



*POSITION PROFILE*

**BAYCREST FOUNDATION  
PRESIDENT AND CHIEF EXECUTIVE OFFICER**

July 2016

**POSITION PROFILE**

**Client Organization:** Baycrest Foundation  
**Position Title:** President and Chief Executive Officer  
**Reports to:** Board of Directors and President and CEO of Baycrest  
**Location:** Toronto, ON

**THE CONTEXT**

This is a transformational leadership role at a world class organization focused on the care of older adults, education, innovation, and research on aging and brain health.

The new President and CEO of the Baycrest Foundation will work with an active and supportive Foundation Board and lead a team of passionate skilled fundraisers and volunteers to achieve a significant \$600 million campaign target over the next 10 years. The campaign, now in its third year, has already raised \$160 million. The money raised will help propel Baycrest to a global leadership position in research and enable the continued exemplary care of the older adult Baycrest community.

**THE FOUNDATION**

The Foundation’s mission is to inspire investment in support of Baycrest Health Sciences. The vision: Donors transform the experience of aging through innovations in brain health, wellness and care. The work of the Baycrest Foundation enriches the quality of life of the immediate and extended community by providing crucial funding to Baycrest in support of programs and services that promote excellence in care, research, education and innovation in the field of aging. Founded by the Jewish community in 1979 and guided by the principles embedded in our faith and culture, Baycrest Foundation is committed to pursuing our mission through compassion, advocacy, respect and excellence.

**BAYCREST HEALTH SCIENCES CENTRE**

Baycrest Health Sciences is a global leader in geriatric residential living, community care, research, innovation and education, with a special focus on brain health and aging.

As an academic health sciences centre fully affiliated with the University of Toronto, Baycrest provides an exemplary care experience for aging clients and their families combined with an extensive clinical training program for students and one of the world’s top research institutes in cognitive neuroscience. Through its commercial and consulting arms, Baycrest is marketing its sought-after expertise and innovation to other healthcare organizations and long-term care homes, both in Canada and internationally.



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Founded in 1918 as the Jewish Home for the Aged, Baycrest continues to embrace the long-standing tradition of all great Jewish healthcare institutions to improve the well-being of people in their local communities and around the globe.

### **Baycrest Mission**

Baycrest is an academic health sciences centre that provides an exemplary care experience for older adults across a variety of institutional and community based settings. We are devoted to improving the quality of life of older adults everywhere through the integration and application of exceptional healthcare, wellness promotion, research, and educational activities. We draw inspiration from the unrivalled support of generations of families within our community and the ethical and cultural values of our Judaic heritage. Our traditions compel us to devote ourselves to helping others in need, while pursuing wisdom through educational attainment and scientific inquiry.

We are dedicated to:

- Achieving the highest quality and innovation in client-centered clinical and residential care and patient safety;
- Generating and applying clinical and scientific breakthroughs;
- Sharing our expertise nationally and globally, serving as a thought leader and resource for information to support the health and wellbeing of the older adult population;
- Providing a community of care and learning that encourages creativity and personal and professional growth for all of our staff, physicians, volunteers, and students; and,
- Effectively advocating for an accessible and comprehensive healthcare and community support system that responds to the diverse needs of older adults.

### **Baycrest Vision:**

***We will transform the experience of aging through leading innovations in brain health, wellness promotion, and approaches to care that enrich the lives of older adults.***

### **Baycrest Values:**

**Compassion** comes from caring relationships that are promoted and nurtured through a culture of sensitivity, understanding, trust, and integrity.

**Advocacy** is essential in promoting change and socially responsible choices that are sensitive to the needs of older adults and is best achieved through a strong collective voice of clients, families, staff, volunteers, and community partners.

**Respect** comes with the understanding that each person is unique, with intrinsic dignity and worth.

**Excellence** is achieved when we reach beyond what was ever thought possible through inquiry, discovery, and lifelong learning. We apply this to all the work that we do to ensure the highest quality of care and an exceptional experience for the people we serve.



