

PRAIRIE MOUNTAIN HEALTH

POSITION PROFILE

POSITION TITLE: Chief Executive Officer
REPORTS TO: Board of Directors
ORGANIZATION: Prairie Mountain Health
DATE: January 2021

ABOUT PRAIRIE MOUNTAIN HEALTH

VISION

Health and wellness for all

MISSION

Together we promote and improve the health of the people of our region through the delivery of innovative and client-centred health care

VALUES

Integrity

- Putting words into actions
- Demonstrating ethical behavior
- Doing the right thing based on PMH's ethical framework
- Communicating honestly and transparently

Respect

- Earning the trust of patients and co-workers
- Treating others with compassion and dignity
- Appreciating each other
- Demonstrating genuine caring and empathy in all we do
- Accepting of differences

Accountability

- Accepting and ensuring responsibility for our actions
- Demonstrating professionalism
- Ensuring our organization is fiscally responsible
- Maintaining transparency in all we do
- Supporting evaluation of our services

Responsiveness

- Being pro-active, receptive and open minded
- Responding to and planning for the needs of our patients, families and staff
- Supporting our patients and each other
- Promoting innovation and continuous improvement
- Improving safety and effectiveness of our services

Equity

- Being inclusive and fair
- Supporting improvements based on needs
- Working with partners to address disparities and social determinants of health

Engagement

- Involving communities, clients and staff
- Listening to and considering ideas and concerns in decision-making
- Using a team approach in the work we do

Prairie Mountain Health/Santé Prairie Mountain (PMH) was officially formed in June 2012, following the Manitoba government amalgamation of the former regional health authorities of Assiniboine, Brandon and Parkland. It is one of five regional health authorities in the province.

Prairie Mountain Health provides primary, acute and emergency medical services through facilities and sites across a wide geographic region. There are:

- 20 acute care (hospital) sites
- 43 long-term care (personal care home) sites
- 9 transitional care sites
- 6 primary health centres and one(1) primary care centre
- 38 emergency medical service ambulance facilities
- 1 orthopedic rehabilitation centre

There are also community cancer programs and hubs, telehealth and hemodialysis services. A continuum of health programs and services are delivered directly by approximately 7846 employees and through operating agreements with affiliate non- profit and for profit organizations.

The region covers a geographically large area of 67000 square kilometres. The population of the region is approximately 170900, about 12% of Manitoba's population. It is made up of 55 municipalities including the cities of Brandon and Dauphin. The land is defined as the traditional territories of the Cree, Dakota, Ojibway, Oji-Cree and homelands of the Metis. The region has 15 Northern Affairs community councils and 32 Hutterite colonies/communities. The PMH has established four strategic directions and numerous operational strategies to guide the operations of its hospitals, clinics, care homes and community-based service delivery providers.

STRATEGIC DIRECTIONS

- Improved service delivery
- Improved access to care
- Capacity building
- Health system innovation
- Health system sustainability
- Improving health status and reducing health disparities

OPERATIONAL STRATEGIES:

- Regional recruitment and retention
- Regional management and leadership development
- Amalgamation of programs and services (development of regional models)
- Regional coordination of acute care services and regional utilization planning
- Doctor for All
- Cancer patient journey
- Continuing care strategy
- Chronic disease management

To provide further context, one of the major priorities of the Government of Manitoba is a sustainable health system that delivers improved outcomes and services. Health care is one of the most important services provided by the Manitoba government. The Government of Manitoba has initiated significant changes to Manitoba's health care through its Manitoba Health Transformation Program. The program has been established to guide the thoughtful planning and phased implementation of broad health-system changes aimed at improving the quality, accessibility and efficiency of health care services across Manitoba.

Prairie Mountain Health is experiencing and will continue to experience significant change as part of the transformation of health care in Manitoba. The establishment of Shared Health substantially changes the mandate of PMH. Shared Health was established in 2018 to support strategic health care alignment across Manitoba. It leads the coordinated planning and integration of patient-centred clinical and preventative health services. It also operates provincial health care facilities and services that deliver care to all residents of Manitoba. Shared Health provides centralized business, administration and technical functions and services to support the delivery of care across provincial health organizations.

ABOUT THE CHIEF EXECUTIVE OFFICER POSITION

Working closely with the Prairie Mountain Health Board of Directors and the executive team, the Chief Executive Officer will provide strategic leadership of the PMH organization ensuring the delivery of patient-centred, quality, safe, outcome-focused, financially sustainable and integrated health services. The CEO will lead the development, implementation and achievement of the organization's Regional Health Plan ensuring strategies and plans are aligned with the goals of health transformation in Manitoba and the services form part of seamlessly integrated clinical care pathways that effectively serve all the health needs of the population served.

