OPPORTUNITY PROFILE

CHIEF EXECUTIVE OFFICER (CEO)

MAPLEWOOD CARE SOCIETY

NELSON/KRAFT
AND ASSOCIATES
Maplewood Care Society seeks an experienced Chief Executive Officer (CEO) to provide overall leadership, direction and administration in accordance with the Strategic Directions Plan and in alignment with the Vision, Mission and Values of the organization. Reporting to the Board President, the CEO will model values that are in harmony with the values of Maplewood Care Society and its Board of Directors when representing the organization in the Fraser Valley and BC Health Communities and when building positive partnerships within the community and with stakeholders.
OUR STORY

Maplewood Care Society is a non-profit society incorporated in 1969, providing quality residential care services in Abbotsford. The Society is devoted to uncompromising effort and provision of resources in maintaining a home-like atmosphere and support for residents’ health – their physical, mental and social wellness – while maximizing their individual independence. We operate two residential care facilities in Abbotsford, BC - The MSA Manor (est. 1973) and The Maplewood House (est. 1989). Additionally, we offer an Adult Day Program to support clients living at home who may be at risk of losing their independence.

MISSION

We uphold our tradition of excellence, serving and supporting with dignity, one unique person at a time.
OUR VISION

Peace, value, choice and dignity will be experienced in all of the lives we touch in our community.

OUR VALUES

• We value and respect diversity in our clients, staff and care methodology, embracing all the needs of the members of our community.

• We value safety and commit to ensuring a healthy environment free from physical, emotional and spiritual harm.

• We value individuality. Everyone has a story and we honour their journey.

• We value respect by carrying out all of our interactions in a manner that recognizes the strengths each person brings to our community.
OUR BOARD

The matters of Maplewood Care Society are entrusted to a board of directors by members of the Society. Board members are community-minded individuals who reflect a wide variety of experience and competence and reflect integrity, understanding and kindness.

- Society Members: 62
- Board of Directors: 12

OUR PARTNERS

Maplewood values relationships as a way of building a strong community. Engaging with community and corporate partners is one of the key ways we do this.

Fraser Health is a core partner and key stakeholder with the Society. They provide funding to Maplewood House and MSA Manor and manage access to the beds and day program spaces. Fraser Health also serves the Society as a key consultation resource. Maplewood views this partnership as a collaborative one that supports the person-centered values of the Society.
OUR HOMES

Maplewood employs both unionized and contracted individuals. Unions include the BCNU and HEU. Contract services are currently held through SimpeQ (RNs, LPNs, Care Aides, and Recreation Aides), West Cana Services (Dietary Aides) and Hallmark Facilities Services (Housekeeping Aides).

Maplewood House:
• 122 Employees
• 78 Beds: 76 FHA Funded Beds (23 designated as “Behavioural Transition Neighbourhood”), 2 FH Funded Respite Beds

Day Program for Older Adults at Maplewood House: *(currently on hold due to COVID-19)*
• Operates Monday to Friday, 10:00 am – 3:00 pm
• Funded for up to 17 community residents

MSA Manor:
• 50 Employees
• 34 Beds (all FHA funded)
THE JOB

POSITION SUMMARY

Under the general direction of the Maplewood Care Society (MCS) Board, in alignment with the Vision, Mission and Values of the organization, and in accordance with the Strategic Directions Plan, the Chief Executive Officer (CEO) provides overall leadership, direction and administration to MCS operations including all components of MSA Manor, Maplewood House long-term care, Day Program for Older Adults (DPOA) and caregiver support services, and all Society development and expansion. The CEO upholds appropriate conduct and the Society’s standards and boundary principles to safeguard both the integrity and reputation of the Society. The CEO carries out these responsibilities as follows:

1. Assists the Board in its governance role through the provision of reports, draft policies, advice on Board procedural issues (rules of order), resource support to committees, and arrangements for Board education.

2. Represents and conveys the values of MCS and its Board of Directors to the senior leaders, staff, contracted service providers, residents, clients and families as well as to external agencies and partners.

3. Develops, updates and implements a Board-approved Strategic Directions Plan, aligning organizational and operational priorities with the Plan to achieve its goals within the approved timelines.

4. Ensures a safe working environment for staff and a safe living and visiting environment for residents and clients.

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5. Develops, updates and implements a Board-approved organizational structure.

6. Ensures that appropriate policies and procedures are in place to achieve effective Quality Improvement and Risk Management programs as well as optimal resource utilization throughout the organization.

7. Directs the preparation of annual operating, capital and project budgets and long-range financial strategies that comply with Board expectations and generally accepted accounting principles, and that will achieve the objectives of the organization.

