

CancerCare Manitoba

POSITION PROFILE

POSITION TITLE: Chief of Clinical Operations
REPORTS TO: President and Chief Executive Officer
ORGANIZATION: CancerCare Manitoba
DATE: December 2021

ABOUT THE CANCERCARE MANITOBA

VISION

A world free of cancer

MISSION

To reduce and, where possible, eliminate the burden of cancer on the people of Manitoba through exemplary programs of prevention, diagnosis, treatment, rehabilitation, continuing care, research and education.

VALUES

Respect For People

Dignity, fairness, openness, equity, collaboration, co-operation, sensitivity to cultural diversity and identity, compassion, privacy, confidentiality

Integrity

Honesty, objectivity, reliability, responsibility, fidelity, transparency

Stewardship

Prudence, sensitivity to risks, opportunities and sustainability of human and material resources and the natural and built environment, accountability

Excellence

Timeliness, efficiency, effectiveness, relevance, diligence, creativity, initiative

CCMB BY THE NUMBERS

- 1000 team members
- \$190 million operating budget
- 4 locations in Winnipeg
- 1 location in Brandon

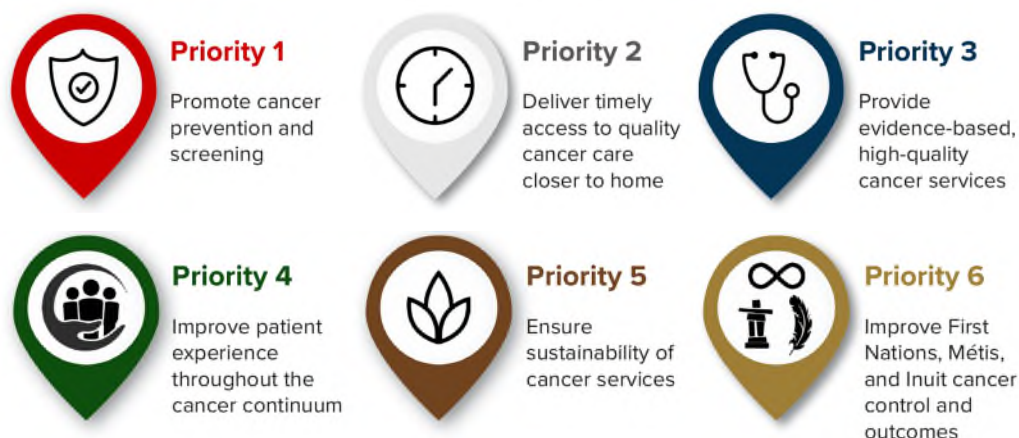
CancerCare Manitoba (CCMB) is the provincially mandated cancer agency and is responsible for setting strategic priorities and long-term planning for cancer and blood disorders. CCMB provides clinical services to both children and adults. The cancer services the organization provides to Manitobans include prevention, early detection, multidisciplinary cancer treatment, supportive and end-of-life care. CCMB is also responsible for radiation protection throughout the province. In addition, the Research Institute at CCMB investigates all aspects of cancer and blood disorders, including research to improve the patient's experience while at CCMB.

CancerCare Manitoba relies on the ongoing support of Manitoba Health and Seniors Care and its close working relationships with regional health authorities to deliver quality cancer services to Manitobans. The financial assistance provided by the donations of Manitobans to the CancerCare Manitoba Foundation is vital to undertaking research and providing quality care to Manitobans.

The organization's multidisciplinary approach to patient care attracts experts in medical, radiation, and surgical oncology, hematology, the best and brightest scientists, passionate nursing staff, and other dedicated healthcare professionals.

CCMB has four locations in Winnipeg. The main site at 675 McDermot Avenue provides chemotherapy and radiation treatments, patient support services and houses the Research Institute. In Brandon, in partnership with Prairie Mountain Health, the Western Manitoba Cancer Centre offers residents of western Manitoba access to radiation therapy, chemotherapy, and patient support services.

