



Members of the Guelph Police Service Honour Guard – May 1, 2017 fundraiser



Roy Cameron, Executive Director, HRI

Chief Development Officer



Home to HRI, Riverslea was built in 1890/91 by James and Frances Goldie.

Executive Brief



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*Please note applications should be submitted no later than **June 30, 2017**.*



Chief Development Officer Homewood Research Institute

THE OPPORTUNITY

We are seeking a **Chief Development Officer** to provide leadership and direction, in partnership with our Executive Director and our Board of Directors, to achieve Homewood Research Institute's fundraising ambitions. The Chief Development Officer will be responsible for developing and overseeing the full portfolio of fund development activities to build and grow our donor relationships in an effort to increase philanthropic support.

Homewood Research Institute is still young, but it has quickly become a magnet for many of Canada's and, in fact, the world's leading thinkers in mental health. The Institute is now preparing to establish a national profile, a leading training program, a best-in-Canada data infrastructure, a more ambitious research program, and a system that guides mental health care in Canada into the next decade and beyond.

In this newly created role, the CDO will report to the Executive Director of the Homewood Research Institute and work with our Board and the leadership team of Homewood Health Inc. to develop and implement a three-year fundraising plan, with a specific focus on major gifts cultivation, solicitation and, stewardship. Homewood Research Institute is located in Guelph within the beautiful grounds of the Homewood Health Centre.

ABOUT HOMEWOOD RESEASRCH INSTITUTE

Mental health and addiction is the most important and pervasive healthcare issue facing Canada in the twenty-first century. One in five Canadians lives with one or more of the most common mental illnesses including anxiety disorders, mood disorders, substance use and addiction, dementia, and cognitive impairments. That's 7.5 million people – more than the combined populations of Alberta, Manitoba, Saskatchewan, and Nova Scotia. Those numbers point to a tremendous human cost. In Ontario, for example, the reduced function and premature death caused by mental illness and addiction exceeds the same consequences of all cancers and infectious diseases combined. Addressing mental illness has become a matter of national urgency and, for the first time, the Government of Canada has identified mental health as a top priority in the *Health Accord*.

The impact of mental illness and addiction also radiates far beyond those 1-in-5 Canadians. About 40% of people in our country have a family member with a mental health problem or illness. Every week, 500,000 Canadians stay home from work because of mental health challenges. The best analytic models place the cost of mental illness to the Canadian economy at more than \$50 billion annually. Mental health is in the same place today as cancer was 50 years ago.

It's for these reasons that the Homewood Research Institute was established as an independent not-for-profit organization that partners with Homewood Health Inc. and with leading Canadian scientists and practitioners to conduct applied research that is designed to improve care and outcomes in mental health and addiction. Founded in 2002 (however given a renewed and expanded mandate in 2013), the Institute's focus is, in the words of board chair Ron Schlegel, "the immediate application of research into practice for the benefit of Canadians."

The cornerstone of HRI's work is its partnership with the living research environment provided by the Homewood Health organization. This partnership places the Institute's research in a real-world context and allows for the evaluation of every new research-generated concept. The Institute establishes networks of clinicians, researchers, evaluators and patients based around high-priority issues such as post-traumatic stress disorder (PTSD), addiction and rigorous outcome monitoring. The goal is to develop and test innovations that improve the experience of patients and clients, generate better outcomes and offer better value for money. The Institute partners with leading research universities including McMaster University and Western University, while also building its own team of staff, researchers and evaluation specialists.

