



# CEO Opportunity





# Land Acknowledgement

Wesway respectfully acknowledges that our offices are situated on the ancestral lands of the Anishinaabe people, specifically the territory of the Fort William First Nation, signatory to the Robinson Superior Treaty of 1850. Additionally, we respectfully recognize that our services extend across other traditional lands and Treaty Territories of First Nation, Métis, and Inuit Peoples. At Wesway, we are privileged to walk alongside families, many of whom have always called this land home. Our work is rooted in relationship, community and care—values that have guided Indigenous communities for generations.



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# 1.0 THE OPPORTUNITY

Wesway is entering an exciting new chapter, creating a unique opportunity for a values-driven and forward-thinking leader to step into the role of Chief Executive Officer. As we prepare for the planned retirement of our CEO, we do so from a position of strength, built on a proud legacy of delivering high-quality, family-centred respite services that support individuals and families across our community. With a strong foundation in community impact and a deep commitment to supporting caregivers, Wesway is well-positioned for continued growth, innovation, and meaningful change.

The incoming CEO will have the opportunity to build on this legacy while shaping Wesway's future. This includes strengthening partnerships across the region, advancing strategic priorities, and ensuring the continued delivery of responsive, high-quality respite services. As the face of the organization, the CEO will cultivate strong relationships with families, volunteers, staff, partners, funders, and the broader community.

This role is ideal for a leader who is both strategic and hands-on, someone who can inspire teams, navigate complexity, and drive sustainable impact. Working closely with the Board of Directors and staff, the CEO will guide the organization through its next phase, balancing operational excellence with a clear and inspiring long-term vision grounded in an unwavering commitment to values that uplift families while strengthening communities.

For the right individual, this is more than a leadership role. It is an opportunity to make a lasting difference for both families and the communities Wesway supports.

# 2.0 CEO THE PERSON

## 2.1 CEO ATTRIBUTES - PERSON'S CHARACTERISTICS

The CEO exemplifies alignment with Wesway's culture, values and principles by demonstrating:

- A deep commitment to family-centred care and the knowledge that caregivers know best what they need
- An unwavering belief in respite services and the role it plays in supporting caregivers and families
- An ability to balance the execution of the mission and values within the context and realities of the funding parameters, government policies and the health and social service systems
- A high-level of emotional intelligence, where they role model both self awareness and social awareness in their executive leadership and operational management practices
- An inspirational leadership style that leads with both clarity and kindness
- The courage to execute the organization's strategic opportunities and concurrently persevere and tolerate the numerous risks connected to that work
- The capacity to work at the larger systems level, while remaining connected to the operational details and services. They know the day-to-day business and can proactively execute strategic priorities
- A servant leadership style which exemplifies a strong belief in other people's ability to learn, grow, change and contribute
- The courage and capacity to give and receive honest, respectful and constructive feedback
- An anti-racist and anti-oppression framework knowing how that underpins and integrates with the work and purpose of Wesway
- A balanced leadership approach that incorporates the emotional (being), intellectual (knowing) and actionable (doing) aspects essential to progressive leadership

## 2.2 CEO COMPETENCIES - PERSON'S SKILLS AND ABILITIES

The CEO shall demonstrate the following leadership and management competencies.

### A. Executive Leadership

- A strong repertoire of leadership abilities that includes, but is not limited to, motivating and fostering potential in people, inspiring confidence, driving commitment, building teams, and thinking strategically
- Advanced communication skills across multiple mediums, including well developed writing abilities; verbal and nonverbal communication skills; active listening skills; and public speaking and presentation skills
- Critical thinking skills that support advanced problem solving, decision making, perspective taking, negotiations and conflict management processes
- Superior organizational abilities to establish robust plans with clear objectives, expectations, and implementation processes that support responsibility and accountability throughout the organization
- Interpersonal skills, including collaboration and teamwork, that are founded on trust, integrity and accountability
- Performance management skills at the individual, team and organizational level, which includes the ability to delegate responsibility, monitor processes and evaluate outcomes

