2.8 At the request of the Executive, the President and Chief Executive Officer, St. Joseph's and the President and Chief Executive Officer, LHSC may approve the Executive accepting a short-term special assignment to perform work for another organization for which the Executive may receive additional compensation. Such approval is contingent on such an assignment not impairing the ability of the Executive to fulfil his obligations to St. Joseph's and/or LHSC, or create a conflict of interest.

3.0 EMPLOYMENT REMUNERATION

During the term of employment of the Executive, St. Joseph's agrees to provide the Executive with the following remuneration:

3.1 BASE SALARY

Effective April 1, 2011 an annual base salary of \$265,000 will be paid bi-weekly, subject to any and all necessary withholdings and payroll deductions as required by applicable laws. Increases to the Executive's salary shall be based on an annual review of the Executive's performance and approved in writing by the President and Chief Executive Officer, St. Joseph's.

151.00/hr
@ 1755 hr

3.2 PERFORMANCE-BASED COMPENSATION

It should be recognized that with the recent passing of Ontario Bill 46 (Excellent Care for All Act), hospital senior executives will be required to have a compensation plan which includes a performance-based "at-risk" component. At the present time, St. Joseph's and LHSC are drafting a framework for Executive performance-based compensation. This framework is anticipated to include a 2-3% performance-based "at risk" portion of the Executive's current annual salary. Details with respect to the "at-risk" portion will be

provided by February 20th, 2011 and will outline the targets, metrics and evaluation methodology/criteria . Effective April 1, 2011, 2-3% of the annual base salary stated in 3.1 will become "at-risk" and performance based. The performance based compensation program for Executives may have changes that occur in subsequent years and as such these changes, which may include changes to the percentage of annual base salary that is "at risk" performance based will form part of any ongoing remuneration under this contract.

3.2 BENEFITS

Employment benefits as established by the Board of St. Joseph's and approved in writing by the President and Chief Executive Officer of St. Joseph's and in accordance with executive remuneration practices as may be amended or revised from time to time by St. Joseph's. At present, the executive employment benefits include the following:

1. Automobile allowance of \$1000.00 per month. Because of this benefit the Executive is not eligible for reimbursement of automobile travel in his vehicle or local hospital parking expenses.
2. Extended Health Care, Hospitalization, and Dental benefits consistent with St. Joseph's non-union defined executive benefits plan.
3. Membership in the Healthcare of Ontario Pension Plan (HOOPP) per the terms and conditions of HOOPP.
4. Executive Flexible Benefit Spending Account of \$8,000.00 per calendar year that includes flexible healthcare spending account provisions as described in the Executive Flexible Benefit Spending Account plan document.
5. Long-term disability insurance in accordance with the St. Joseph's non-union executive plan.
6. Paid sick leave and short-term disability coverage in accordance with the St. Joseph's non-union executive plan.
7. \$500,000 life insurance coverage, payable to the Executive's designated beneficiary.
8. Paid time off for the twelve (12) legal and hospital recognized public holidays.

9. Each calendar year, the executive will be entitled to five (5) weeks paid vacation. Increases to paid vacation are based on years of service and in accordance with the vacation policy for the St. Joseph's non-union executive plan.
 10. Out-of-province and country business and personal comprehensive travel insurance.
 11. Employer paid annual professional dues, to a maximum of \$2,000, for up to two (2) professional associations related to healthcare or the Executive's career profession.
 12. A professional development fund of \$5,000 plus five days paid leave per year to be used to cover direct cost and time spent on the Executive's work related individualized professional development program. To the extent that this continuing education time and grant is not used in a particular year, it may be carried forward for one (1) year.
 13. The Executive is required to take regular vacation breaks from work, and not to accumulate a balance of unused vacation time in excess of five (5) weeks or twenty five days at any time. Vacation is taken at a time mutually agreed to by the Executive and the President and Chief Executive Officer, St. Joseph's and the President and Chief Executive Officer, LHSC.
 14. It is understood that St. Joseph's responsibility for any voluntary insurance, pension or benefit plans is limited to the contribution of St. Joseph's agreed share of premiums and St. Joseph's is not the insurer of any benefits provided pursuant to such plans.
- 3.3 St. Joseph's agrees to pay all reasonable business related expenses. Such expenses incurred during the conduct of St. Joseph's and/or LHSC business will be subject to approval by St. Joseph's.
- 3.4 It is a business requirement that the Executive be able to travel to any of the facilities and sites operated by St. Joseph's and/or LHSC, travel out of the London area, and to be in contact with the organizations while on-call, during declared emergencies or unusual situations that may arise at any time. Because of the requirement to carry out hospital business at all sites, be accessible when working away from London, and to respond to hospital emergencies, the Executive will be provided with: either two St. Joseph's standard desktop computers (at work and home) or a standard laptop computer; a