Roadmap to Cancer Control for Manitoba 2020



CCMB will continue to support priorities led by the provincial Transformation Management Office including:

- Continue collaboration with the Transformation Management Team on waves of transition;
- Digital Health Transition, Information, and Communication Technology (ICT);
- Performance Management;
- National Association of Pharmacy Regulatory Authorities (NAPRA) and inventory management;
- Quality Patient Safety Framework;
- Provincial Diagnostic Services Consolidation: Harmonize radiologist services and establishment of standards and quality programs;
- Organizational Redesign; and
- French Language Services

ABOUT THE CHIEF OF CLINICAL OPERATIONS

Reporting directly to the President and CEO, the Chief of Clinical Operations is a key member of the CCMB's executive team and provides strategic leadership and operational oversight for programs and the clinical operation units. The Chief of Clinical Operations provides leadership for clinical, administrative, operational, business development, and closely works with the Chief Medical officer to best align physician activities in support of patient services, partnerships, and ancillary services. The Chief of Clinical Operations assures the effective integration of strategy and clinical operations achieving the defined key performance indicators. It is essential that a strong partnership is developed and maintained with the Chief Medical Officer in order to understand the key care standards and goals. This individual works closely with physicians, managers, and other service providers to translate the organization's mission and goals into specific practice goals and objectives and to enhance service delivery to patients in the continuum of care. The Chief of Clinical Operations will possess extensive operational leadership experience within diverse and complex healthcare environments, a proven track record in improving the patient experience, strategic leadership background with diverse workforces, experience and success as an executive change agent, and accomplishments in developing and implementing a vision for strategic service line operations. Working with senior leaders across the health system, she/he will establish structures, systems, processes, and standards to align with the changes in the healthcare system in Manitoba.

The Chief of Clinical Operations has oversight of all the out patient clinical services except for prevention and cancer screening operations. This includes Systemic Therapy Program (includes pharmacy operations), Radiation Oncology Program (includes, Radiation Therapy, Medical Physics and Radiation Protection), Community Oncology Program,

Department of Nursing, Patient & Family Support Services (includes Psychosocial Oncology, Nutrician Services, Volunteer Services and multiple Foundation supported initiatives) as well as Clinic Change personnel.

The Chief of Clinical Operations will provide leadership on clinical operational issues and create and sustain a high-performance organization, based on a commitment to high-quality care, the needs of the patient, continuous improvement, and accountability.

KEY LEADERSHIP ACCOUNTABILITIES

ACCOUNTABILITY 1: STRATEGIC LEADERSHIP AND PLANNING

- In collaboration with the executive team, develop a practical, comprehensive strategic plan clearly defining and describing the vision and mandate of CCMB, its strategic directions, and operational priorities
- Translate the overarching strategic directions of CCMB to strategies of each portfolio
- Develop and implement a structure and processes to identify needs and support effective, efficient patient care and operations
- Establish practical, integrated strategic, and operational planning processes, aligned with CCMB processes and resulting in clear direction to a geographically disbursed acute, long-term and preventative care system
- Working closely with the executive team, develop and approve organization-wide policies and procedures and ensure integration with standards of best practice
- Working closely with the Chief Medical Officer, develop and integrate key medical leadership roles and responsibilities into the clinical operating structure to ensure alignment with clinical standards and best practices
- Consult with the executive team to identify new strategies and programs
- Based on a rigorous evaluation and prioritization, lead concept development of new initiatives
- Develop and approve portfolio specific policies and procedures
- Establish key performance measures and targets, and a system to collect, analyze and report progress against these measures as well as to provide important insights about the delivery of portfolio services
- Develop and implement a system and processes that will identify and monitor external and internal trends, events, and issues that may impact the delivery of services and achievement of service delivery, operational and financial goals and objectives
- Within the CCMB risk management framework, develop and implement a system and yearly risk assessment processes to identify and mitigate all risks to the achievement of goals and standards and ensure compliance with all regulatory requirements within portfolio areas

ACCOUNTABILITY 2: OPERATIONAL, FINANCIAL, HUMAN RESOURCE, AND PERFORMANCE LEADERSHIP

- Translate the vision, mission, values, and strategic directions of strategic plans into concrete, specific, understandable, and measurable operational plans
- Establish goals and objectives for continuous quality improvement initiatives consistent with the vision and strategies of CCMB including corporate priorities, expected targets, and outcomes
- Incorporate internal and external patient feedback into quality improvement initiatives
- Establish tactical and operational goals for each area of responsibility, including budgetary, quality, patient care, and safety, employee engagement, and service excellence goals