8. Leads long-range planning initiatives and provides executive leadership to capital projects and fundraising.

9. Ensures that the organization is in compliance with all legal requirements arising from the MCS Constitution & Bylaws, legislation, regulations, municipal bylaws, contracts and agreements, and applicable government, health authority and licensing policies.

10. Establishes and maintains effective communication and relationships with MCS members, supporters, donors, health authorities, community and government agencies, other healthcare organizations, the media and the general public.
DUTIES AND FUNCTIONS

1. Leads regular MCS senior leadership and other team meetings to:
   - Address MCS priorities in relation to the Strategic Directions Plan
   - Ensure the effective operation of the sites, programs and services
   - Set the direction for site-and organization-wide issues
   - Plan for upcoming opportunities, challenges and projects

2. Ensures that the current senior leadership team and appropriate organizational structures are in place. Develops and maintains sound organizational plans and business practices, including delegation of responsibility, accountability and authority for the assigned function to the members of the senior leadership team. Evaluates the performance of the senior leadership team and other direct reports.

3. Leads the development process of annual budgets and financial strategies to ensure solvency and adequate resources for the delivery of care support services in the most efficient manner without compromising the quality of care and services.

4. Through the MCS senior leadership team, ensures effective planning and development of resident care and client programs and services, ongoing staff education, adoption of “best practices” to achieve the best quality for the least cost and harmonization of policies and procedures across the organization.

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5. Promotes a work-life culture that fosters harmonious working relations at senior leadership, administrative, supervisory, and front-line staff levels, and that respects the uniqueness of each site, program, and service. Maintains and supports effective working relationships with Medical Coordinators, the medical staff and contracted service providers. Ensures that all contractual, compensation and employee programs are aligned to effectively attract and train competent persons to deliver high-quality care and support services.

6. Participates in Board and Committee meetings and activities, providing reports on short, medium and long-range plans, ongoing operations, financial status and projections, provincial and regional developments in healthcare, and any other issues relevant to the Board’s governance role. Interprets and implements policies and decisions approved by the Board.

7. Ensures the ongoing development of continuous quality improvement (CQI) initiatives and risk management practices, consistent with the standards of Accreditation Canada, through the MCS senior leadership team, committees and policies.

8. Consults with legal counsel, the senior leadership team and other resources to ensure compliance with all applicable legal requirements pertaining to the Society and Board, the operations and business dealings of the organization, MCS property, and the residents, clients and staff of MCS.

9. Develops and maintains effective public relations initiatives, ensuring that the interests of MCS are advanced at Society, community, health authority, and political levels, and that the appropriate communications are maintained.

10. Directs all fundraising and donor stewardship associated with the Society.

11. Performs other related duties.
QUALIFICATIONS

Education:

• Graduation from a Masters level program in Health Care and/or Business Administration.

• Qualifications for membership in the Canadian College of Health Leaders.

• Minimum of 10 years recent related experience in a senior executive position preferable in health care or the equivalent combination of education and business administration experience.

Philosophical Alignment:

Personal beliefs and values that are in harmony with the values of Maplewood Care Society and its Board of Directors.

Skills and Abilities:

• Demonstrated effective leadership, planning and organizational skills.

• Demonstrated effective written and oral communication skills.

• Ability to develop and maintain effective interpersonal working relationships with external contacts and the MCS Board and foster the same at all levels in a complex organizational and operational environment.

• Skilled in the use of technology required to carry out the duties and functions of the position.
SEARCH PROCESS

NELSON/KRAFT & ASSOCIATES INC.

OUR SEARCH TEAM

MARK KRAFT

Leading the Search

Mark is a certified executive coach and Birkman Method consultant. With a background in pastoral ministry, strong leadership development skills, and a passion for helping not-for-profit organizations succeed, Mark has become highly sought after for his expertise in recruiting, networking, crisis management, team building, and best practices for board governance.

LARRY NELSON

Supporting the Search

Larry is a chartered professional accountant and former CEO of the Baptist Housing Society in BC. He has served on many charity boards nationally and provincially including the board of the Canadian Council of Christian Charities. He has placed over 80 senior executives and worked with more than 50 not-for-profit organizations across Canada. He is passionate about lending his professional expertise to not-for-profit organizations.

ESTIMATED SEARCH TIMELINE

While every search is dynamic and time frames are hard to predict, the following is an overview of the expected timeline for this search:

Application deadline: October 30, 2020
Finalist Candidate Start Date: TBD
Location: Abbotsford, BC

HOW TO APPLY

Forward your resume and cover letter to Mark Kraft at info@nelsonandkraft.com

Please note, qualified candidates for this search must be Canadian residents at the time of application.

Nelson/Kraft & Associates Inc. welcomes and encourages applications from people with disabilities. Accommodations are available on request for candidates taking part in all aspects of the selection process.

FOR MORE INFORMATION, PLEASE CONTACT:

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