blackberry; and a standard pager. The automobile allowance identified in paragraph 3.2 (1), is provided to cover the travel costs associated with the job requirement of the position.

- 3.5 The Executive is entitled to spend up to a maximum of \$30,000 to cover relocation costs. This is intended to cover the Executive's relocation to London including, but not limited to, sale of existing home, purchasing a new home, moving and legal expenses, fees/commissions and taxes, interim lodging expenses, house hunting trip, travel between Halifax and London while separated from family. The Executive is required to submit original receipts to receive payment of expenses. These relocation expense funds will be accessible through the payroll reimbursement process and are intended to be spent within the first six (6) months of the Executive's start date. Should the Executive voluntarily leave his employment with St. Joseph's or is terminated with cause within one (1) year of the close date of the Executive's new home, the Executive is required and the Executive agrees to reimburse 50% of the amount paid to the Executive under this benefit, within six (6) months of the Executive's termination date.

4.0 RETIREMENT

- 4.1 At any time after the age of fifty-five (55) [HOOPP Early Retirement Provisions], the Executive may voluntarily choose to retire under the HOOPP Provisions. If practical, the Executive will provide the President and Chief Executive Officer, St. Joseph's and President and Chief Executive Officer, LHSC with at least six (6) months written notice prior to the proposed retirement date.
- 4.2 St. Joseph's retains the right to search for a replacement during the period when the Executive has announced his retirement and to employ his replacement prior to the Executive's retirement date. Under such a circumstance the Executive would cease performing his normal job duties on a date designated by the President and Chief Executive Officer, St. Joseph's and President and Chief Executive Officer, LHSC. The Executive would maintain his employment remuneration as specified in section 3.0 until his announced date of retirement.

4.3 Should the Executive retire under paragraphs 4.1, a limited benefit package will be offered and includes: Semi Private Hospitalization, Extended Health, Dental benefits and a flat amount of \$100,000 Life Insurance. This benefit package will continue to be provided up to the age of sixty-five (65), provided the Executive pays 100% of the premium cost of such benefits, however, shall cease if the Executive becomes re-employed and eligible for benefit coverage elsewhere.

5.0 TERMINATION

5.1 The Integrated Vice-President, Medical Affairs and Medical Education position may be discontinued or terminated on sixty (60) days written notice to the Executive if, in the opinion of the President and Chief Executive Officer and Board of Directors of either St. Joseph's or LHSC, the position fails to meet the management requirements of their respective organizations.

5.2 In the event of discontinuance or termination of the Integrated Vice-President, Medical Affairs and Medical Education position as noted in sub-section 5.1 above, and the Executive remains an employee of either St. Joseph's or LHSC pursuant to the provisions of sub-section 1.3 above, all of the provisions of this Agreement shall remain in full force. Should a role of Vice-President, Medical Affairs and Medical Education or a role in a senior executive position within the Executive's knowledge, skills and abilities not be offered by or available at either St. Joseph's or LHSC, the Executive shall be entitled the severance arrangements as set forth in paragraph 5.3 (d).