- Report on the operational performance of services delivery using indicators, metrics, and targets aligned with system and organizational key performance indicators and measuring the effectiveness of the services and achievement of quality and service targets
- Lead responses to high profile incidents involving patient/ client care
- Develop business cases for change to services such as for new or expanded services or the decommissioning of outdated or ineffective services
- Establish, implement and ensure compliance with all provincial and organizational policies, standards of practice guidelines, protocols, collective agreements, accreditation, and applicable professional requirements
- Establish effective and efficient financial management practices that ensure an accurate, current understanding of drivers of expense, budgets, revenues, and expenditures and focus on long-term financial sustainability, based on strong forecasting practices
- Develop an organizational structure based on your vision and strategic direction as well as best practice organizational design principles and lead the implementation of restructuring initiatives
- Gather, interpret, and disseminate information on organization-wide policies, new programs, and other pertinent information to managers and staff
- Lead the execution of a progressive workforce/talent strategy based on well-defined position requirements and desired competencies, that ensures high-quality staff are recruited and selected, succession is continuously addressed, resources are deployed to meet all operational requirements, performance is enabled and managed and workplace safety is maintained
- Lead the recruitment and selection and performance management of all direct report positions and coach, support, mentor, and problem-solve with direct reports

ACCOUNTABILITY 3: QUALITY OF CARE

- Collaborate with the executive team in the development of standards for professional practice, patient care, and innovative programs designed to facilitate high-quality patient care and operations
- Foster the development of a work environment conducive to the delivery of superior patient care and appropriate staff retention/recruitment
- Responsible for the performance of staff for adherence to established departmental standards of care, standards of practice, policies, procedures, and protocols
- Develop and implement strategies for ensuring compliance with patient care protocols, laws, regulations, collective bargaining agreements, and the standards and requirements of the various professional organizations and regulatory agencies
- Provides leadership for and participates in the development of continuous multidisciplinary quality improvement for assigned areas, in collaboration with members of the interdisciplinary team

ACCOUNTABILITY 4: STAKEHOLDER, PARTNER, AND PUBLIC RELATIONS

- Establish and maintain collaborative, ongoing relationships with executives and senior leaders/partners internal and external to the CCMB organization
- Strengthen CCMB's relationships with stakeholders including legislators, public servants, service delivery partners, compliance and accreditation bodies, funders, vendors, diverse communities of interest, and the public
- Establish successful partnerships with educational and research partners, integrating research into strategic directions for the organization and respective portfolio areas and ensuring educational and research goals are met
- Represent CCMB in the community

EDUCATION, EXPERIENCE AND COMPETENCY REQUIREMENTS

The Chief of Clinical Operations is an evolving position and requires strong leadership skills and the ability to develop and maintain a high-performance environment. The ideal candidate should have broad theoretical knowledge and work experiences that include: models of professional practice, contemporary trends, and standards of nursing care, management of personnel and fiscal resources in a patient care setting, program development, implementation, and evaluation.

REQUIRED

- Masters degree in health care administration, nursing, business administration, public health, or a related area
- Minimum of 10 years leadership experience, primarily at an executive level
- Knowledge of and extensive experience in health systems, models of care, patient flow
- Long-range program planning that involves complex decision-making tasks and quality improvement/risk management
- Demonstrated leadership, success, and adaptability
- Demonstrated ability to execute on operational deliverables to include development of goals and provide ongoing updates of improvement
- Demonstrated ability to solve operational problems that directly impact patient satisfaction
- Ability to manage multiple operational teams for the delivery of clinical programs
- Lead and develop people, fostering teamwork
- Ability to understand and monitor complex budgets for multiple departments
- Expert interpersonal and communication skills
- Demonstrated experience in building and leading high performance, cross-functional and interdisciplinary teams and leading strategic change

PREFERRED

- Recent experience with program management in a health organization is preferred.