### B. Executive Management

- A knowledge and ability to work in the not-for-profit policy governance environment, knowing the valuable role a Board plays, how to support and magnify the Board's contributions, and how to work within the Board-CEO relationship
- Experience in the management and administration of a medium-sized not-for-profit organization that includes well-developed knowledge and skills in finance, human resources, asset management, and information technology
- Strong systems knowledge and ability to execute risk management and quality improvement programs in the non-profit environment
- Proven ability to manage large enterprise-wide projects over long periods of time using executive-level planning, change-leadership, and project management skills
- Ability to execute the organization's equity and inclusion strategy that actively integrates the principles underpinning Truth and Reconciliation into Wesway's work culture
- The ability to build, leverage and nourish relationships both internally across the organization and externally with service partners, funders and communities

## 2.3 CEO JOB DESCRIPTION

### Position Description

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JOB TITLE: Chief Executive Officer (CEO)

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REPORTS TO: Board of Directors

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### Primary Function

The Chief Executive Officer (CEO) is the chief administrator and the delegated representative of Wesway's Board of Directors. The CEO oversees the operation of Wesway in accordance with Wesway's mission, philosophy, and policies established by the Corporation and other legislated statutes and regulations.

The CEO is responsible for the effective implementation of the Strategic Plan and the overall leadership of Wesway. The CEO works closely with the Board of Directors, staff, volunteers, and stakeholders to ensure the provision of quality respite services for caregivers.

### Leadership and Management

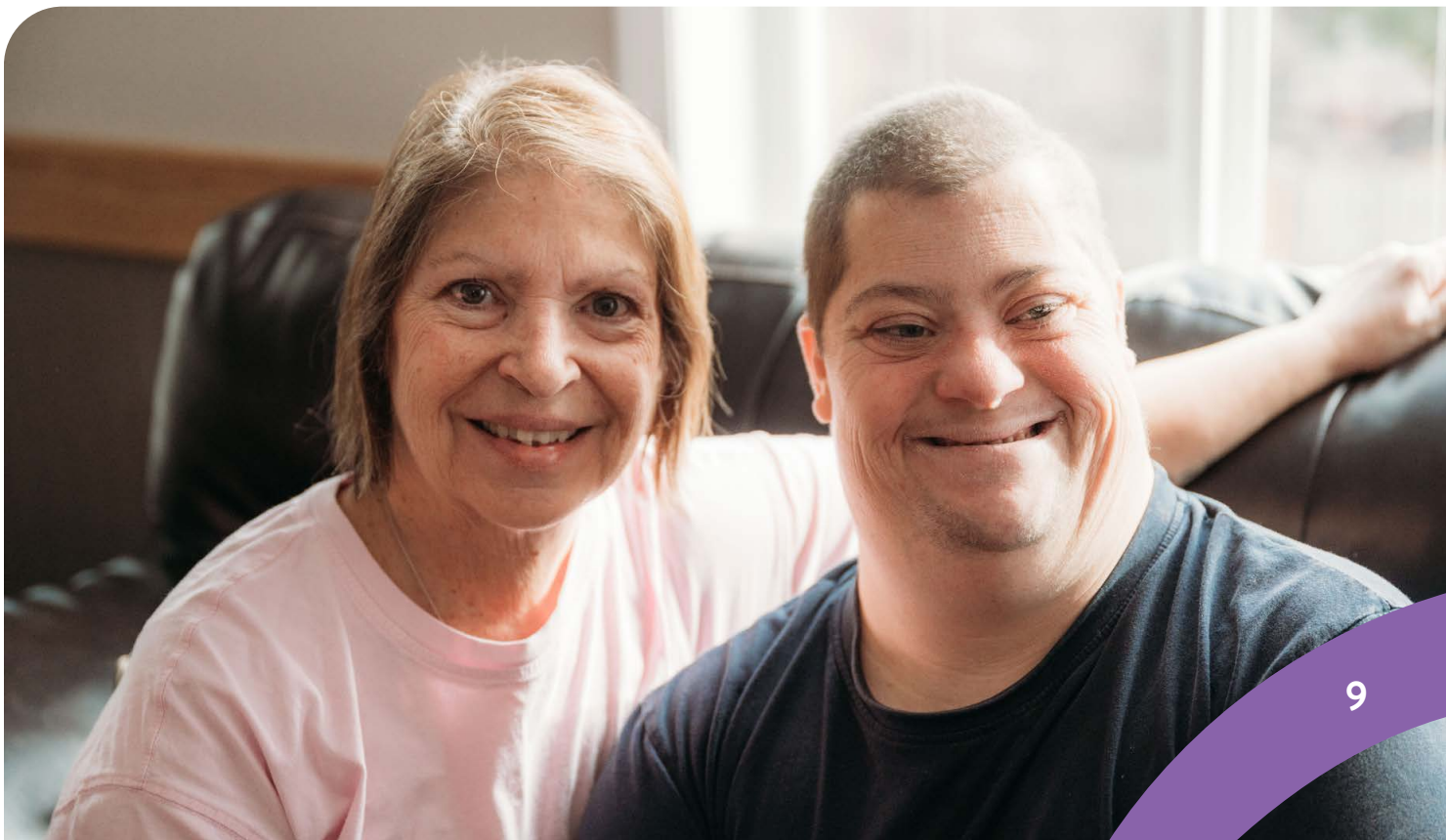
The CEO must demonstrate a clear understanding and appreciation for the importance of equity, diversity, and inclusion with those that Wesway serves, the Board of Directors, staff, volunteers, and stakeholders. The CEO is expected to bring energy and passion to the organizational culture; strong leadership and decision-making skills, effective interpersonal and communication skills; planning, organization and delegation skills and a proven ability to manage change.