5.3 This Agreement and the employment of the Executive may be terminated as specified in paragraphs 5.3 (a) through 5.3 (b) herein.

a. Mutual consent in writing after discussion between the Executive and the President and Chief Executive Officer, St. Joseph's..

b. The Executive may voluntarily resign his employment by giving to St. Joseph's sixty (60) days notice in writing or such lesser notice as the parties may mutually agree.

c. Without limiting or otherwise effecting any of the remedies which St. Joseph's

may have hereunder, St. Joseph's may terminate the employment of the Executive without notice, for cause. For the purposes of this sub-paragraph, "cause" shall include, but is not limited to:

- (i) an unjustified failure of the Executive to make himself available on a full-time basis except for periods of absence otherwise contemplated by this Agreement;
 - (ii) serious misconduct by the Executive;
 - (iii) any violation of a material provision of this Agreement detrimental to the said organization or any negligent violation of the rules and regulations of the said organization as may be in place from time to time.
- d. St. Joseph's may terminate the employment of the Executive without cause, at any time, by notice in writing to the Executive. In the event of termination by St. Joseph's without cause, the Executive will receive in lieu of notice thereof the following:
- (i) Payment of five (5) months base salary up and including March 31, 2016. Commencing effective April 1, 2016 the payment of one month for each full year of continuous employment with St. Joseph's from the start date of employment with St. Joseph's pro-rated to the date of termination, with a maximum payment of fifty two (52) weeks base salary less any withholding taxes and other required deductions ("Pay-in-Lieu of Notice Period"). Any Pay-in-Lieu of Notice Period payment may be paid by St. Joseph's, in its sole discretion, either by way of salary continuation, by way of a lump sum payment or any combination of the foregoing. Base salary for the purposes of termination, is defined as the base salary under Article 3 less the performance or at risk components of compensation as would normally be awarded annually under the Ontario Bill 46 (Excellent Care for All Act).
 - (ii) Continuation of regular Hospitalization, Extended Health, Dental, out-of-

province and country Travel Insurance, and Executive Flexible Spending Account benefits, save and except Short-term and Long-term Disability and Life Insurances, until the earlier of: (a) the last date in the Pay-in-Lieu of Notice Period; or (b) the date that the Executive otherwise obtains replacement coverage from new employment with another organization/entity.

- (iii) Continuation in the HOOPP pension plan until the earlier of: (a) the last date in the Pay-in-Lieu of Notice Period; or (b) the date the Executive commences work with another HOOPP member; or (c) the date the Executive joins another registered pension plan.
- (iv) A lump sum payment equal to the automobile allowance for the Pay-in-Lieu of Notice Period;
- (v) upon written request, the Executive will be entitled to Outplacement Services up to a maximum of \$8,000.

Sick leave entitlements, Short-Term and Long -Term Disability, access to the professional development fund, and further accumulation of vacation leave credits will cease on the day of termination.

- 5.4 The Executive acknowledges and agrees that payments made to him under the provisions of sub-section 5.3 above shall be received in complete and full settlement of any and all actions, claims, benefits, rights or demands whatsoever, which the Executive has or may have and which may arise at common law or statute (including any claim for termination pay and severance pay under the provisions of the Employment Standards Act) against St. Joseph's and/or LHSC, their successors or assigns in any way concerning the termination of employment.

6.0 CONFIDENTIALITY

- 6.1 The Executive acknowledges that he will have access to and will be entrusted with, during the course of his employment, confidential information and documents relating to individuals as well as to the present and future business of both St. Joseph's and

LHSC, and the Executive acknowledges and agrees that the right to maintain the confidentiality of such information and documents to preserve the goodwill of the said organizations constitutes proprietary rights which the said organizations are entitled to protect. Accordingly, the Executive hereby covenants and agrees with the said organizations and acknowledges that this covenant shall survive the termination of this Agreement, that he will not, either during the currency of this Agreement or any time thereafter, disclose any confidential information or documents of the said organizations to any person, or use the same for purposes other than the purpose of the said organizations. The Executive acknowledges and agrees with St. Joseph's and/or LHSC that the restrictions hereinbefore contained are reasonable in the circumstances and hereby waives all defences to the strict enforcement thereof.