HRI is located a few hundred yards from the head office of Homewood Health Inc. Founded 135 years ago; Homewood Health has grown into a national healthcare network with more than 4,500 employees and clinical experts. Homewood Health incorporates more than 40 counselling offices, the Homewood Clinics, 360^odtx and the Homewood Health Centre, one of Canada's largest and leading residential facilities for the medical treatment of mental health and addiction disorders. The Homewood Health organization provides Canada's only complete continuum of mental health and addiction treatment services. The Homewood Research Institute benefits significantly from that diverse portfolio of services and the large number of patients and clients who use them. Homewood Health's program in prevention, assessment, treatment, return-to-work and recovery management, its work with individuals, families, employers, insurers and medical professionals, creates a large and diverse clinical platform. With programs that help more than 100,000 Canadians annually, it provides a giant proving ground for new research, evolving clinical practices and the long-term evaluation of outcomes. Clinics are located in

Each year, we help over 100,000 Canadians



Homewood Health Inc. A national provider of mental health and addiction services



GMT funding partners; The Cowan Foundation, Schlegel Health Care Incorporated and the Military Casualty Support Foundation.

Mississauga, Vancouver, Edmonton, Calgary, and Montreal.

Another important characteristic of the Homewood Health organization is that it is a private corporation. Owned by the Schlegel family since 2010, Homewood Health has the ability to be entrepreneurial in the way it supports and pursues advances in mental health research and care. Led by Ron Schlegel, the founder of RBJ Schlegel Holdings and an Officer of the Order of Canada, the family has provided the financial foundation for HRI, thus ensuring that every donor who follows is enriching programs, research and training, not paying for rent and infrastructure.

In 2016 with the support of our generous donors, we were able to raise over \$920,000. HRI has a vision to be a national and international leader in the improvement of patient outcomes and recognizes this will take time and will require a long term commitment. Building a sustainable, measurable fund development program will ensure we reach our goal.

Additional Information:

- Board of Directors: <http://www.homewoodresearch.org/about-hri/who-we-are/directors-and-officers/>
- Newsletters: <http://www.homewoodresearch.org/newsletter/>

IDEAL CANDIDATE

Having a genuine enthusiasm for building the structure and framework for long-term fundraising success, the ideal candidate will bring an overarching planning focus and possess an implementation orientation. The Chief Development Officer will easily recognize and readily leverage immediate opportunities.

The new incumbent will have a proven track record of closing major gifts, ideally directed to funding innovative research opportunities. As a trusted fundraising partner to our visionary Executive Director and our brilliant researchers, the successful candidate will passionately share our story to inspire donor investment.

The Chief Development Officer will be collaborative, collegial, and supportive. The new incumbent will confidently navigate between HRI and our primary partner, Homewood Health Inc. to encourage and build mutually beneficial relationships and highly engaged teams.

Diplomatic, with deep emotional intelligence and finely tuned listening skills, the ideal candidate will openly and honestly support the success of others. The new incumbent will be detail-oriented, self-motivated, and directed. Displaying a “get it done” attitude, the successful candidate will know when to take the lead and when to lead from behind.

With a high degree of integrity and authentic commitment to our mandate, the Chief Development Officer will be aligned with our values, mission and vision to ensure that no life is held back or cut short by mental illness or addiction.

KEY AREAS OF RESPONSIBILITY

Key responsibilities of the Chief Development Officer will include:

- In partnership with the Executive Director, providing visionary and strategic thinking to lead HRI in achieving its short term and long term goals.
- Translating strategy into realistic and achievable implementation plans and reporting on progress to the Board.
- Developing and overseeing all fund development activities, including creating and launching the major gifts fundraising program.
- Working with senior staff at HRI to identify the fundraising priorities and developing the case for support.
- Developing revenue targets, plans and business management systems and metrics to ensure budgets and targets are achieved.
- Building the prospect pipeline with a first year focus on Homewood suppliers.
- Managing a portfolio of prospects to cultivate and solicit major gifts.
- Developing cultivation, solicitation and stewardship strategies for top prospects.
- Creating customized communication pieces (i.e. proposals).
- Assisting with the recruitment of an Advisory Committee.
- Hiring, managing and directing the efforts of a fundraising team.
- Developing policies and protocols around internal fundraising practices.
- Building and growing a robust culture of philanthropy at HRI.