## Governance and Board Relations:

- Acts as a Board resource on issues of governance
- Provides regular updates and reports to the Board of Directors regarding the organization's activities and financial status, and any other issues of concern to the Board
- Actively participates in all required Board and committee meetings, as requested
- Meets with the Board President on a regular basis for the purpose of supervision and annually for their performance review
- Assists in identifying their own professional development needs
- Acts as a custodian of all Wesway's books, records, documents, correspondence, contracts, and other instruments belonging to the Corporation. Ensures all necessary records of the Corporation required by the By-laws of the Corporation or by any applicable statute or law are regularly and properly kept

## Quality Assurance and Risk Management:

- Ensures that the clarity of Wesway's vision, goals and objectives guide day-to-day decision-making processes
- Initiates and directs the development of new services/programs/policies. Fosters innovation and growth in program offerings
- Ensures the organization's programs and services align with its mission and strategic plan
- Works with the Board to prepare and implement the strategic plan for the Organization
- Oversees the hiring, discharging and evaluation of all staff
- Ensure the organization's compliance with all relevant laws, regulations, and reporting requirements



## Finance and Statistics:

- Responsible for the overall financial and statistical performance, reporting, and compliance of the organization
- Directs the preparation of the annual budget and submits it to the Board for approval
- Approves expenditures within the limits of the Board approved budget and reports back on those expenditures
- Identifies, explores, and secures additional funding opportunities to develop, expand or improve services for caregivers
- Provides agency-wide oversight to the provision of technology services, landlord-related management services including capital repairs and expenses



## Community and Stakeholder Engagement:

- Identifies new service opportunities in the community
- Oversees an effective marketing strategy to enhance the communication, promotion, and fund-raising activities of Wesway
- Builds and maintains positive relationships with donors, partners, and other stakeholders
- Acts as Wesway's advocate for ongoing public relations, to increase awareness of Wesway and to promote awareness of the needs of caregivers
- Acts as principal liaison officer with funders, private and non-profit agencies, media, and the general public
- Acts as spokesperson for the organization and promotes good public relations in the community

## Program Development and Implementation:

- Accountable to the Board for providing leadership in the planning, developing, provisioning and evaluation of Wesway's services
- Oversees trends and developments in service needs
- Oversees and evaluates the ongoing effectiveness of the operation
- Ensures an on-going process of continuous quality improvement
- Evaluates policies and procedures
- Researches innovative developments and service models

## Qualifications:

- Master's degree in business management, health or social sciences or equivalent from a recognized university
- A minimum of 10 years' experience in a related field
- A minimum of 5 years demonstrated senior management experience which includes but is not limited to, personnel management, strategic planning, and budget negotiations
- Strong commitment to supporting families, caregivers and full community inclusion
- Successful experience managing within a unionized environment
- Experience working with a volunteer Board of Directors and the non-profit sector
- Strong abilities in financial management
- Must be able to work effectively under pressure
- Ability to be self-directive, accountable and autonomous