7.0. ILLEGALITY

7.1 In the event that any covenant or provision of the within Agreement is determined to be void or unenforceable in whole or in part, it shall not effect or be deemed to effect or impair the validity of any other covenant or provision hereof and the remainder of the Agreement shall be in full force and effect.

8.0 NOTICE

8.1 The parties shall be deemed to have received notice if,

- (a) it is delivered to the Executive or to St. Joseph's as the case may be; or,
- (b) it is mailed addressed to that party, in the case of St. Joseph's or in the case of the Executive, at his last residential address known to St. Joseph's, and five (5) days have elapsed thereafter without a substantial and relevant postal disruption.

9.0 ASSIGNMENT

9.1 This Agreement shall not be assigned by either party without the prior written consent of the other party.

10.0 GOVERNING LAW

10.1 This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario. The Courts of the Province of Ontario shall have jurisdiction to

hear and determine all disputes and claims relating to this Agreement.

11.0 ENTIRE AGREEMENT

11.1 This Agreement as well as applicable letters from the President and Chief Executive Officer St. Joseph's specifying changes to the Executive's salary, benefits, position or conditions of employment constitute the entire agreement between St. Joseph's and the Executive with respect to the employment of the Executive and cancels and supersedes all previous negotiations, understandings and agreements whether verbal or written. The parties acknowledge that there are no representations, warranties, terms, conditions, or collateral agreements express or implied, between the parties other than as expressly set forth herein.

12.0 SUCCESSORS AND ASSIGNS

12.1 This Agreement shall ensure to the benefit of and be binding upon the parties hereto, their respective permitted heirs, executors, administrators, successors and assigns.

IN WITNESS WHEREOF the parties hereto have hereunto set their hands and seals as at the day and year first written.

u _____ Witness	}	St. Joseph's Health Care, London _____ Gillian Kernaghan, President & CEO I have Authority to Bind the Corporation
_____	}	_____ Robin Walker

Appendix 1

Expectations and Behaviours of Integrated Vice-Presidents

Integrated Vice Presidents are equally accountable to London Health Sciences Centre and St. Joseph's Health Care, London for ensuring that integrated services, under their control, are managed to the mutual benefit of both organizations. Specific expectations and responsibilities include:

- Adhering to and respecting the unique mission, vision, values, by-laws, strategic direction, culture, and policies of both organizations including, when applicable meeting the obligations of a Catholic faith-based hospital as reflected in the Health Ethics Guide of the Catholic Health Association of Canada¹ including Roman Catholic values and principles as applied to the provision of health services in our community;
- Functioning as a member of the senior management group of each organization;
- Recognizing and respecting the separate identities of each organization;
- Working within the strategic and operational priorities of each organization;
- Pursuing the common and shared goals and initiatives of both organizations, including the common vision established for joint services/ventures;
- Avoiding any unilateral action in shared plans, resource distributions, integrated services, or shared policy changes without consultation with and agreement of both organizations;
- Objectively seeking out and sharing best practices for implementation to the benefit of both organizations;
- Demonstrating objectivity and fairness in dealing with issues that impact both organizations;
- Maintaining clear, consistent and timely communication within both organizations;
- Maintaining visibility within both organizations through attendance at significant internal and external meetings and events;
- Complying with the positions, cultures, and guidelines of each organization when speaking on their behalf;
- Openly identifying to the Chief Operating Officer, and/or the CEO and the senior management group when a decision being considered by one organization may adversely affect or be in conflict with the position of the other organization, and declaring any personal conflict of interest that might be associated with the topic under discussion;
- Serving as a role model for the collaborative relationships between each organization.

¹ Health Ethics Guide, published by the Catholic Health Association of Canada, and approved by the Permanent Council of the Canadian Conference of Catholic Bishops in March 2000.