

# Candidate Brief

For the recruitment of



*Director of Health and Community Services and  
Administrator*

## County of Essex

April 2025



## About The County of Essex

Essex County is a charming county located in the southwestern part of Ontario. Bordered by Lake Erie to the south, the Detroit River to the west and Lake St. Clair to the north, the region has robust agricultural and manufacturing sectors and a rapidly expanding tourism industry.

Essex County has one of the warmest climates in Canada, attracting many agricultural companies along with commercial wineries and craft breweries. They also have a myriad of conservation areas and parks, and are fast becoming a cycling hotspot with an ever-expanding network of trails spanning an area of 1,851 square kilometres.

Located just over 30 minutes from Windsor, the county is home to a number of picturesque communities, including Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington and Tecumseh. Steeped in rich history, the area boasts strong Canadian roots. Additionally, The County of Essex oversees a variety of services including EMS, long-term care, roads, libraries, planning, administration and the supportive housing program.

### Supportive Housing Program

The County of Essex manages the Residential Services Home Program which assists low-income adults who require support with daily living and affordable housing. Eleven homes provide housing to more than 200 vulnerable residents in our community.

### Sun Parlor Long-Term Care Home

Sun Parlor Home is a not-for-profit, municipally owned and subsidized long-term care home with 206 licensed beds, in private or semi-private rooms. They offer 24-hour professional nursing care complemented by a wide range of life-enrichment activities.

Situated on a sprawling 23-acre wooded lot, Sun Parlor has manicured gardens, a courtyard and gazebo, a chapel, a beauty salon, daily tea service, and is staffed by exceptional employees and volunteers. The spacious rooms overlook the rolling, forested grounds.

For more than 100 years, Sun Parlor Home has provided quality, long-term care to Essex County residents. Its mission is "to be an inspirational home for all people within our changing community that is compassionate, innovative and fosters purpose and dignity."

## The Opportunity

Reporting to the Chief Administrative Officer (CAO), and to the Committee of Management (COM) at County Council, the newly created role of **Director of Health and Community Services and Administrator** (Director/Administrator) is responsible for the strategic planning, oversight and administration of all health and community services provided by the County of Essex (County), including those provided by the Long-Term Care Home (Sun Parlor Home) and Community Services Division.

The Director/Administrator provides strategic leadership as part of the Senior Leadership Team (SLT) of the County, ensuring that organizational goals align with the County's mission, vision and values. Guided by servant leadership principles, the Director/Administrator fosters a supportive and empowering environment for employees, prioritizing mentorship, professional growth, and team collaboration.

This role is responsible for overseeing operations, ensuring compliance with all relevant legislation and policies, and driving initiatives that enhance both organizational success and employee well-being within the long-term care home and community services.

The Director/Administrator also acts as a representative of the County of Essex at community and committee meetings and a liaison with Community and Social Services throughout the region, province and the local OHT.

This leader will also be a mentor, a builder of trust, and a champion of leading from a place of mission and purpose.

Direct reports for this role include:

- Manager, Community Services
- Director of Nursing and Personal Care
- Manager, Food and Nutrition Services
- Manager, Building Services
- Manager, Life Enrichment
- Social Worker x2

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## Major Responsibilities

Among other things, the Director/Administrator is responsible for the following:

### 1. Leadership, Strategy, Team Development and Mentorship

- Actively contribute to the Senior Leadership Team for the County, shaping long-term strategic direction and operational priorities.
- Provide Essex County Council and the COM with operational and financial information, reports, consultation, and updates regarding relevant health and community issues.

- With the support of Financial Services, lead the budgeting process, ensure adherence to established budgets, and strategically plan for future change and growth within areas of responsibility.
- Model servant leadership of a multi-disciplinary team by prioritizing the development and well-being of staff while advancing the organization's mission.
- Promote a culture of collaboration, accountability, and continuous improvement across all teams and connect with all levels of staff on a regular basis.
- Provide guidance, coaching, and mentorship to direct reports, empowering them to reach their full potential.
- Foster an inclusive, psychologically safe and supportive work environment that encourages innovation and professional growth.
- With the support of Human Resources, build a positive labour relations climate and ensure the safety, wellbeing, and retention of qualified staff.

## ***2. Operational Oversight and Compliance with Legislation***

- Establish and maintain effective systems, processes, and best practices to ensure the delivery of high-quality care and services for residents and community members utilizing the County's health services.
- Remain current on issues and legislative changes affecting the long-term-care and housing sectors, adapt as needed to ensure compliance with all relevant legislation and remain aligned with best practices in client care and service provision.
- Oversee, maintain, and evaluate all departmental operations, programs, and services in the Sun Parlor Home and the Community Services Division to ensure they are relevant, safe, effective, and inclusive.
- Participate and be available for all Emergency Management training and real-life events as a member of the County Control Group.

