



POSITION PROFILE

POSITION TITLE: Provincial Lead Administrative and Shared Services and Chief Financial Officer
REPORTS TO: Chief Executive Officer
ORGANIZATION: Shared Health
DATE: November 2021

ABOUT SHARED HEALTH

- 12,000 interdisciplinary employees, delivering clinical, preventative and administrative shared services
- Partnerships with over 250 local, regional and provincial health service delivery organizations
- Urban, rural and remote locations across the province

VALUES

Provincial

A provincial approach to health care, using consistent models of care to deliver services across the province and a commitment to continuous improvement in quality, outcomes, equity and education.

Professional

Evidence based, with ongoing commitment to academic and clinical research and to incorporating the full scopes of practice of our health workforce in the delivery of care.

Patient-Centered

Respectful, responsive, patient-focused care centered around the needs of the individual.

Inclusive, Accessible and Equitable

Care that values and respects the cultural practices and care needs of Manitoba's diverse and geographically-dispersed population. With consistent local access to core services and clearly defined pathways to referred and specialty services.

Effective and Accountable

Models of care built on quality, safety, evidence and leading practice and which strive for innovation and measure for continuous improvement.

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 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.

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 sets provincial clinical standards and 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.

With a vision to provide the best care, as close to home as possible, Shared Health's mandate is to provide Manitoba patients with the best health care and health outcomes possible by partnering with health organizations, educational institutions and clinical experts to plan and deliver evidence-based, innovative and sustainable models of care that are accessible, consistent, and service the needs of all Manitobans.

Shared Health provides direct health services to the population of Manitoba, northwestern Ontario and Nunavut including:

- Provincial diagnostic services
- Provincial health services
- Provincial emergency response services
- Provincial mental health and addictions
- Manitoba's provincial tertiary care and teaching hospital – Health Sciences Centre Winnipeg, providing specialized care for trauma, transplants, burns, neurosciences, complex cancer care and pediatric care

Shared Health provides provincial clinical services delivery in the acute, community and continuing care portfolios across the following programs and service areas:

- Emergency/critical care/trauma
- Surgery/anesthesia
- Maternal and child health
- Acute medicine/cardiac/renal
- Primary and community/continuing care
- Mental health and addictions
- Chronic/complex medicine
- Cancer/palliative care
- Seniors/rehabilitation

The Administration and Shared Services portfolio provides central administrative functions for the Shared Health organization and shared services to all provincial health system service delivery organizations. Administrative services include finance, human resources, business performance management and service management. Additional Shared Services are likely to be added to the portfolio as it matures. These may include Provincial Medical Device Reprocessing, Food Services, Laundry and Linen, Clinical Engineering, Enterprise Risk Management.

Shared Services include:

- Provincial Legal Shared Service
- Provincial Supply Chain Management Shared Service
- Provincial Pharmacy Distribution & Warehouse Shared Service
- Provincial Capital Planning Shared Service
- Provincial Facilities Management
- Provincial Financial Shared Services

ABOUT THE PROVINCIAL LEAD ADMINISTRATIVE AND SHARED SERVICES AND CHIEF FINANCIAL OFFICER POSITION

The Provincial Lead Administrative and Shared Services and Chief Financial Officer (Provincial Lead and CFO) provides strategic and operational leadership of the finance, human resources and business performance management functions for Shared Health as well as the delivery of corporate and administrative shared services to Shared Health and the independently governed provincial health system service delivery organizations. The Provincial Lead and CFO will ensure the strategies, plans and practices of all enabling functions support the achievement of Shared Health's vision, goals and priorities and Manitoba's Clinical and Preventative Services Plan.

The Provincial Lead and CFO is accountable for the financial integrity, financial risk and treasury management of Shared Health. This includes oversight and responsibility for an annual operating budget of approximately \$1.8 billion, a supply chain annual spend of \$900 million and a fluctuating annual capital funding budget of approximately \$ 1 billion.

The Provincial Lead and Chief Financial Officer supports the creation and sustainment of a high-performance organization and enables the culture of high quality, patient-focused care, systems thinking, inclusiveness, strong fiscal management, accountability for results and continuous innovation.

