



TO: HSN and HSNRI employees, medical staff, learners, patient representatives and volunteers
Board members of HSN, HSNRI, HSNF, NCF, NKF and HSNVA
External partners

FROM: Dominic Giroux, President and Chief Executive Officer

DATE: January 12, 2018

RE: Changes to Senior Leadership of Health Sciences North (HSN)

After a distinguished 35-year career in health care, our Senior Vice-President and Chief Operating Officer, Joe Pilon, has informed me of his plans to retire in August 2018. Joe has been an integral part to HSN for more than 14 years and there is no doubt he will be very difficult to replace. In my short time here, I have benefited tremendously from Joe's experience and knowledge, and look forward to working closely with him as we transition to a new Senior Leadership structure. Please join me in congratulating Joe on his tremendous career as he looks forward to the next chapter in life.

In my first 100 days on the job as President and Chief Executive Officer of HSN and of the Health Sciences North Research Institute (HSNRI), I have listened closely to you throughout more than 330 unit huddles and meetings. One constant message I heard from you, the HSN experts, was that HSN is "top heavy" and that we need to reduce the number of senior managers. And, I agree with you.

Seven of the executives who were part of our organizational structure in April 2017, including the CEO position, had only one to four direct reports each. Four levels of management were represented at Senior Leadership Team meetings. There were three levels of management between the CEO and our largest program areas such as Surgery, Medicine and Critical and Emergency Care.

Given the financial challenges we are facing at HSN along with increasing needs of our communities for care, I feel that senior management must lead by example. Therefore, the following positions are eliminated:

Vice-President, Process Improvement, Quality & Patient Safety	Held until 2017 by Debbie Barnard
Vice-President, Finance and Chief Financial Officer	Held by Paul St. George
Associate Vice-President, Medical Affairs	Held until 2016 by Dr. Sarah Strasser
Associate Vice-President, Acute Care	Held until 2017 by Grace St. Jean
Chief, Communications and Community Engagement	Held by Viviane Lapointe

I want to thank Viviane Lapointe and Paul St. George for their combined 37 years of service at HSN and wish them well in their future endeavours. In order to allow for a smooth transition, between now and the end of the fiscal year, they will serve as Advisors to Rhonda Watson and Joe Pilon respectively.

Dr. Chris Bourdon, David McNeil and Rhonda Watson, who were previously reporting to Joe Pilon, now report directly to me.

Rhonda Watson will serve as Vice-President, People Relations and Corporate Affairs. Responsibility for Communications and Community Engagement, Organizational Development and Learning, support to the Board of Directors and relationships with foundations and the volunteer association are added to her portfolio.

As Senior Vice-President and Chief Operating Officer, Joe Pilon will now directly lead the directors of Finance (Carolyn Jodouin), Support Services (Patrick Tarini), Facilities Management (Pat Tessier), Materials Management (Debbie McQuarrie), Decision Support and Reporting (Sandra Duhamel) and the Manager of Business Development (Ajai Kudari). A national search will be conducted to recruit Joe's successor.

After serving for 17 years as Vice-President and Chief Nursing Executive, David McNeil is promoted to the role of Senior Vice-President, Patient Experience and Digital Transformation. He will lead the Vice-President and Chief Nursing Executive (to be recruited), the Vice-President, Cancer and Clinical Support (Mark Hartman), the Chief Information and Privacy Officer (Gaston Roy), the Chief Medical Information Officer (Dr. Tyler Christie), the Interim Director of Organizational Excellence and Patient Relations (Lorie Eastick) and Dr. Carrie Bourassa who will serve as part-time Special Advisor for Indigenous Health.

Maureen McLelland is appointed as Special Advisor to the CEO for Strategic Planning, until March 2019. She will support a 31-member Strategic Planning Steering Committee tasked to recommend by December a four-page focused 2019-2024 Strategic Plan for HSN and HSNRI with no more than five key goals or aspirations and no more than 25 outcomes to be achieved by 2024. In a separate communication, I will share more details about the exciting and very engaging strategic planning process that will be launched in the coming weeks.

David McNeil is appointing Darren Jermyn as Interim Associate Vice-President, Health Promotion, while Maureen is assigned to the strategic planning process. Darren will lead Community Care and Rehabilitation, Mental Health and Addictions, NEO Kids and Family and Inter-Professional Practice, the Regional Geriatric Program, the Northern Outreach Team and Ethics/Spiritual and Religious Care. Maureen will return to this Associate Vice-President role in April 2019.

David is also appointing Lisa Smith as Interim Vice-President and Chief Nursing Executive, leading Surgery, Medicine, Critical and Emergency Care, Infection Prevention and Control, Patient Flow and Utilization. A national search will be conducted to recruit for this role.

The Regional Director of Nephrology, Stephanie Winn, will now report to Mark Hartman.

The vacant position of Director, Capital Campaign will evolve in the coming year after discussions with foundations and the volunteer association.

When all is said and done, these changes will:

- Reduce the total number of Vice-President, Associate Vice-President, CIO and Capital Campaign Director level positions by 29% from 14 in 2016 to 10 by 2019;
- Eliminate a level of management between the CEO and most departments;
- Reduce the size of the Senior Leadership Team from 13 last April to 10 by 2019;
- Allow for new perspectives through the recruitment of a new Senior Vice-President and Chief Operating Officer and a new Vice-President and Chief Nursing Executive;
- Provide for dedicated leadership capacity for our upcoming strategic planning process, leveraging internal talent instead of using external consultants;
- Enhance our organizational focus for Digital Transformation and Indigenous Health;
- Improve the proportion of clinicians on the Senior Leadership Team.

The Senior Leadership Team will now be composed of the following colleagues:

- Dr. John Fenton, Chief of Staff;
- David McNeil, Senior Vice-President, Patient Experience and Digital Transformation;
- Joe Pilon, Senior Vice-President and Chief Operating Officer (pending a search for his successor);
- Dr. Chris Bourdon, Vice-President, Medical and Academic Affairs;
- Lisa Smith, Interim Vice-President and Chief Nursing Executive (pending a search for a permanent appointment);
- Mark Hartman, Vice-President, Cancer and Clinical Support;
- Dr. Janet McElhaney, Vice-President, Research;
- Rhonda Watson, Vice-President, People Relations and Corporate Affairs;
- Maureen McLelland, Special Advisor to the CEO, Strategic Planning (until March 2019).

Understand that these changes were made with considerable thought. Every member of Senior Management except the Chief of Staff is seeing some change either in his or her supervisor, direct reports, job title or employment status. I know that change can be challenging, but change and evolution are crucial to our success. At the end of the day, we are in the business of providing the best health care possible and that is where we need to place our focus.

I am very fortunate to be surrounded by such exceptional talent, and look forward to what's ahead for HSN and HSNRI as we develop together our next strategic plan in the coming months.