



**Principles to Guide the Relationship of Alexandra Hospital,
Ingersoll (AHI)**

and

Tillsonburg District Memorial Hospital (TDMH)

IN CONSIDERATION of the mutual covenants and other good and valuable consideration contained herein, the parties covenant and agree to jointly govern and manage all existing and future voluntary arrangements and relationships through the principles defined in this Agreement.

Approved on:

By Board of Directors of AHI – October 23, 2013
By Board of Directors of TDMH – October 22, 2013



Principles to Guide the Relationship of Alexandra Hospital, Ingersoll (AHI) and Tillsonburg District Memorial Hospital (TDMH)

AHI and TDMH agree to apply the following set of principles as the foundation for voluntary arrangements to be used to facilitate and guide the implementation of the Hospitals' Integrated Leadership Model.

1. We will drive decisions based on evolving patient-care needs of the communities we serve.
2. We will establish partnerships to enable a network of health care providers that ensures comprehensive, seamless patient-centered care.
3. We will participate in the creation of a shared delivery system where the right care is provided at the right time, in the right setting, with the right resources.
4. We will provide excellent, affordable, efficient services within available resources.
5. We will use evidence-based material to make decisions to deliver the optimum services leading to improved health in our community. Evaluation factors will include, but will not be limited to: quality of care, volume of care and cost of care, community need, risk assessments, and patient care outcomes.
6. We will optimize the use of viable existing physical resources within the health care systems that we own, and will encourage the use of all viable physical resources across the broader health care system.
7. Each Hospital will continue to own, manage, operate and conduct the affairs of its respective facilities and specific personnel in accordance with its mission, values and agreements.
8. The Hospitals will implement the recommendations of the Oxford Hospitals Joint Service Plan, planning, coordinating, rationalizing and delivering health care services for people they serve and to develop a more efficient and cost effective basis for delivering health care.
9. The Hospitals will plan for and ensure strategic planning, joint services agreements and joint systems to better service the patients and the community.



Expectations of Individuals Holding an Integrated Senior Position or Shared Role

Every individual holding an integrated position or shared role is required to adhere to the following expectations and responsibilities:

- Adhering to and respecting the unique mission, vision, values, by-laws, strategic direction, culture and policies of both AHI and TDMH.
- Recognizing and respecting the separate identities and cultures of each party.
- Working within the strategic and operational priorities of each party.
- Pursuing the common and shared goals and initiatives of both parties, including the common vision established for joint services/ventures.
- Avoiding any unilateral action in shared plans, resource distributions, integrated services, or shared policy changes without consultation with and agreement of both parties.
- Objectively seeking out and sharing best practices for implementation to the benefit of both parties.
- Demonstrating objectivity and fairness in dealing with issues that impact both parties.
- Maintaining clear, consistent and timely communication within both parties.
- Maintaining visibility within both parties through attendance at significant internal and external meetings and events.
- Complying with the established views and guidelines of each party when speaking on behalf of either or both parties.
- Serving as a role model for the collaborative relationships between the parties and with other partner organizations.



Guiding Principles for Joint Initiatives

Initiatives may include the establishment of joint ventures, undertakings to jointly devote resources to third parties, temporary projects, etc.

- Clear accountabilities will be established with each organization for any joint role or service.
- AHI and TDMH will consult one another before filling any respective senior level leadership positions that may provide further opportunities for joint arrangements.
- Vacancies will, where possible, be filled from within the organizations.
- AHI and TDMH will recruit and approve together all joint appointments with performance expectations and evaluations.
- All individuals in joint positions will adhere to each organization's mission, vision and values as well as the respective by-laws and policies.
- Each organization will maintain separate financial plans, budgets and statements; and separate financial policies, controls and approval processes.
- One organization will not be liable for obligations incurred by the other.



Definitions

This Agreement and AHI and TDMH's Integrated Leadership Model incorporates a number of terms that are used to describe the various types of relationships between AHI and TDMH. These terms are summarized below for ease of reference.

Integrated: The term "integrated" is used to refer to a position that is common to AHI and TDMH. For an integrated position, the position description, job scope and duties are identical for both parties, and the integrated position is formally recognized as being a part of the organization structure of both parties. Because of constraints in labour law, either AHI or TDMH acts as the employer of the incumbent of an integrated position.

- An example of an integrated position is the Integrated Vice President of Finance and Chief Financial Officer.

Joint: The term "joint" is used to identify a common mechanism that has been established between both parties for working together to perform the identical functions. Several types of joint mechanisms can exist between the two parties including the following.

- A **Joint Committee** has an ongoing term of reference and membership appointed by both parties. A joint committee meets and works together to exchange information, coordinate activities, address issues and make decisions that are of mutual interest to both parties.
- A **Joint Venture** refers to an enterprise undertaken jointly by AHI and TDMH (and possible other organizations) with each member organization retaining its separate identity and control over their portion of the enterprise. A joint venture has its own agreement that defines the purpose and how the venture will be managed on behalf of the participating parties.

Shared: The term "shared" is applied in situations where both parties share the same staff, service or supplier. These are formal arrangements between the two parties with the goal of taking advantage of scarce staff, provision of common services or economies of scale. The normal practice in these arrangements is for one of the parties to take the lead role. A shared arrangement can take one of the following forms.



-
- A **shared role** refers to a person who holds a position or appointment with one party and holds a similar position or appointment with the other party. The actual duties, responsibilities and authorities are defined by each party. As a result, there will be some differences in the responsibilities and duties performed for each party. Because the two positions or appointments are not required to be identical, the arrangements can evolve over time. As a result, a shared role provides more flexibility in its design than a joint position.
 - A **shared supplier** is a third party corporation, not owned by either AHI or TDMH, that is formally contracted to provide services to both parties. In these circumstances, the supplier has separate, but often identical, contracts with each party. Such arrangements are undertaken in order to achieve cost savings or obtain consistent services between the two hospital organizations.