



Winnipeg Regional Health Authority

POSITION PROFILE

POSITION TITLE: Chief Human Resources Officer, WRHA
REPORTS TO: Chief Executive Officer, WRHA
ORGANIZATION: Winnipeg Regional Health Authority
DATE: January 2021

ABOUT THE WINNIPEG REGIONAL HEALTH AUTHORITY

VISION

Healthy people, vibrant communities, equitable care for all

MISSION

To co-ordinate and deliver quality, caring services that promote health and well-being

VALUES

Dignity

As a reflection of the self-worth of every person

Care

As an unwavering expectation of every person

Respect

As a measure of the importance of every person

Equity

Promote conditions in which every person can achieve their full health potential

Accountability

As being held responsible for the decisions we make

WRHA BY THE NUMBERS

- 14000 team members
- \$2.10 billion budget
- Operates or funds over 200 health service facilities or programs, including 38 Personal Care Homes

The Winnipeg Regional Health Authority (WRHA), the largest health authority in the province, co-ordinates and delivers health services and promotes well-being to citizens of Winnipeg, the northern community of Churchill and the rural municipalities of East and West St. Paul. In addition to the 750,000 people in these areas, the WRHA also provides health care support and speciality referral services to approximately 500,000 Manitobans who live beyond these boundaries, as well as residents of northwestern Ontario and Nunavut who require the WRHA services and expertise.

The WRHA has established six strategic directions and three operational strategies to guide the operations of its hospitals, clinics, care homes and community-based service delivery providers.

Strategic Directions:

- Enhance patient experience
- Improve quality and integration
- Involve the public
- Advance research and education
- Build sustainability
- Engage service providers

Operational Strategies:

- Improve patient flow
- Manage resources
- Improve engagement

The major health care facilities within the WRHA are:

- Victoria General Hospital
- Concordia Hospital
- Grace Hospital
- St. Boniface Hospital
- Seven Oaks General Hospital
- Misericordia Health Centre
- Riverview Health Centre
- St. Amant
- The Pan Am Clinic

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. The WRHA is experiencing and will continue to experience significant change as part of the transformation of health care in Manitoba.

ABOUT THE CHIEF HUMAN RESOURCES OFFICER, WRHA

Reporting to the President and Chief Executive Officer of the WRHA, the Chief Human Resources Officer (CHRO) leads the design, development and implementation of progressive human resource programs and practices, ensuring the recruitment, development and retention of qualified people necessary to achieving excellence in client-centred care, education and research in the WRHA. As a member of the Executive Leadership Team and as part of a provincial health ecosystem, the CHRO advises on a wide range of human resource issues for the organization and provincially, and actively participates in problem solving and decision-making for a variety of strategic and operational issues.

The CHRO oversees the management of human resource services across several locations while supporting the integration of service delivery and new initiatives throughout the organization. The CHRO also works closely and collaborates with Shared Health and its strategic and operational areas of responsibility that support the WRHA.

Individuals who are invigorated by the opportunity to lead a large, complex people function and who understand how human resource practices support achievement of organizational goals, will want to explore this rare opportunity.

KEY LEADERSHIP ACCOUNTABILITIES

ACCOUNTABILITY 1: STRATEGIC LEADERSHIP AND PLANNING

- In collaboration with the executive team and bringing portfolio specific issues to the planning table, develop a practical, comprehensive strategic plan clearly defining and describing the vision and mandate of the WRHA, its strategic directions and operational priorities
- Establish a system and process to identify the current and future workforce needs of all departments and functions within the WRHA, external trends that may impact the organization and its staff, programs, processes and practices of the other partners in the health ecosystem and innovative human resource strategies and practices in the private and public sectors
- Based on this understanding, recommend new programs, changes to existing services and/or innovative opportunities in alignment with health system transformation

- Work with the executive management team to clearly define the desired culture for the WRHA and the specific behaviors that will support the establishment and sustainment of this culture
- Develop and implement a regular and consistent process to assess the culture and environment of the WRHA and determine where changes may be required
- Identify opportunities for new initiatives, business development and service delivery partnerships with organizations
- Translate the overarching strategic directions of the WRHA to strategies of each portfolio
- Working closely with the executive team, develop and approve organization-wide policies and procedures and ensure data and information are brought forward to inform the development of human resource policies
- Develop and approve portfolio specific policies and procedures
- Establish key human resource 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
- Within the WRHA risk management framework, develop and implement a system and yearly risk assessment processes to identify and mitigate all human resource risks 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 the WRHA strategic plan into a concrete, specific, understandable and measurable human resource operational plan
- Establish communication processes to ensure understanding of the WRHA strategic plan and how each function and employee contributes to it
- Develop a human resource service structure based on the vision and strategic direction as well as best practice organizational design principles and lead the implementation of restructuring initiatives
- Lead the development of current and accurate role and position descriptions, 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 WRHA policies and strategic directions
- Develop and implement a consistent process to solicit feedback about the quality and effectiveness of services and incorporate into the development of continuous quality improvement directions
- Establish the business plan framework for each portfolio area and review each business plan to ensure alignment with the WRHA strategic directions
- Establish the budget for the function and each portfolio area based on a comprehensive understanding of what it costs to deliver the service, the primary drivers of cost and expenditures and potential impacts on those drivers
- Establish effective and efficient financial management practices that ensures an accurate, current understanding of drivers of expense, budgets, revenues and expenditures and focuses on long-term financial sustainability, based on strong forecasting practices
- Establish operational performance indicators and targets, aligned with key performance indicators, including financial service quality and client satisfaction
- Report on the operational performance of each using indicators, metrics and targets and measuring the effectiveness of the services and achievement of quality and service targets
- Develop and implement corrective action for performance variances against plan and budget