# 3.0 WESWAY THE ORGANIZATION

## 3.1 MISSION AND VALUES

### Our Mission

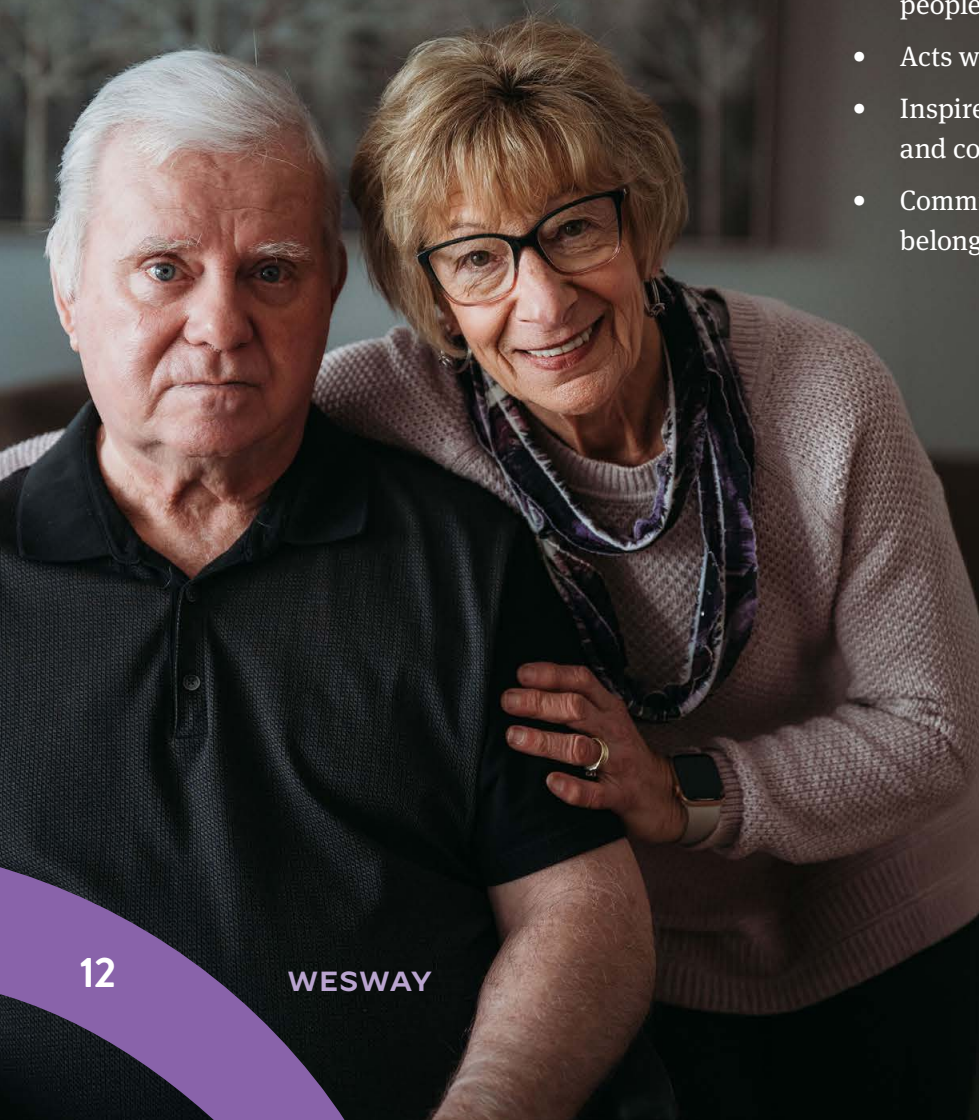
Wesway enhances the well-being of caregivers by:

- offering personalized respite services,
- providing dedicated support, and
- advocating for a more responsive and inclusive community of care.

### Our Values

Wesway:

- Embraces caregiver choice and respects their experience and lived wisdom
- Recognizes that caregivers are the “experts” in relation to their family member’s care
- Is flexible, innovative, and responsive to people’s needs
- Acts with kindness, care, empathy and respect
- Inspires excellence through listening, learning and continuous quality improvement
- Commits to equity, diversity, inclusion and belonging



## 3.2 WESWAY KEY CHARACTERISTICS

### A Humble Start

With a foundational grassroots start, Wesway has pioneered respite services for families in our community for over 50 years, nurturing connections and support from the ground up.

### Commitment to Caregivers

At Wesway, we are wholeheartedly dedicated to providing caregivers and their families with high-quality respite services, supporting more than 1,700 families each year.