ASSET

- Experience and knowledge of cancer specialty services

COMPETENCY REQUIREMENTS

INTEGRITY	<ul style="list-style-type: none"> • Keeps the greater good of Manitobans in mind at all times and advances the health interests of the public in all policies, processes, and practices • Makes principle-centered decisions • Assumes responsibility, accountability and follows through when making commitments • Demonstrates sincerity, honesty, respect, empathy, and adherence to the standards and principles of the health care system • Maintains composure and perspective in difficult or volatile situations • Able to maintain confidential information and use discretion in all interactions
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VISIONARY LEADERSHIP	<ul style="list-style-type: none"> • Has broad knowledge and perspectives • Establishes a shared vision and common goals and creates the environment where the system can achieve them • Adopts a long-term view of strengths, weaknesses, opportunities, and risks in a changing operational environment • Clearly articulates a practical vision for the future, a credible case for change / enhancement, and influences and inspires others to work as part of a team toward that vision • Promotes cooperation, collaboration, and integration between individuals and groups both within and outside of the organization, ensuring everyone understands each other's roles, responsibilities, and contributions • Identifies critical issues that will have an impact on the system
EFFECTIVE ORAL, WRITTEN AND PRESENTATION SKILLS	<ul style="list-style-type: none"> • Defines the principles and framework of effective organizational communication • Actively listens to messages being communicated by stakeholders • Articulates complex ideas in a clear, understandable way • Creates and conducts powerful presentations to small and large groups • Develops well-constructed documents and reports • Provides sound, credible and thorough information to the executive team, the Board of Directors, Shared Health Manitoba, and the general public • Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships
EXCELLENT JUDGMENT	<ul style="list-style-type: none"> • Efficiently and effectively perceives and assesses situations • Understands when decisions require input and when they do not • Asks the right questions and actively engages individuals across the organization to get the information needed • Draws sound conclusions and recommends changes in policies and practices as required • Generates options with an analysis of pros and cons as well as identified impacts • Identifies the impacts and risks associated with decisions and takes appropriate risks • Influences decisions that challenge the status quo and provoke growth and positive development in the system • Takes responsibility for difficult decisions • Defines decision-making model(s) / principles / criteria for others • Utilizes objective, factual and valid information from a variety of sources to make informed decisions, understand the potential impacts, and keep all relevant parties informed
POLITICAL ACUMEN	<ul style="list-style-type: none"> • Understands complex political situations and determines effective strategies to maximize opportunity and minimize risk • Understands and respects the role of all parties and how they might work together

	<ul style="list-style-type: none"> • Gains and effectively uses knowledge of formal and informal political, social and organizational structures and relationships to achieve positive change
RESULTS ORIENTATION	<ul style="list-style-type: none"> • Incorporates the needs of all stakeholders and patients when setting standards, strategies, and organizational direction • Sets goals and priorities that maximize the use of resources available to consistently deliver results based on strategic direction and stakeholder expectations • Driven to meet a high standard of performance • Monitors progress towards a goal, anticipates problems, and makes adjustments when necessary
FINANCIAL ACUMEN	<ul style="list-style-type: none"> • Understands the financial models of the system and the elements that impact the model and financial performance

About Manitoba

Founded in 1870, Manitoba means “where the spirit lives” in the languages of the Indigenous people who first lived in the region. Commonly referred to as ‘Friendly Manitoba’, the province’s urban and rural communities are diverse and welcoming.

Manitoba is the province at the longitudinal centre of Canada. One of the three prairie provinces, it is Canada’s fifth-most populous province in a population estimated at 1.2 million people. Manitoba has a widely varied landscape and is home to five distinct ecozones: prairie, boreal plains, boreal shield, taiga shield and Hudson plains.

Manitoba has a high standard of living, steady economic growth, diversified industry, and high employment. Our central location and excellent air, rail and roads make Manitoba a gateway to the rest of Canada, North America, and the world. Manitoba’s economy has a great reputation for innovation, quality, reliability, and sustainability in the national and global market place.

The average summer temperature in Manitoba is +26°C (79°F); the average winter temperature is -12°C (10°F)

Manitoba is fortunate to have an abundance of freshwaters including lakes, rivers and wetlands making it a popular spot for outdoor enthusiasts. It is home to over 100,000 lakes including Lake Winnipeg, Lake Manitoba and Lake Winnipegosis and surface water covers approximately 16 percent of the province. Manitoba has more than 90 parks to explore, including two National Parks (Riding Mountain National Park and Wapusk National Park). Some of Manitoba’s most popular attractions include:

Churchill - Popularly known as the "Polar Bear Capital of the World," lies on the harsh, rocky coast of Hudson Bay. Tours in tundra buggies - giant large-wheeled vehicles with caged windows - allow visitors close up encounters with the bears.

Grand Beach - Encompasses a huge stretch of soft sand beach on the shores of Lake Winnipeg. It is considered one of the nicest beaches in Canada.

Riding Mountain National Park - This scenic park is a combination of recreation area and nature reserve. The deep lakes in Riding Mountain such as Clear Lake, Lake Katherine, and Deep Lake are popular fishing spots and there are numerous walking and cycling trails throughout the park.

Gimli - Gimli is a small resort town, approximately an hour's drive north of Winnipeg, on the shores of Lake Winnipeg. In the summer, Gimli comes to life as visitors and cottagers flock to this area to enjoy the beaches. One of the annual highlights is the Icelandic Festival of Manitoba, known as Íslendingadagurinn, which takes place over the long weekend in August.