- Develop a comprehensive capital plan for portfolio areas, based on priority capital equipment and capital project needs and emerging capital needs and issues
- Approve capital plan adjustments for portfolio areas and communicate approvals
- Provide input into the Facility Master Plan that reflects the priorities of the portfolio and considers the overall needs of WRHA human resources
- Update the inventory of physical facilities, linking priority redevelopment areas into the capital planning cycle
- 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, protocols, collective agreements, accreditation and applicable professional requirements, including workplace safety
- Implement corporate information technology priorities and strategies that reflect networking and linkage requirements
- Lead the recruitment and selection and performance management of all direct report positions and coach, support, mentor and problem-solve with direct reports
- Provide advice and guidance to resolve labour issues consistent with established collective agreements, policies, legislation, economic and societal trends and established business objectives and strategies
- Provide advice and guidance to department heads regarding contentious issues pertaining to interdisciplinary care team functioning
- Identify potential high- risk incidents which may generate a liability claim in consultation with Occupational Health and Safety Group and other relevant stakeholders

ACCOUNTABILITY 3: STAKEHOLDER, PARTNER AND PUBLIC RELATIONS

- Establish and maintain collaborative, ongoing relationships with executives and senior leaders/partners internal and external to the WRHA organization
- Strengthen WRHA's relationships with partners including Shared Health, legislators, public servants, service delivery partners, compliance and accreditation bodies, funders, vendors, diverse communities of interest including Indigenous peoples and the public
- Establish successful partnerships with teaching and educational partners, integrating education into strategic directions for the organization and respective portfolio areas and ensuring teaching and education goals are met
- Promote national and international reputation of the region for excellence in teaching, educational programs and service delivery
- Represent WRHA in the community

EDUCATION, EXPERIENCE AND COMPETENCY REQUIREMENTS

The Chief Human Resources Officer, WRHA is an evolving position and requires strong leadership skills and the ability to build and lead high-performance teams.

A proven strategic change leader, the ideal candidate will bring to this role a masters degree in human resources or business administration complemented by a minimum of 15 years senior experience leading the human resource function in a large, complex, multi-location, multi-disciplinary and unionized organization. The successful candidate must have an in-depth knowledge of the full spectrum of human resource services and programs, how they are interdependent and how they

support the successful achievement of organizational goals and objectives. A Chartered Professional in Human Resources (CPHR) designation is considered an asset.

COMPETENCY REQUIREMENTS

<p>INTEGRITY</p>	<ul style="list-style-type: none"> • Keeps the greater good of the organization and its people in mind at all times • 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
<p>VISIONARY LEADERSHIP</p>	<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 system, ensuring everyone understands each other's roles, responsibilities and contributions • Identifies critical issues that will have an impact on the system
<p>EFFECTIVE ORAL, WRITTEN AND PRESENTATION 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 • 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, the Ministry and the general public • Effectively facilitates meetings and discussions to assist participants in reaching shared decisions and fostering positive relationships
<p>EXCELLENT JUDGMENT</p>	<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 to get the information needed



	<ul style="list-style-type: none"> • 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 • 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 employees 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 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 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.

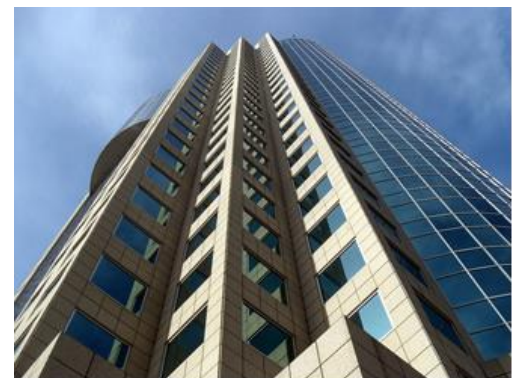


Canadian Fossil Discovery Centre – Located in Morden Manitoba, this museum contains Canada's largest collection of marine reptile fossils.

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 the exciting 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.

Investors Group Field – Home of the Winnipeg Blue Bombers and the Manitoba Bisons, Investors Group Field is a world-class athletic and recreation venues have 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 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.