### A Unique Not-for-Profit

Wesway stands out as a distinct not-for-profit organization, managing a complex budget of over \$22 million, supported by a team of 200 devoted employees and many volunteers. Together, we deliver essential family-centred respite services throughout Northern Ontario.

### Listening and Adapting

We take pride in truly listening to family caregivers and tailoring our services to meet their unique needs. Wesway offers flexible, customized respite throughout the lifespan, so that people are supported to live at home.

### A Culture of Care

At Wesway, we inspire a culture rooted in loyalty and passion for our mission. We care deeply for both the families we serve and the dedicated individuals who work and volunteer with us.

### Championing Solutions

We are problem solvers at heart, advocating for the needs of families by courageously challenging traditional ways of thinking and fostering innovative practices within our organization and service systems.

### Building Relationships

At the core of Wesway is a commitment to relationships. We work collaboratively with families and community partners, recognizing that our strength lies in these meaningful partnerships.

### Dedicated Team

Our team is comprised of qualified, passionate individuals who are committed to our mission and the culture we foster. We believe in nurturing their growth and development as a vital part of our shared journey.

### Inclusive Environment

Wesway is committed to fostering a culture of inclusivity, belonging, and cultural safety. We strive to live out the principles of Truth and Reconciliation, Anti-racism, and Equity in all that we do.

### Guided by Stewardship

Our Board of Directors embraces a servant leadership model, ensuring our core purpose and values are informed by the voices of those we support. We are guided by solid standards that uphold our fiduciary duties while steering our strategic direction.

## 3.3 AN OVERVIEW OF WESWAY

### About Wesway

Wesway's roots go back to 1973, when a small group of individuals from two church groups joined forces to make a difference in the lives of families. The name Wesway combines the names of Wesley and Wayside United Churches. Although we are no longer affiliated with these churches, we continue to honour their names in recognition of their role in our foundational beginnings.

Wesway began small, supporting caregivers of children with exceptional care needs in the city of Thunder Bay. While we remain a grassroots organization, we have since grown to support caregivers who are living with a family member from birth to old age throughout Northern Ontario.

Wesway is committed to supporting caregivers because we are well aware that approximately 75% of all care is provided by informal caregivers, not paid providers. Caregivers are the invisible backbone of our health and social care system. Without them, these systems would collapse. Family caregivers have told us that caring for their family member is a joy and a privilege. However, they have also told us that supporting their family member with exceptional care needs can be stressful, exhausting, and expensive. It can take an enormous toll on the health and well-being of caregivers.

Caregivers who have access to services and supports are better able to continue their valuable role. Wesway supports caregivers!

Wesway supports the strength of family caregivers by providing personalized respite and caregiver support. Our services enable caregivers to take a break and renew their energy. These breaks help sustain the health of caregivers and ultimately assist the health and social care system by reducing visits to emergency departments, decreasing unnecessary admissions to hospitals, long-term care homes, group living homes, and reliance on social assistance systems.

By investing in caregivers, we believe the long-term outcomes will be stronger families, the preservation of dignity and respect, improved quality of life and stronger communities overall.

## 3.4 OUR SERVICES

### In-Home Service

Respite services are provided in the individual's own home by trained Respite Workers who carry out the care routines usually performed by the family caregiver. This type of service can occur regularly or variably. During a period of respite, our workers may assist participants in the enjoyment of various activities with a focus on their needs, interests and personal safety. If a family desires, periods of respite may take place outside of the home.

### Respite Homes

A variety of respite services are available in Wesway's comfortable home-like settings. With the support of trained Respite Workers, small groups of participants enjoy social and recreational activities tailored to their interests while being supported with their daily life routines.