The Chief Executive Officer will create and sustain a high- performance organization supported by an enabling culture of integrity, respect, accountability for results and fiscal sustainability, patient focused care, systems thinking and continuous innovation. The CEO will promote the permeation of this culture through the system of acute care facilities, community-based organizations and partners by coordinating planning, clarifying and confirming roles and responsibilities and consistently measuring and reporting on performance.

Candidates inspired by the opportunities and challenges of leading a progressive organization in transition and who have the leadership ability to create the environment conducive to service excellence, results achievement, responsiveness and accountability will want to explore this rare opportunity.

KEY LEADERSHIP ACCOUNTABILITIES

ACCOUNTABILITY 1: STRATEGIC, OPERATIONAL AND BUSINESS PLANNING

- Lead the development and execution of PMH's strategic and operational plans reflective of Board policies and priorities and ensuring achievement of PMH vision, mandate, goals and objectives
- Establish a system and process to identify the health needs of the population served, develop, review and recommend new programs, changes to existing services and/or innovative opportunities in alignment with health system transformation
- Establish key performance measures and targets, and a system to collect, analyze and report progress against these measures as well as provide important insights about the delivery of services
- Establish and widely communicate clear, expected operational outcomes reflective of Board policies and the strategic plan and regularly report about progress towards them
- 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 health services and achievement of service delivery, operational and financial goals and objectives
- Develop and implement a system and processes to identify and mitigate all risks to achievement of goals and standards and ensure compliance with all regulatory requirements

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

- Translate the vision, mission, values and strategic directions of PMH into concrete, specific, understandable and measurable organizational and functional plans, ensuring all employees and service delivery partners understand their roles, responsibilities and how they contribute in the system
- Develop a culture and environment that nurtures teamwork, positive employee relations, inclusiveness, respect and continuous innovation
- Implement a system-wide financial model and financial management system that ensures an accurate, current understanding of cost drivers, revenues and expenditures, produces accurate budgeting and forecasting and focuses on long-term financial sustainability
- Establish structures, systems and processes to ensure appropriate management and control of PMH including effective resource allocation (people, equipment, facility, financial) and management
- Develop and maintain an efficient and effective organizational structure to deliver health services and programs and ensure accountability of all departments, service partners and staff
- Implement policy directives and establish feedback mechanisms
- Ensure a safe work environment that adheres to Workplace Safety and Health Regulations, Infection Prevention and Control Guidelines and Fire, Disaster and Evacuation plans and avoids, prevents and corrects activities or actions which may result in an adverse outcome in the delivery of health services to patients and clients
- Leads the development, implementation, continuous evaluation and enhancement of patient safety initiatives and programs and ensures system resiliency to the inherent risks, hazards and harms of 'doing business'
- Provide effective recruitment, selection, development, evaluation, mentoring and coaching of the executive management team- Vice President Human Resources, Vice President Community, Vice President Medical and Diagnostics, Vice President Acute, Long Term Care and EMS, Director Finance and Materials Management, Executive Director Communications and Corporate Operations and Executive Director Primary Care and Support Services

- Ensure a highly qualified workforce by developing timely, effective recruitment and selection processes, aligned and forward-looking workforce and succession planning processes, progressive performance management systems incorporating clarity of goals and professional development planning, a multi-faceted approach to training and development and compensation programs that ensure attraction and retention of qualified staff, meet collective agreement obligations and align with government policies and strategic directions
- Promote the goals and objectives of educational programs established by the region
- Establish and report on the operational performance of sites and departments using indicators, metrics and targets aligned with organizational key performance indicators and measuring the effectiveness of the services and achievement of quality and service targets

