



TOBAGO REGIONAL HEALTH AUTHORITY (TRHA)

JOB DESCRIPTION

JOB TITLE: CHIEF EXECUTIVE OFFICER (CEO)

GEOGRAPHIC LOCATION: TOBAGO

TITLE OF IMMEDIATE SUPERVISOR

Chairman of the Board of Directors

1. MANDATE

The Chief Executive Officer is expected to provide inspiring and strategic leadership while administering, directing and coordinating all activities of the Authority toward the fulfillment of the institution's values, mission, strategy, and the achievement of its annual goals and objectives. The incumbent must engage in strong stakeholder management activities and recommend, develop, and implement a comprehensive strategy to address the island's emerging characteristics and needs of the TRHA. The incumbent must undertake the necessary timely actions to meet the changing needs of the communities in which the Authority provides health services, ensuring compliance with institutional, regulatory and governmental requirements and the establishment of appropriate corporate strategies, plans and perspectives. The incumbent must transform healthcare delivery services to meet international standards.

KEY FUNCTIONS

- a. Develop long-range strategic plans, governance structure, corporate objectives, plans and procedures, subject to agreed strategic imperatives and in accordance with policies approved by the Board of Directors
- b. Provide leadership in the execution of the legal and regulatory framework that governs the Authority and support the Board's responsibility to develop and periodically review the mission, objectives and strategic plan.
- c. Oversee the design, marketing, promotion, delivery, risk and quality management of all healthcare programs and services provided to the community by ensuring that policies and practices effectively support safe and quality patient care, and that the delivery of healthcare services provides the highest level of a positive experience to the patient.
- d. Develop a system of metrics to track the performance of the Authority, govern the operations of the institution, set goals through objectively derived benchmarks and monitor goals in a value-added manner.
- e. Oversee the financial and accounting ordinances of the Authority, recommend yearly budget for Board approval and ensure prudent management of the financial resources within those budget guidelines; according to current laws and regulations.

- f. Ensure appropriate systems and structures are in place for the effective management and control of the Authority and its resources including the employment, development, control, direction and discharge of all employees of the Authority. Ensure structures and systems for the development, review and recommendation of new programs, program expansion or changes.
- g. Represent the Authority externally to the community, government, media other organizations and agencies, and communicate with related health care agencies to promote co-ordination and/or planning of local health care services.

KEY DUTIES

- a. Develop, recommend and implement a framework of corporate policies and procedures to facilitate the achievement of established corporate goals and objectives in accordance with the mission and vision of the Authority. Develop, recommend and implement an appropriate framework of corporate policies and procedures for divisional operations.
- b. Plan, direct, control and report on the operations of the Authority to ensure the achievement of defined work targets and to facilitate the attainment of established short, medium and long term goals and objectives.
- c. Oversee the preservation of the asset value of TRHA's capital investments. Oversee the management of construction and facility rehabilitation activities, and ensure disaster and emergency preparedness activities are appropriately planned, exercised, and documented.
- d. Oversee the negotiation of professional, consultant and service contracts ensuring that appropriate internal and management controls are established and maintained.
- e. Oversee and establish a strong corporate performance management system to ensure high levels of productivity across the Authority and review and evaluate operational performance to initiate appropriate corrective action for the achievement of defined performance targets.
- f. Direct the implementation of a robust quality management system that results in conditions and actions conducive to good quality management and offer a model to transparently present these to managers, considering their own part in quality and safety.
- g. Direct the effective coordination of a security system to ensure the availability, proper utilization and safekeeping of the institution's resources and assets.
- h. Coordinate the preparation of annual budgets for the operations of the Authority, administer sanctioned budgets, and approve operational and financial transactions within established discretionary limits.
- i. Establish an organizational structure to ensure accountability of all departments and staff for fulfilling the mission, objectives and strategic plan of the institution.
- j. Represent the Authority with customers, external agencies, government, the media and the public and liaise with regional and international health sector agencies as required to promote the objectives of the Authority.

- k. Prepare management reports and review corporate performance reports for submission to the Board of Directors.
- l. Sign relevant legal, security and institutional documentation on behalf of the Authority as required.
- m. Translate the strategic direction of the Board, goals and objectives into operational plans and activities in accordance with the approved business plan and engage the TRHA team to effectively carry out the mandate. Utilize a set of numbers (metrics) representing key success factors.
- n. Perform other related duties as required by the job function.

2. KEY RELATIONSHIPS

- a. Reports directly to the Chairman of the Board of Directors

Supervises the Chief Operating Officer, Clinical Heads of Department – MCOS-SG; MCOS-RH; GM Patient Care; GM Primary Care, Managers HSE, Quality, and Communications

- b. Liaises with Executives and Department Heads internally and with institutional, governmental, regulatory and commercial agencies and representatives locally and regionally.