### Host Families

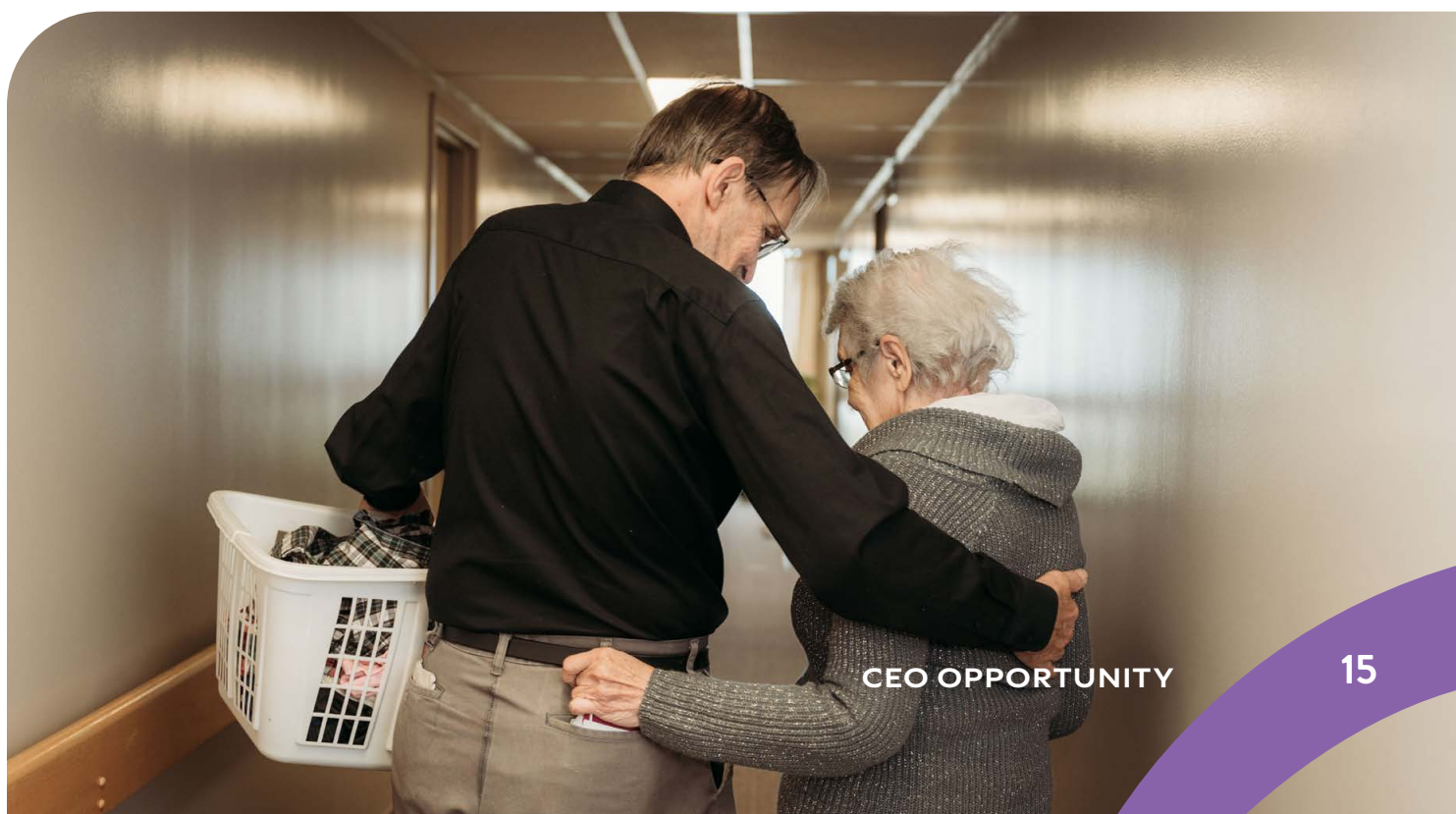
Host Family Volunteers provide periods of caregiver respite by welcoming an individual into their home. The Host Family Volunteer includes the individual in their family activities for a few hours, or an occasional overnight or even longer.