Candidates inspired by the opportunities and challenges of leading a major administrative and shared services organization through transformation and integration, as it supports major change in the way health services are delivered, and who have the leadership ability to create the environment conducive to innovation, service excellence, adaptability and results achievement will want to explore this rare opportunity.

KEY LEADERSHIP ACCOUNTABILITIES

ACCOUNTABILITY 1: STRATEGIC, TRANSFORMATION AND OPERATIONAL LEADERSHIP

- As a member of the executive leadership team, contribute to the development of a robust strategic plan and lead the transformation of administrative and shared services
- Maintain strategic alignment by ensuring the planning, implementation and evaluation of Shared Health's administrative and shared services enables the achievement of the health system transformation priorities of the Ministry of Health and Seniors Care and Ministry of Mental Health Wellness and Recovery
- Establish the service management framework for Shared Health and negotiate and ensure adherence to terms of service for administrative and finance, legal, supply chain, capital planning and facilities management shared services
- Develop and implement a system and processes to ensure current knowledge and understanding of trends in business and public administration practices and the ongoing administrative and resourcing needs of Shared Health and its service delivery partners
- Act as a thought leader and subject matter expert, providing advice and guidance to executive leaders in the development of effective strategies to address trends, issues and changes in the operating environment
- Act as an executive sponsor, leading and championing initiatives to introduce changes in administrative and shared services
- 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 administrative, financial and shared services
- Encourage, review and support business cases for change to administrative and shared services such as new or expanded services, or the withdrawal of outdated or ineffective services, systems or processes
- Develop and implement a system and processes to identify and mitigate all administrative and financial risks to the achievement of goals and standards and ensure compliance with all regulatory requirements

ACCOUNTABILITY 2: ORGANIZATIONAL, FINANCIAL, AND PERFORMANCE LEADERSHIP

- Translate the vision, mission, values and strategic directions of Shared Health into concrete, specific, understandable and measurable operational plans for administrative, shared and financial services, ensuring all employees and service delivery partners understand their roles, responsibilities and how they contribute to the system
- Lead and manage the administrative operations of Shared health and the shared services operations provided to all provincial health system SDOs, providing leadership on strategic and operating issues, managing costs and volumes of service and supporting consistent service delivery throughout the province
- Develop and sustain effective consultative planning and direct administrative and support services to the system including corporate shared services (legal, privacy, corporate risk, financial and health support shared services for

supply chain management, capital planning, facilities management, security, laundry services, medical device reprocessing and clinical engineering

- Modify and improve services to ensure ongoing capacity, appropriate resource allocation and meeting the needs of diverse stakeholders throughout the province
- Manage suppliers and service level commitments to support and sustain critical administrative and shared services operations
- Develop and ensure compliance with all organizational policies, procedures, standards of practice, guidelines and collective agreements consistent with legislative, accreditation, applicable professional requirements and organizational values, treating employees fairly and consistently and managing the risk of litigation and conflict
- Establish and provide reporting on the operational performance of overall administrative and shared services delivery using metrics and indicators aligned with established key performance indicators measuring the effectiveness of services, and achievement of quality and service targets (e.g. service access, service outcomes, client experiences and stakeholder engagement)
- Develop a financial model and financial management system that provides an accurate, current understanding of cost drivers, revenues and expenditures and produces accurate budgeting and forecasting and focuses on long-term financial sustainability
- Ensure timely, accurate monthly forecasting and variance analyses are developed and distributed to government funders, the board of directors, executive and senior management, reflecting the forecasted financial position for the fiscal year, major cost drivers and variance explanations
- Oversee the completion of the annual year-end audit function ensuring all working paper files, trial balance and draft audited statements are complete for the review of the external auditors
- Ensure the implementation of all feasible and appropriate recommendations from the auditor's management report
- Establish and maintain a transformed organizational structure and service delivery model for administration and shared services across the province and an accompanying workforce/ talent plan
- Ensure high-quality staff are recruited and selected, succession is continuously addressed, resources are deployed to meet all operational requirements, the compensation model incents desired behaviours while balancing financial sustainability, performance is enabled and managed and workplace safety is maintained
- Establish expectations and individual objectives, mentor, coach and evaluate the performance of direct reports
- Delegate and assign responsibility for important service outcomes aligned with strategic goals to appropriate management and staff, providing ongoing support and direction to ensure goals are achieved