COMPETENCIES AND QUALIFICATIONS

- Successful track record in identifying, cultivating and closing major gift donations and/or developing strategic partnerships with funders.
- Strong leadership skills; a critical thinker with strong strategic planning skills.
- Proven ability to cultivate meaningful relationships with individuals and/or corporate leaders; strong influence and persuasion skills.
- Candidates should possess previous experience setting organizational policies and protocols and fundraising strategies that have led to the successful growth of an organization.
- Results-focused and ambitious; persistent in advancing initiatives.
- High level of social intelligence and self-awareness; capacity and desire to learn and grow.
- A good listener and strong communicator, highly adaptable to different audiences and communication styles.
- Excellent interpersonal skills; exceptional communication skills, both oral and written.
- Successfully able to handle multiple projects, priorities and deadlines; decisive and well-organized.
- Authentic passion and commitment to our work in mental health and addictions; previous work in a health care organization is an asset.
- Comfortable and collaborative in fostering teamwork to gain consensus from assorted stakeholders, both internally and externally.
- A “take charge” individual with the ability to be persuasive and initiate action.
- Resilient with a sense of urgency, action and results orientation.
- An experienced fundraising coach and mentor, collaborative in approach and philosophy.
- A minimum of an undergraduate degree or related experience is expected in this position.
- Valid driver’s license and regular assess to a vehicle is required.
- This position will be based in Guelph with some travel expected across Canada.

APPLICATION PROCESS

KCI (Ketchum Canada Inc.) has been retained to conduct this search on behalf of Homewood Research Institute. For more information about this impactful leadership opportunity, please contact **Sylvia Kadlick, Senior Search Consultant** at (416) 340-9710 ext. 1017 or email HRI@kciphilanthropy.com

Please send resume and letter of interest to the email address listed above by **June 30, 2017**. All inquiries and applications will be held in strict confidence.

BIOGRAPHY: ROY CAMERON, EXECUTIVE DIRECTOR



ROY CAMERON, EXECUTIVE DIRECTOR, HRI

Roy Cameron, Executive Director of the Homewood Research Institute, spent most of his academic career in the Faculty of Applied Health Sciences at the University of Waterloo, where he is now Distinguished Professor Emeritus in the School of Public Health and Health Systems. Roy has degrees in English literature and clinical psychology (from Waterloo) and did his internship at Duke University Medical Center. He has been a Visiting Scholar at Stanford.

Roy's career focused on impact oriented science designed to guide tobacco control programs and policies that prevent disease at a population level. He worked with the Canadian Cancer Society, CIHR, the Heart and Stroke Foundation, the Public Health Agency of Canada and other organizations to create the field of population intervention research. His aim was to enable scientists across the country to contribute to the effort to improve the health of all Canadians. To that end, he played catalytic and leadership roles in creating the Canadian Tobacco Control Research Initiative, the Population Health Intervention Research Initiative for Canada and related national training programs.

In his current role Roy continues to enable linkage of science and practice, now in mental health and addictions care. This involves bringing together scientific, clinical and institutional leaders to enhance our collective impact by collaboratively developing strategies and plans to accomplish shared goals that improve care and outcomes.

To effect change, Roy volunteered with many organizations including CIHR (Institutional Advisory Boards of the Institute for Cancer Research and the Institute for Population and Public Health), the National Cancer Institute of Canada (Advisory Committee on Research), the Canadian Cancer Society (Advisory Committee on Cancer Control) and the Canadian Academy of Health Sciences (Fellow Selection Panel).

Roy has received honors for his career contributions from a number of organizations including the Canadian Academy of Health Sciences (Fellow), the Society of Behavioral Medicine (Fellow), the Canadian Public Health Association (Honorary Life Member) and the University of Waterloo (University Professor and Distinguished Professor Emeritus designations). Roy was one of 10 scientists in all areas of cancer research to receive the National Cancer Institute of Canada's Diamond Jubilee Award based on his national leadership in building behavioral cancer research fields, especially tobacco control.