Whiteshell Provincial Park - About a 1.5-hour drive east of Winnipeg, Whiteshell Provincial Park is a popular summer destination. The landscape is typical of the Canadian Shield. The resort communities of Falcon Lake and West Hawk Lake to the east of the park are home to beaches, and offering opportunities boating and water sports.

Lower Fort Garry National Historic Site – Just outside Selkirk, the Fort Garry National Historic Park is the only stone fort from the fur trading era to survive intact anywhere in North America. Visitors to the fort will be able to view period furniture and household items and visit with costumed employees who act out the roles of the fort’s inhabitants.



Narcisse Snake Dens – In late April/early May, tens of thousands of garter snakes emerge from their winter dens. Visitors can watch the snakes from observation.

Pinawa Dam Provincial Park – Set in a picturesque area of the Canadian Shield, the ruins of the 1906 dam are the central feature of this park.

Hecla Island - Part of Hecla-Grindstone Provincial Park, Hecla Island is a popular get-away. There are hiking trails, 18-hole golf course, spa and resort.

Canadian Fossil Discovery Centre – Located in Morden Manitoba, this museum contains Canada's largest collection of marine reptile fossils.

Mennonite Heritage Village - Located in Steinbach, the Mennonite Heritage Village recreates Mennonite life from the 16th century to the present day and features changing themes.

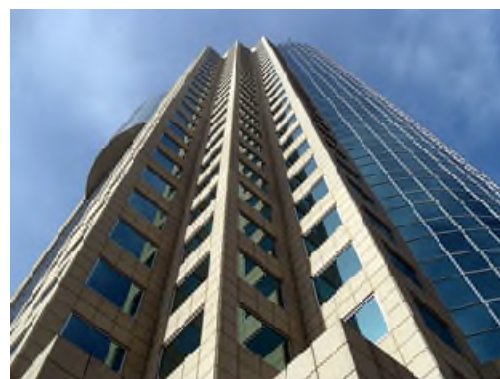


About Winnipeg

Winnipeg is the vibrant capital city of Manitoba and lies at the geographic heart of North America. "The Peg" is located in the fertile Red River Valley at the junction of the Red and Assiniboine Rivers. One of the most economically and culturally diverse cities in Canada, Winnipeg is well known for its cultural achievement, flourishing arts scene, and welcoming spirit.

A "City of Sunshine" we have the highest average number of sunlight hours in Canada with an average summer temperature of 25.4°C and an average winter temperature of -12.9°C.

Well known as a transportation hub and the "Gateway to the West", key industries in Winnipeg include aerospace, agribusiness, finance and insurance, health and biotechnology, information and communications, electric power and apparel and furniture manufacturing. Major employers include Investors Group, MTS Allstream, Canada Life, Palliser Furniture, Motor Coach Industries, New Flyer, Boeing, Standard Aero, Pollard Banknote and Bristol Aerospace.



Our city is in the midst of expansive growth and development that is cementing our reputation as a community with growth opportunities in every industry and sector. Here we highlight but a few of these initiatives:

CentrePort – The development of an inland port which will be a hub of transportation activity that brings together road, rail and air cargo to a central location for re-distribution with the intent of facilitating international trade and distribution and creating value added services as goods move through the supply chain. Winnipeg's proximity to the geographic centre of North America, and 20,000 acres of land around the airport will be capitalized on to expand Winnipeg's position as one of North America's most important trading centres.

Assiniboine Park & Zoo Expansion – Winnipeg's premier green space is already visited by millions of people annually and already boasts the Leo Mol Sculpture Garden, the Assiniboine Park Zoo, a Conservatory, and the Lyric Theater at which free concerts play throughout the summer season. With the establishment of the Assiniboine Park Conservancy, a private not-for-profit corporation dedicated to improving its infrastructure and services, the park and zoo are quickly expanding upon their world-class floral, zoological, artistic and activity based attractions to deliver internationally renowned entertainment and recreation options. The Journey to Churchill exhibit and the planned Diversity Gardens will attract visitors from around the world.



The Canadian Museum for Human Rights – located in the heart of downtown Winnipeg, the Canadian Museum for Human Rights, Canada's first federal museum located outside Ottawa, is housed in an iconic building and will be a national and international destination and a centre of learning where Canadians and people from around the world can engage in discussion and commit to taking action against hate and oppression. Opened in 2014, it enhances the public understanding of human rights, promotes respect for others, and further cements Canada's reputation for championing human rights issues from right here in Winnipeg.