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## **BAYCREST RESEARCH AND INNOVATION**

Baycrest is a leader in cognitive neuroscience and memory research, with the goal of transforming the journey of aging. The stellar reputation of the [Rotman Research Institute \(RRI\)](#) reflects its ability to raise and answer fundamental questions about memory, aging and the neuroscience of cognition. The Canadian Centre for Aging and Brain Health Innovation (CC-ABHI) along with the RRI are assets/attributes of Baycrest that bring strategic brand differentiation and sector leadership currency. Baycrest is home to a global tele-education program in brain health and aging that is unrivaled.

At Baycrest, we create, evaluate and transfer new practices, knowledge and products from our health sciences platform and bring them to market to provide a system-wide impact on care delivery, quality of life and health and wellness for an aging population.

## **THE ROLE AND MANDATE**

### **President and CEO of the Baycrest Foundation**

- Reports to both the Foundation Board of Directors, and the President and Chief Executive Officer of Baycrest.
- Acts as the lead fundraiser for the organization.
- Leads a fundraising staff of approximately 45 individuals and network of volunteers.
- He/she accomplishes the Foundation's objectives by interacting and collaborating with a broad range of partners and colleagues, including: senior management, top clinicians, researchers and other key administrators within Baycrest, existing and potential donors (private individuals, corporations, charitable foundations and possibly government), as well as the media and the general public.

## **KEY EXPECTATIONS/ PRIORITIES**

***Develop an over-arching strategy that allows Baycrest to meet its fundraising goal of raising \$600 million by 2024.***

In 2014, Baycrest started an ambitious campaign to raise \$600 million over 10 years. This goal represents a step change from past historical fundraising efforts which delivered approximately \$20 million (cash donations) annually. This fundraising objective is tightly aligned with the organization successfully achieving its strategic goal of being a global leader in its field, and entails maximizing the relationships with existing donors and evolving the donor base beyond its current state.

The new President and CEO will work with the Centre to establish the projects that support the \$600 million campaign and work with the Board, campaign cabinet, lay-leaders, management and Foundation staff in expanding the fundraising base to identify and secure new capital sources and ensure that the Foundation is appropriately balanced in its sources of future revenue. This executive must bring innovative thinking to developing leading fundraising activities while keeping the existing donor-base fully engaged.



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***Establish a clear Baycrest brand message to the stakeholder and donor community.***

Baycrest is an evolving brand that is well recognized in its field as a global leader, but has limited recognition outside its traditional base of support. The organization aspires to be the “iconic” global brand in brain health and senior care innovations but lacks a clear and coherent messaging strategy to communicate what it represents to the public. The result is that Baycrest represents different things to different stakeholders (staff; patients; volunteers; various levels of government; and donors).

In achieving his/her goals, and working alongside senior management and the Baycrest Centre, this executive will proactively define, amplify and enhance Baycrest’s image on a local, national and global level, highlighting the organization’s commitment to being the global leader and innovator in brain health, while honouring its rich history and traditions and always ensuring connections with a strong and longstanding supporter community continue to grow and flourish.

***Broaden the Foundation’s fundraising reach into new markets both locally and nationally.***

The President and CEO will be called upon to solidify existing relationships and build new deep relationships that can evolve into long-term sources of donors. This includes individuals, corporations and foundations. These relationships may be local, national or global in nature and will be aligned around the collective goals of brain health and increased quality of life for the world’s aging population.

**POSITIONAL SKILL-SET AND EXPERIENCE**

The successful candidate must demonstrate clear experience and competence in the following critical areas:

***Entrepreneurial strategist:*** To lead the Foundation, the candidate must evidence a successful track record in having led transformative change within an organization that led to a quantum increase sales/market presence. The successful candidate should be able to point to multiple examples of having delivered not only innovative strategies and approaches but also pragmatic and timely actions. This is a role for a flexible, creative thinker, who can balance competing interests, while keeping long term relationships intact. An ability to gain and grow trust amongst multiple stakeholders, internal and external, is paramount. Willingness to grow from the strong base of existing donors is essential. Becoming personally involved in developing specific gifts and in asking for individual or corporate contributions will be essential. Developing long term relationships is fundamental to Baycrest’s success in this area and the successful candidate must demonstrate strong relationship building skills along with exceptional emotional intelligence.

***Fundraising:*** Experience in fundraising may come from either: executive leaders from the private sector (with demonstrated transferable skills and motivation) who are defined as social entrepreneurs and heavily invested with a demonstrated track record of success volunteering within a philanthropic environment; or, experienced professional fundraisers who evidence clear passion for and a successful track record in having led transformative, step-change fundraising initiatives. Experience developing and leveraging a philanthropic Board and building a fundraising culture is essential.