HRI STRATEGIC PLAN: 2018 – 2022

HRI Vision and Mission

Homewood Research Institute (HRI) is an independent not-for-profit organization that partners with Homewood Health Inc. and leading Canadian scientists to drive innovation and applied research that improves care and outcomes in mental health and addiction.

Vision

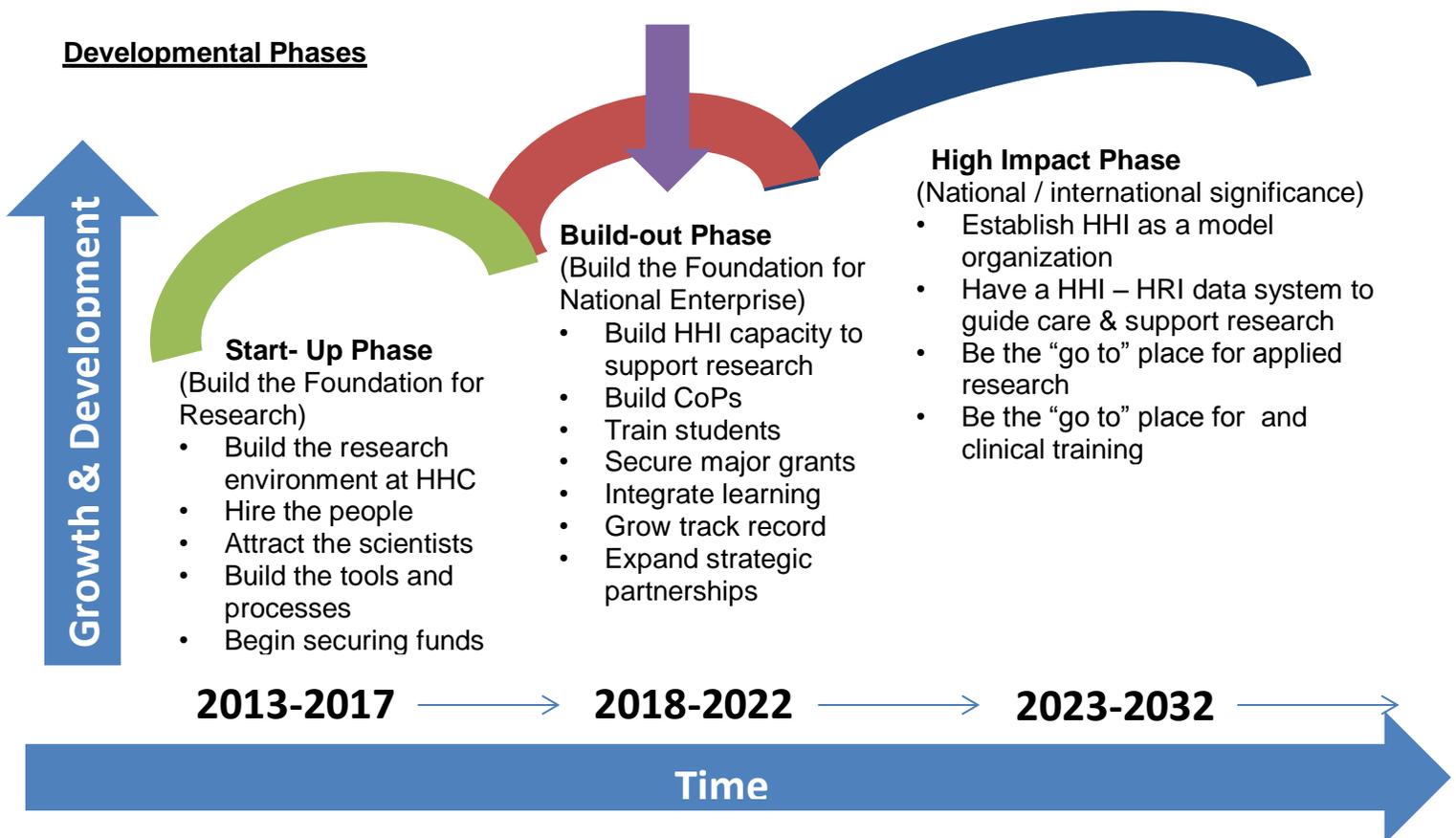
No life held back or cut short by mental illness or addiction

Mission

To improve outcomes of mental health and addiction treatments and services by joining forces with key partners to plan, do and use research that enhances practice.