3. KEY AUTHORITIES

Authorized to:

- a. Establish objectives and direct the operations of all functions of the Authority
- b. Prepare operational, informational and statistical reports for the Board of Directors
- c. Sign institutional, legal and security documentation on the Authority's behalf
- d. Approve operational and financial transactions within approved discretionary limits

4. KEY REPORTS

- a. Management reports and metrics
- b. Annual reports
- c. Annual budget
- d. Financial Statements
- e. Sectoral performance reports

5. PERFORMANCE PARAMETERS

- a. Short, medium and long term goal achievement within defined cost, time and quality
- b. Degree of corporate compliance with established policies and procedures
- c. Total operating margin
- d. Frequency and nature of budget variances

- e. Quality metrics
- f. Inpatient Flow: inpatient raw mortality rate, harm events per 1000 patient days, occupancy rate, patient satisfaction, readmission rate, bed turnover,
- g. Outpatient Flow: Visits, tests, procedures, modalities
- h. Employee engagement levels
- i. Downtime of health care equipment and machinery
- j. Workforce productivity levels
- k. Door-to-doc" time in the emergency department
- l. Asset and facilities management

6. PERSONAL QUALIFICATIONS

A **though leader** in health management and administration and possesses extensive theoretical and practical knowledge of strategic management, healthcare management and administration, business development, finance, human resources, quality management, risk management and regulatory requirements set by the government. Clear understanding of the Authority's short, medium and long term goals and objectives, sound appreciation of health sector management issues, imperatives, and challenges; negotiating ability, interpretative judgement, calculative, analytical, diagnostic and communicative abilities, and well developed knowledge of the institutional, governmental, socio-economic and cultural framework in which the Authority operates. Develop appropriate key performance indicators to monitor institutional performance and design collection methods to produce timely, actionable information.

Qualifications

- Specialized training in Health Sector Management as evidenced by postgraduate study in the field such as a Master's degree in Hospital Administration, Business Administration or Public Health with focus on Health Policy and Management.
- Preference for applicants certified in Health Care or Health Sector Management.

Experience

- At least ten years' experience in the health sector, five or more which should have been at the senior management level.

7. COMPETENCY MODEL

- a) **Visionary and Adaptive Leadership:** plans and executes vision based on both current and future possibilities, and inspire the teams to adapt and thrive in a changing environment. Demonstrates openness, imagination, persistence, conviction and the ability to lead a meaningful process of change in a purposeful manner
- b) **Masterful Execution.** Uses appropriate methods of power to motivate colleagues and stakeholders into action for accomplishing needed, tasks, and objectives. Creates a focus around key priorities and builds the capability to deliver results.
- c) **Strategic Thinking, Strategic Scanning:** Ability to move the business of health care beyond the traditional paradigms of care delivery, and apply new approaches and perspectives to solve problems. Looks beyond status quo and traditional boundaries to explore the new. Is future-based, curious, long-term-focused, willing to take risks, able to prioritize, and both nimble and creative.
- d) **Ability to Build Loyalty and Trust:** Demonstrates relationship-building skills and collaboration of a new magnitude, builds loyalty and trust outside of the Authority and outside the health care field, develops strategic relationships and alliances, builds loyalty and trust by inspiring others to embrace the vision and view relationships as key to leading change.
- e) **Self-Mastery:** Is able to perceive, understand, control and evaluate their own emotions and those of others. Is emotionally intelligent and influences, motivates and inspires others. Understands own strengths and developmental needs, as well as the will and discipline to use these strengths for the benefit of others. Acknowledges that learning is a tool to further development.

- f) **Deep Knowledge and Expertise:** Is knowledgeable and experienced in the health services management and leadership industry. Understands all aspects of and the complexity of the businesses, and is knowledgeable of the use of technology to enhance business improvement. Demonstrates sound knowledge and know-how within the healthcare management professional/discipline. Is knowledgeable about current relevant techniques, tools and methodologies in the field.
- g) **Decision Making and Problem Solving:** Makes sound decisions and resolves problems by a systematic process of analysis and evaluation that results in the application and implementation of viable solutions. Ability to solve complex, difficult, and intractable problems, creates effective and innovative solutions and decisions that have a positive, far-reaching, and comprehensive organizational impact, influencing future events and directions.
- h) **People and Organisation Development:** Develops long term capabilities of others, and the organization. Influences development of talent systematically across the Authority for a broader impact on organisation capabilities.

This document is intended to reflect those factors considered necessary to describe the principal functions of your job and should not be construed as a detailed description of all work requirements that may be inherent in the job.