***Strong management skills:*** The President and CEO will lead, nurture, mentor, develop the team, which currently consists of 45 individuals in the areas of development, events, marketing and communications, donor relations and finance. This executive will be experienced in achieving success through a participative, respectful, and inclusive leadership style. This executive must combine a highly organized, systematic approach with a capacity to allow strong individual contributors to carry out their responsibilities without micro-management. This individual will also have a track record of generating superior results through building and leading the existing high performance team.



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**Team / Organization Builder:** The candidate must have a demonstrated track record of organizational/ capacity building. This includes defining and aligning the appropriate organizational skill-set to successfully execute the organization’s priorities. As well the executive will need to determine which operational skills are required in-house, and those that are better outsourced. Keeping alignment with the Centre and Foundation’s Executive Teams will be essential.

**Marketing:** Baycrest is an evolving brand that is well recognized in its field as a global leader, but has limited recognition outside its traditional supporters. Therefore, marketing experience/knowledge and brand building will be highly valued. The successful executive will have already taken an existing, successful platform and built upon it in new, innovative and creative ways. An ability to move others to embrace a new vision will likewise be an important asset.

**Interpersonal skills / Charismatic:** This individual will be the highly visible “face” of the Foundation in developing relations with existing and potential donors, existing and potential volunteers, other related organizations, the media and the general public. To succeed, this executive must be comfortable interacting in a broad range of circumstances, including those requiring exceptional tact, sensitivity, and diplomacy. This person must be prepared to lead from the front.

**An understanding of the existing donor base:** The individual ideally would have a strong appreciation and understanding of the existing community of Baycrest supporters.

## THE IDEAL CANDIDATE

The ideal candidate will also bring the following competencies and attributes to this leadership role:

### KEY COMPETENCIES

Competency	Elaboration of Competency
<b>Building Relationships, Alliances, and Partnerships</b>	<ul style="list-style-type: none"> <li>Identifies necessary strategic relationships</li> <li>Quickly and effectively establishes, nurtures, and grows such relationships and partnerships with a variety of internal/external stakeholders and donors</li> </ul>
<b>Donor Orientation</b>	<ul style="list-style-type: none"> <li>Advocates passionately and convincingly on behalf of the Baycrest mission</li> <li>Focuses efforts on discovering and meeting client/donor needs while providing impeccable stewardship</li> </ul>
<b>Stature, Impact, Influence</b>	<ul style="list-style-type: none"> <li>Persuades, convinces, influences, or impresses others to achieve a specific result</li> <li>Successfully gets to negotiated donor solutions in a complex environment with multiple organizations holding competing interests</li> </ul>
<b>Initiative</b>	<ul style="list-style-type: none"> <li>Anticipates and takes action to create opportunities or avoid future crises looking several years ahead</li> <li>Identifies beneficial unforeseen opportunities and acts upon them</li> </ul>



Competency	Elaboration of Competency
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• Acts consistently in an honest and ethical manner holding self accountable to the organization and the public</li> <li>• Willingness to hold others to a common standard and mutually reinforcing set of behaviours</li> <li>• Decisions and actions reflect a sound internal moral compass and the Foundation’s shared values</li> </ul>
<b>Strategist</b>	<ul style="list-style-type: none"> <li>• Develops strategy and organizational structures to successfully execute plans</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Builds consensus with diverse partners and teams</li> <li>• Draws upon the knowledge and aspirations of Baycrest leaders and community stakeholders to build and nurture a clear vision; communicates the vision convincingly – internally and externally – and engages others in its achievement</li> <li>• Identifies and understands key formal and informal relationships within Baycrest, and other organizations (government, funders, community, etc.)</li> <li>• Works effectively within a collaborative, shared leadership model</li> </ul>
<b>Results Orientation</b>	<ul style="list-style-type: none"> <li>• Demonstrates and surpasses a standard of excellence set by the Foundation Board, Baycrest CEO, donors, or self-imposed</li> <li>• Holds others accountable for achieving their agreed-upon goals</li> </ul>
<b>Self-Confidence</b>	<ul style="list-style-type: none"> <li>• Demonstrates a belief in own ability to accomplish complex and difficult tasks</li> <li>• Inspires others to take on challenges/questions status quo</li> </ul>
<b>Strategic Business Sense</b>	<ul style="list-style-type: none"> <li>• Understands the business implications of decisions</li> <li>• Committed to continuous improvement; exhibits an awareness of issues, processes, and outcomes as they affect the Foundation and its stakeholders</li> <li>• Effectively leads an outcomes-based collaborative strategic planning process</li> </ul>
<b>Teamwork and Collaboration</b>	<ul style="list-style-type: none"> <li>• Establishes a collaborative relationship and guides action toward the attainment of common goals among multiple groups with competing interests</li> <li>• Understands and effectively works within the limitations and opportunities created by Baycrest’s governance model</li> </ul>