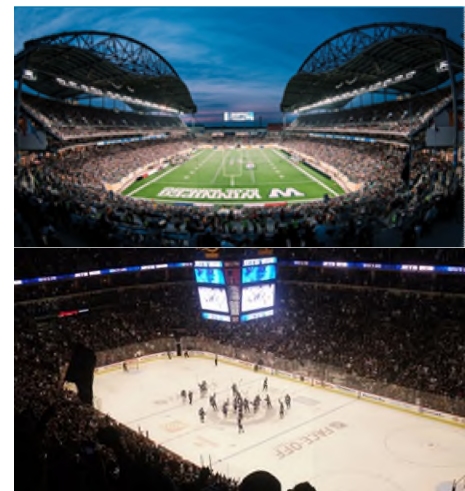
SHED – CentreVenture Development Corporation's proposed Sport, Hospitality and Entertainment District (SHED) development plan for downtown Winnipeg includes an outdoor public square, two new mixed commercial developments, and additional parking facilities in addition to plans for expanded retail development and expansion of Winnipeg's sheltered skywalk system.

True North Square - An iconic mixed-use development in the heart of Winnipeg's burgeoning downtown. True North Square is more than a collection of buildings – it is a living entity ready to accommodate a dynamic Winnipeg community, drawing in and capitalizing on the synergies between working, living, socializing, and gathering all in one central location. When complete, True North Square will feature four towers spanning over one million square feet of Class A office, residential, retail, hotel and public space.

IG Field – Home of the Winnipeg Blue Bombers and the Manitoba Bisons, IG Field is a world-class athletic and recreation venue constructed near the University of Manitoba. The facility includes a new stadium with over 33,000 seats and 40 private suites with additional hospitality areas, and a new fitness centre.

Winnipeg Jets – Adding to the excitement of two professional sports teams, the Winnipeg Blue Bombers and the Winnipeg Goldeyes, True North Sports and Entertainment brought us back our beloved Winnipeg Jets in the 2011/12 season.

James Richardson International Airport – The \$585 million transformation of Winnipeg's airport including the construction of a new terminal, access road, parkade and an additional hotel means Winnipeg's ever increasing passenger and cargo traffic levels will continue to be managed safely and efficiently. With expanded retail services reflective of Winnipeg, the ability to accommodate more and larger international flights, the opening of a new bus terminal, and the relocation of the Canada Post plant nearby, Winnipeg's airport is literally positioned to become one of the busiest in Canada.



With over 935 parks, 24 golf courses, 50 indoor arenas and curling rinks, 40 galleries, 50 theatres and performance venues, and 20 libraries we believe in community, recreation and fun. Some of the top attractions in Winnipeg include:

The Assiniboine River walk - a lighted pathway that lies on the north shore of the Assiniboine River from the Forks to the Legislative Grounds.

The Manitoba Centennial Centre - home to Canada's Royal Winnipeg Ballet, the Winnipeg Opera Company and the Winnipeg Symphony Orchestra, located in downtown Winnipeg includes the Concert Hall and Planetarium and the Manitoba Museum.

Rainbow Stage - located at Kildonan Park offers fun, superb, award winning performances of popular Broadway hits in a covered outdoor setting.

The Manitoba Theatre Centre – Canada's first English-speaking regional theater and a model for regional theatres throughout North America; presents over 250 performances annually for more than 150,000 theatre lovers.

Fort Whyte Centre for Environmental Education - is a wild oasis offering forests; self-guided trails, an interpretive centre and fresh water aquarium.



We enjoy numerous unique festivals in our community including the Red River Exhibition with Manitoba's largest midway and a wide variety of family entertainment. Folklorama is the largest running multicultural event in the world of its kind, held throughout the city for two consecutive weeks during the summer months. The Winnipeg Fringe Theatre Festival is the second-largest fringe festival in North America. The annual Winnipeg Folk Festival is internationally renowned, 40 years old and running strong. The Festival du Voyageur is one of North America's longest running winter festivals. These along with numerous others including Winnipeg International Children's Festival, and the Winnipeg Jazz Festival, which hosts some of the finest Jazz Musicians from around the world and

converges at the Winnipeg Art Gallery (Canada's oldest public Art Gallery,) help ensure that our unique contemporary culture grows and thrives.

There is no shortage of entertainment options and we have a sophisticated and open cultural scene. Canada's crossroads is easy to get to by land, rail or air; but difficult to leave.

For more information on Winnipeg please visit <https://www.travelmanitoba.com>, www.winnipeg.ca, www.economicdevelopmentwinnipeg.com, www.winnipeginlandport.ca, and www.centreventure.com.