## ***3. Stakeholder Engagement and Transparent Communication***

- Provide effective relationship management with all internal and external stakeholders, including council, colleagues, residents, family members, regional and local partners, and the communities served regarding provision of services, and ensure effective communication, advocacy, partnership, and resolution of concerns.
- Communicate strategic goals and initiatives effectively to staff and union partners, fostering alignment and engagement.
- Represent the County in public forums, regional groups, industry events, and regulatory discussions.

#### 4. *Community Services*

- Strategic oversight of the Housing with Supports program.
- Assist with the development of Community Services division budget and ensure that program operations remain within approved expenditure limits.
- Represent the County of Essex and liaise with the City of Windsor and a variety of other community agencies; participate in and / or coordinate the participation of Program Staff at various committees or meetings including the Housing and Homelessness Advisory Committee, the Community Advisory Board, Social Housing Funding RFP's, the Windsor Essex Regional Community Safety and Well-Being Plan Leadership Table and other community meetings as required.
- Recommend amendments to County/Regional Program Standards, operating procedures, best practices and standardized forms as required.

#### Other Responsibilities

Other responsibilities include but are not limited to:

- Responsible for hiring decisions for direct reporting positions. Building a team requires consideration of many factors such as understanding the needs of the department and the team, skills/strengths needed in the role, the demands of the role and the overall level of knowledge to be successful in the role.
- Guide the team and/or engage resources to help the team to resolve ethical dilemmas related to resident placement and the balance between safety, legislative requirements and financial implications.
- With the leadership team, ensure that government directives are implemented to ensure resident and team member safety related to outbreak management, pandemic management and balancing of resident rights.
- Mentor and guide the leadership team to utilize effective and compassionate conflict resolution strategies at all levels related to residents, families, team members, and other members of the community, where appropriate. Model excellent conflict resolution skills.

## Qualifications

### Education

- University Degree in Health Services Management, Business or Public Administration, Human Resources or Social Services, Law, or a related field, or approved equivalent combination of education and experience.
- Provincial Certification in Long-Term Care Administration or is committed to registering and completing the program within 1 year of the date of hire, to meet the legislative requirements of the Ministry of Long-Term Care.

### Experience

- A minimum of 10 years demonstrated experience in a unionized environment, including significant direct senior management experience that includes program development, financial and budget administration, and human resources management within the health care, social services, or community services sector.
- Demonstrated knowledge of applicable legislation, municipal and regional government organization and structure, industry standards, and communities served.
- Demonstrated experience in mentorship, coaching, and conflict resolution, preferably within a multi-disciplinary team dynamic.
- Preference will be given to candidates with recent and relevant healthcare experience.

### Knowledge & Skills

- Demonstrated leadership competencies aligned with servant leadership principles, including empathy, active listening, a commitment to developing others, conflict resolution and de-escalation techniques.
- Proven ability to build and nurture high-performing teams, fostering a culture of trust, collaboration, and inclusivity.
- Strong emotional intelligence, adaptability, and ethical decision-making, ensuring that decisions prioritize both organizational success and employee well-being.
- Demonstrated experience in developing and implementing strategic and engagement-planning initiatives.
- Effective communication, organizational, and presentation skills, with a keen sense for accuracy and attention to detail.
- Familiarity with insurance policies, procurement operations, and contracts.
- Ability to manage sensitive and confidential information and interactions using sound judgement and established policy and procedures.
- Political acuity is considered an asset.

## Additional Information

### Key Dates

Following a long list meeting of the Search Committee in *early May*, successful candidates will be invited to attend preliminary interviews with the Selection Committee. Finalist candidates will be invited to attend second-round interviews with key leaders across the organization (*dates to be determined*).

### Equal Opportunity



The County of Essex and Mirams Becker are equal-opportunity employers committed to an inclusive, barrier-free recruitment and selection process. We respect, encourage, and celebrate diversity. We are committed to providing accommodations throughout the recruitment process. If you require accommodation, please notify us and we will work with you to meet your needs.

### Application and Contact Details

Applications should include an updated CV and letter outlining your relevant experience and qualifications for the position. To apply online, please visit:

<https://www.miramsbecker.com/director-health-community-services-administrator-county-of-essex/>

### Director of Health and Community Services / Administrator

For a conversation in confidence, please contact:



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