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.

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 Dagone 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  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.