ACCOUNTABILITY 3: STAKEHOLDER, PARTNER AND PUBLIC RELATIONS

- Establish and maintain collaborative, ongoing relationships with executives and senior leaders/partners in the delivery of administrative and shared services
- Strengthen Shared Health's relationships with partners including legislators, public servants, service delivery partners, compliance and accreditation bodies, funders and vendors
- Respond or contribute to the response to media related to administrative and shared services
- Collaborate with key partners and lead or participate in internal and external councils and committees as required
- Represent Shared Health in communities across Manitoba

EDUCATION, EXPERIENCE AND COMPETENCY REQUIREMENTS

The Provincial Lead Administrative and Shared Services and Chief Financial Officer is a key position in Shared Health and requires strong transformational leadership skills and the ability to drive timely and significant change in a large, complex, geographically dispersed health planning and service delivery organization.

The ideal candidate will bring to this role a minimum of 10 years of progressive senior leadership experience delivering administrative, enterprise-wide financial management and shared services in large, complex and geographically disbursed operations. This will be supported by a Chartered Professional Accountant (CPA) designation and an advanced degree in business, public administration or a related field. The ideal candidate will have a proven track record:

- Developing and executing strategic and annual operating plans
- Assessing business cases and developing business proposals to introduce operational improvements and respond to business or service interruptions
- Managing multiple process improvement projects focused on benefits realization, return on investment, system efficiency and budget management
- Negotiating and reviewing major contracts for administrative and management services and equipment
- Effectively working with and supporting a Board or governing body

A solid understanding of health care policy, programming, performance and funding accountability models as well as experience operating an integrated health and shared services organization at a provincial level, would be an asset.

The next Provincial Lead and CFO will have demonstrated experience successfully leading change and developing a culture that supports integration, innovation, a client focus, results achievement, accountability and inclusiveness. 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.

COMPETENCY REQUIREMENTS

<p>INTEGRITY and RESILIENCE</p>	<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 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
<p>VISIONARY LEADERSHIP</p>	<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

	<ul style="list-style-type: none"> • 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
<p>SUPERIOR ORAL, WRITTEN, PRESENTATION COMMUNICATION and INFLUENCING SKILLS</p>	<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 all stakeholders and ensures they are appropriately informed of issues • Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships
<p>EXCELLENT JUDGMENT and DECISIVENESS</p>	<ul style="list-style-type: none"> • Efficiently and effectively perceives and assesses situations • Understands when decisions require input and when they do not and collaborates with the broader regional lead CFO community on decisions impacting the broader SDO community • 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
<p>POLITICAL ACUMEN</p>	<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 • Gains and effectively uses knowledge of formal and informal political, social and organizational structures and relationships to achieve positive change

<p>RESULTS ORIENTATION</p>	<ul style="list-style-type: none"> • Incorporates the needs of all stakeholders 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
<p>FINANCIAL ACUMEN</p>	<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 is Canada’s fifth-most populous province with 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 marketplace.

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 a 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 offer opportunities for 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 getaway. There are hiking trails, an 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.

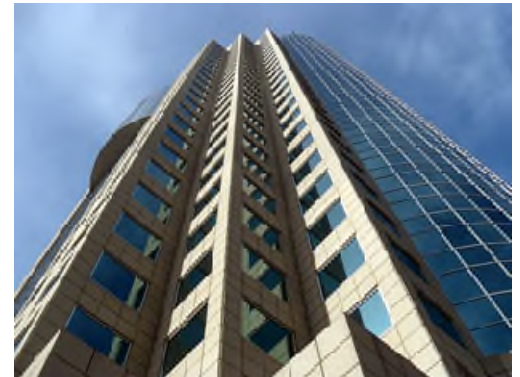


About Winnipeg

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 the exciting initiatives underway:

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 center 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.

Investors Group Field – Home of the Winnipeg Blue Bombers and the Manitoba Bisons, Investors Group Field is a world-class athletic and recreation venue that has been 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 Riverwalk - 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 freshwater 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 are 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.centreventre.com.