HRI Values

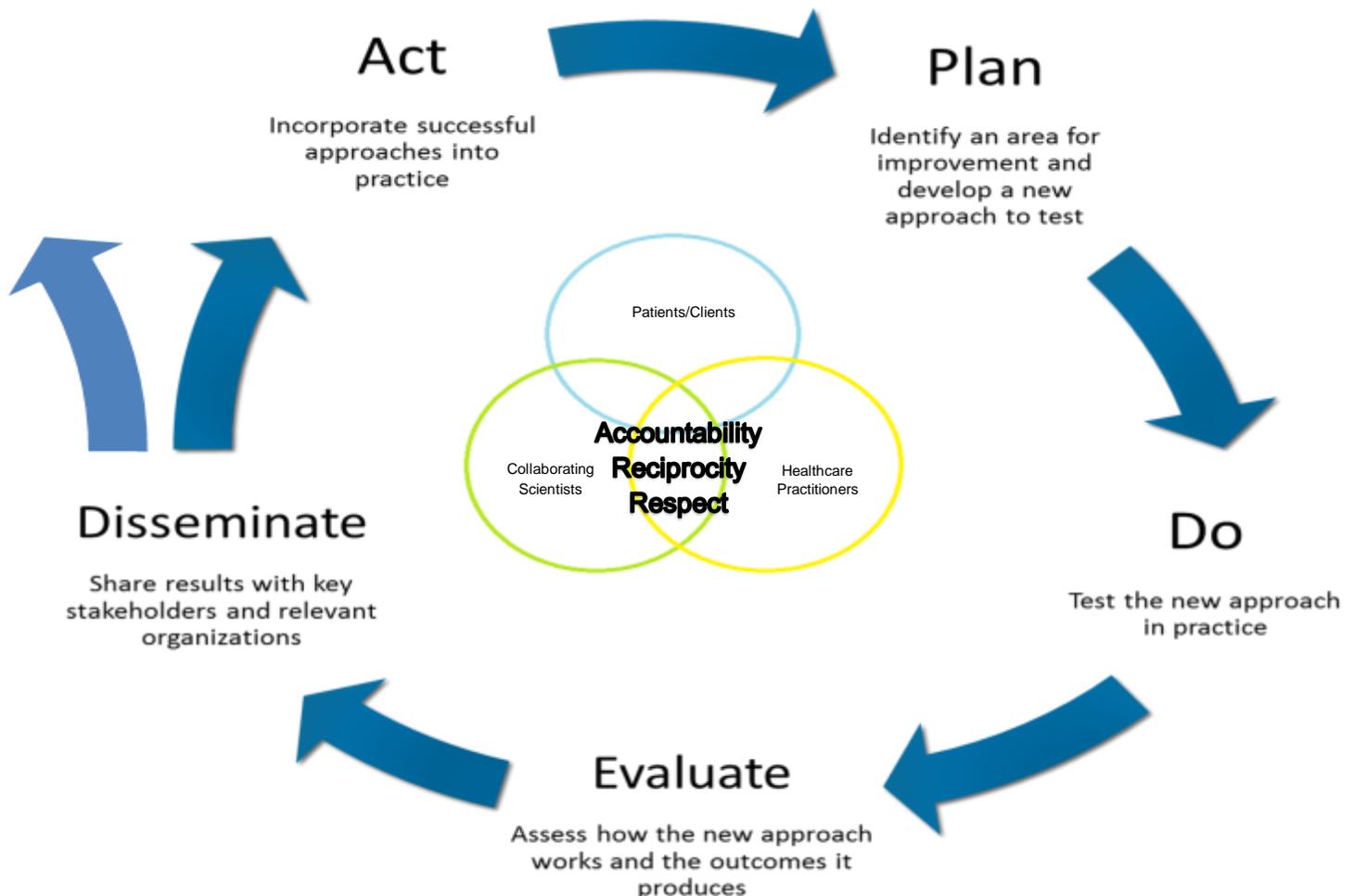
- **Impact** - focus on enhancing treatments and services to improve outcomes
- **Integrity** - behave in ways that build and maintain trust
- **Excellence** - uphold the highest standards in science and business practices
- **Respect** - honor and give due credit to all who work with us
- **Stewardship** - invest in relationships and use resources to best advantage
- **Collaboration** - promote a spirit of community and cooperation in a common cause
- **Innovation** - be creative in developing and testing novel treatments and services
- **Entrepreneurship** - be bold, strategic, nimble and disciplined in pursuit of results