### Community Friends

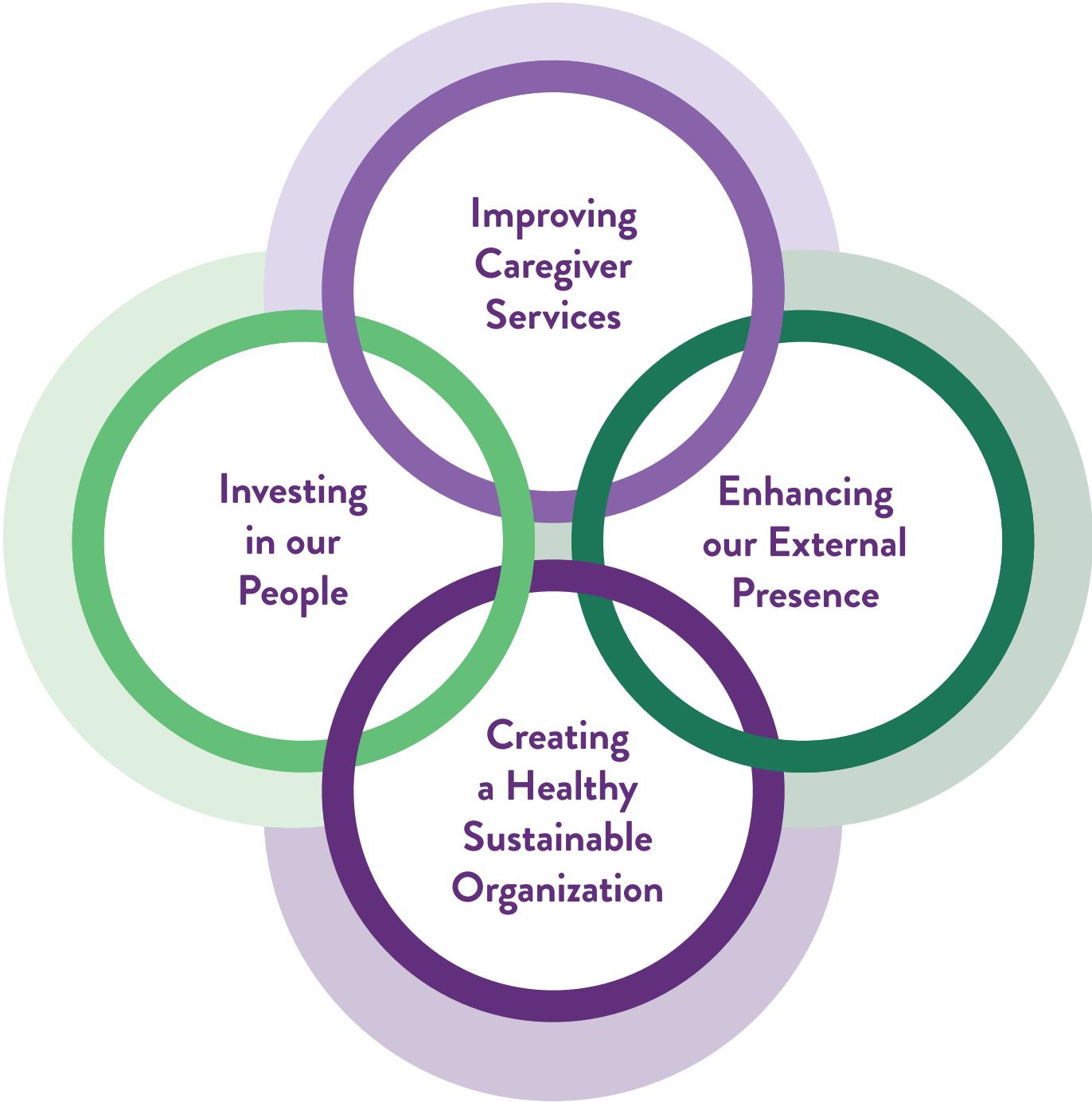
Individuals are matched with carefully screened Community Friend Volunteers who share their time every week or two. Together, they enjoy a few hours of social or recreational activities in the community.

### Family Directed Respite Funding

Family caregivers decide how they would like to receive their respite services, and Wesway reimburses caregivers for eligible respite costs. Families are able to use the funding in a variety of ways at times and places of their own choosing.



# 3.5 STRATEGIC PRIORITIES



## Improving Caregiver Services

- Champion personalized respite services
- Innovate services beyond respite
- Improve access, equity and inclusion
- Strengthen partnerships that support service delivery
- Improve transitions and support system planning

## Enhancing our External Presence

- Actively advocate for services and funding
- Continue to partner and strengthen service delivery
- Advocate for a more responsive and inclusive community of care
- Participate in systems planning
- Modernize image and branding
- Refresh website
- Develop social media strategy