KEY PERSONAL ATTRIBUTES

Attribute	Elaboration of Attribute
<b>Powerful Verbal Communicator</b>	<ul style="list-style-type: none"> <li>• Draws attention when speaking</li> <li>• People naturally want to listen</li> </ul>
<b>Adroit in Written Communication</b>	<ul style="list-style-type: none"> <li>• Short, sweet, and tactfully to the point</li> <li>• Honest and transparent communicator</li> </ul>
<b>Patient</b>	<ul style="list-style-type: none"> <li>• Approachable</li> <li>• Active listener</li> <li>• Seeks to understand, then to be understood</li> </ul>
<b>Pragmatically Strategic</b>	<ul style="list-style-type: none"> <li>• Understands how to think strategically while acting tactically</li> <li>• Translates the strategic priorities and goals of the Board into action</li> </ul>
<b>High Energy</b>	<ul style="list-style-type: none"> <li>• Enthused by the opportunity to ‘roll up sleeves’ and get the job done</li> </ul>
<b>Positive, ‘all things are possible’ Attitude</b>	<ul style="list-style-type: none"> <li>• Realistic optimist</li> <li>• Believes that goals can be achieved and situations improved</li> </ul>
<b>Calculated Risk Taker</b>	<ul style="list-style-type: none"> <li>• Doesn’t gamble with assets or reputation</li> <li>• Understands that one takes risks to achieve large goals</li> </ul>
<b>Willing To Take Reasoned, Tough Decisions</b>	<ul style="list-style-type: none"> <li>• Analyzes, decides, acts</li> </ul>
<b>Ego In Check</b>	<ul style="list-style-type: none"> <li>• Seasoned professional who understands that it’s about the organization and the mission</li> <li>• Empowers others to take the lead</li> </ul>
<b>Natural Leader That People Rally Around</b>	<ul style="list-style-type: none"> <li>• Engenders trust</li> <li>• Expresses an objective clearly, excites others to the potential, and motivates them to want to be a part of the process</li> <li>• Visionary with ability to inspire and communicate that vision to others</li> </ul>
<b>Effective Leader and Facilitator of Change</b>	<ul style="list-style-type: none"> <li>• Understands transformational change management; motivates others to see the change as an opportunity</li> <li>• Adept at building, maintaining working relationships</li> <li>• Thrives in a constantly changing environment</li> <li>• Builds trust incrementally; understands that co-operation works best when trust is earned</li> <li>• Recognizes that diversity of opinion provides opportunity for innovative thinking as well as the potential for conflict</li> </ul>
<b>Politically Savvy</b>	<ul style="list-style-type: none"> <li>• Reads the organization and the people accurately</li> <li>• Current with political attitudes and activities in philanthropy</li> </ul>
<b>Passion For The Mission</b>	<ul style="list-style-type: none"> <li>• Believes in the importance of caring for the aged and world-class research into brain health and aging</li> </ul>
<b>Courageous</b>	<ul style="list-style-type: none"> <li>• Determined without being obstinate</li> <li>• Willing to give hard news and “speak truth to power”</li> </ul>
<b>Skilled Negotiator</b>	<ul style="list-style-type: none"> <li>• Can understand, appreciate, and articulate both sides of a disagreement</li> <li>• brings parties to a mutually satisfactory compromise on contentious issues</li> </ul>



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Should you have an interest in exploring this further or have any questions regarding this initiative, please contact:

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