Value Propositions:

- Ability to build **enduring** national networks of top scientists, clinicians & evaluators doing *practice based research*
- Access to **diverse living research environments (HH)**; “massive infrastructure”; can get things done (private)
- Ability to **bridge jurisdictional and institutional divides** and work nationally / internationally (“neutral” convener/partner); backbone organization function
- **Potential to be innovative, nimble, programmatic (private)**
- **Evaluation of outcomes**; system to enable improvement oriented learning from practice; a high value differentiator
- **Broad scope of mandate**: ability to address major issues where practice, innovation, research & evaluation converge Investment in supporting **rapid application** of research to practice
- Ability to provide **private sector partnership** opportunities
- Ability to **focus on applied research**

The How



Strategic Priorities (2018 – 2022)

Goal:

Accelerate Canadian progress in improving care and outcomes for mental health and addiction through innovation and applied research

Build “Best Minds” Collaborative Networks

Build and use a National “Living Research Environment”

Drive Change and Improvements to Care

Build a Scientific and Technological Foundation

Build HRI Organizational Capacity

“Best Minds” Collaborative Networks (The People)	Initiate national networks to promote and develop a research enterprise focused on integrating science and practice.
National “Living Research Environment” (The Enabling Environment)	Catalyze and facilitates the development of an environment that welcomes and enables research.
Drive Change and Improvements to Care (High Impact Research)	Be a leader in developing innovative systems to understand and measure recovery. Develop and test treatment innovations to improve care at Homewood and beyond.
Scientific and Technological Foundation (The Future)	Build a hub to support a national enterprise that develops innovations which improve care and outcomes.
HRI Organizational Capacity (The Capacity)	HRI demonstrates exemplary strategic and operational capacity.

Funding Plan

There are six sources of funding HRI will pursue to build a sustainable funding model:

1. **Core Funding** – Funding from the Schlegel Family to support operations
2. **Homewood Foundation Funding** – Funding to support operations until FY20
3. **Philanthropic Development Plan** – Funds from major donors and corporations through a comprehensive long-term fundraising strategy
4. **Cost Recovery Model** – Cost recovery for HRI staff and administration through research grants
5. **Conferences/Workshops** – A revenue area in development
6. **Matching Funds** – Leverage matching dollars through partnership programs e.g., Mitacs

Assumptions for Future Revenue Development

- The Board adopted the strategic direction proposed in the document, *A Plan for Philanthropic Revenue Generation* which is projected to raise \$541,500 (net revenue) by engaging major donors over the next 3 years.
- HRI will build a comprehensive funding strategy to include sector partners such as foundations, charities, individuals and corporations.
- HRI will increase cost recovery through external grants and generate revenue through training and education events.
- Schlegel Health Care will develop plans to invest in HRI Research Chairs (university affiliated)