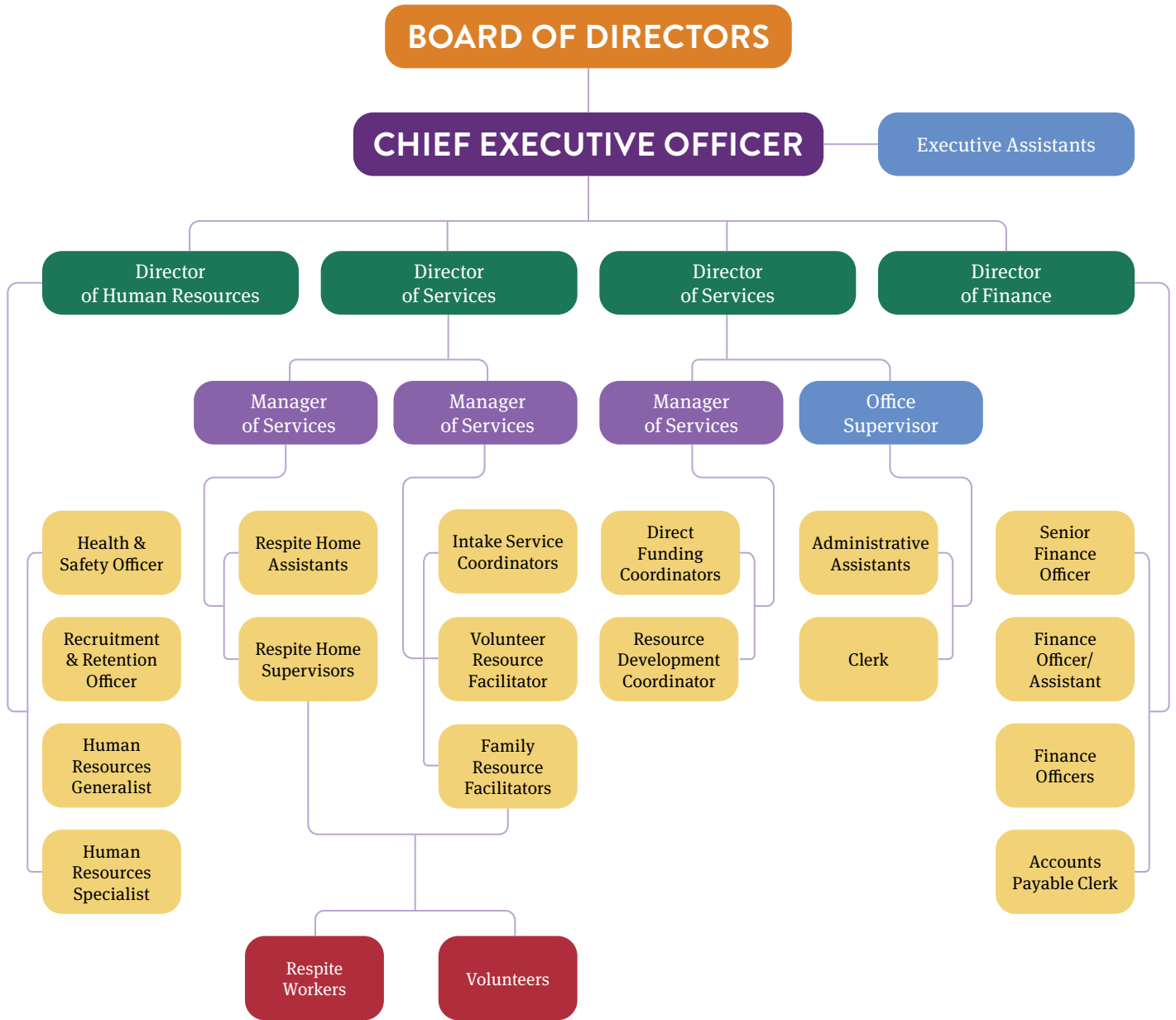
## Investing in our People

- Strengthen staff wellness and retention
- Enhance staff and volunteer appreciation
- Increase our diversity through equity and inclusion
- Invest in succession planning and development
- Deepen learning and education programs
- Complete a review of our human resource practices and policies

## Creating a Healthy Sustainable Organization

- Enhance safety and risk management practices
- Advance equity, diversity and inclusion through education and the creation of culturally safe inclusive spaces
- Invest in continuous quality improvement
- Improve internal communication systems
- Stabilize growth through building critical foundations
- Systematically review and revise policies to create structure and consistency
- Utilize technology to reduce waste and improve effectiveness

# 3.6 ORGANIZATIONAL STRUCTURE







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