ACCOUNTABILITY 3: BOARD OF DIRECTORS SUPPORT

- Within a policy governance model, advise and assist the Board of Directors in the development of policies, strategic goals and objectives, programs, services and new initiatives in response to identified needs as well as provide current information about a changing environmental landscape, including risk analysis and mitigation strategies and ongoing oversight.
- Provide support and advice to the Board in preparation of the mission, vision, values, goals and policies of the organization
- Ensure the progress, interpretation and fulfillment of policies, regulatory compliance, plans and programs established by the Board of Directors for the administration of PMH's operations
- Ensure formal written documentation including reports, background information and briefing materials are prepared and presented to the Board of Directors as required to support decisions and the development of policy and direction as well as to ensure the Board is appropriately informed of progress
- Implement the by-laws, policies and strategy set by the Board and ensure compliance with the Regional Health Authorities Act, all regulations and statutory and regulatory requirements
- As the official link between the Board and the employees of the organization, ensure effective formal communication and the appropriate sharing of information between the Board and the organization's employees
- Ensure a comprehensive monitoring system is established, in consultation with the Board, for regular reporting to the Board to determine and assess performance of key elements of the organization. Such reports shall be inclusive of such key areas as finances, continuous improvement / risk management, patient / resident concerns, health plan implementation status, etc.
- Serve, as an ex-officio, non-voting member of committees as determined by the Board
- Apprise the Board of Directors of regional and provincial information and developments pertinent to the delivery of health services in the PMH region

ACCOUNTABILITY 4: STAKEHOLDER, PARTNER AND PUBLIC RELATIONS

- Establish effective internal and external communication strategies and structures to promote awareness of all health services and how to access them
- Develop collaborative partnerships and working relationships with internal and external stakeholders in the planning and delivery of health services
- Promote partnership and cooperation with organizations and governments and maintain strong working relationships and communications with all health providers and stakeholders in the region
- In conjunction with the Board Chair, act as the primary spokesperson for the organization

- Establish and maintain collaborative, ongoing relationships with key partners including central government, the ministry, Shared Health and other Regional Health Authorities ensuring alignment and accountability of the organization as a service delivery organization in a provincial system
- Strengthen PMH's relationships with partners including legislators, public servants, service delivery partners, compliance and accreditation bodies, funders, vendors, diverse communities of interest including Indigenous peoples and the public
- Represent PMH in communities across Manitoba

EDUCATION, EXPERIENCE AND COMPETENCY REQUIREMENTS

The Chief Executive Officer is the Board's official link to the organization and as such is accountable for all organizational performance and exercises all authority transmitted into the organization by the Prairie Mountain Health Board of Directors. The Chief Executive Officer is a critical position and requires strong transformational leadership skills and the ability to ensure accessible and quality health services and drive timely and significant change in a complex healthcare system.

The ideal candidate will bring to this role exceptional business and financial acumen and a proven track record as a strategic and systems thinker who has successfully translated a future vision into successful outcomes and challenged the status quo to promote transformation, integration and innovation in complex, multi-service, multi-location operations. This will be supported by a master's degree in business, health or social services administration or a related field coupled with a minimum of 10 years experience at the executive level in large, complex organizations and with full responsibility for financial, human resource and operational performance. A solid understanding of health care policy, programming, performance and funding accountability, experience operating in an integrated health care system and demonstrated experience in workplace re-engineering within a continuous quality improvement environment would be an asset.

The next CEO will have a successful track record of navigating political and multi-stakeholder issues, implementing progressive change management strategies and using excellent communication approaches to attain organizational goals and objectives. An understanding and appreciation of the dynamics of rural and Indigenous communities is a must. An influencer and networker, the ideal candidate will bring an exceptional ability to lead and mentor senior leaders and inspire, coach, evaluate, share knowledge and engage staff and stakeholders. Extensive experience working with and supporting a Board or governing body is important.

COMPETENCY REQUIREMENTS

INTEGRITY

- Keeps the greater good of the population in mind at all times and advances the health interests of the public in all policies, processes and practices
- Makes principle-centered decisions even when unpopular
- 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

VISIONARY LEADERSHIP	<ul style="list-style-type: none"> • Has broad knowledge and perspectives • Shapes the strategic direction of the organization, establishes a shared vision and values as well as 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 quickly 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 clinical and preventative health system 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 • Explains the services, service delivery model and expected outcomes so all stakeholders can understand • Creates and conducts powerful presentations to small and large groups • Develops well-constructed documents and reports • Provides sound, credible and thorough information to the Board of Directors and ensures they are appropriately informed of issues • 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 • Extremely comfortable making and taking responsibility for tough decisions • Asks the right questions 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 • 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"> • Analyzes situations, understands environmental and political impacts and devises strategies and tactics to help obtain organizational goals and objectives • 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 • Implements strong budgeting, financial reporting, forecasting and monitoring processes • Implements a risk-based approach to financial management and ensures appropriate policies are in place

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 center of Canada. One of the three prairie provinces, it has 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 Islendingadagurinn, 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.

