

Executive Responsibilities

TITLE: Chief Executive Officer – Position Profile

Primary Focus

The Chief Executive Officer (CEO) is a key leader in Saskatchewan health care, partnering with system leaders to achieve our province's health care goals. Reporting to the Board of Directors, and working closely with the Deputy Minister of Health, the CEO is accountable for providing strategic and operational leadership of the Saskatchewan Health Authority (SHA), subject to the provisions of *The Provincial Health Authority Act*.

Job Context

The SHA is the largest employer in Saskatchewan with a budget of over \$4.4 billion, employing approximately 43,000 staff and is responsible for the delivery of healthcare to the province.

The SHA infrastructure and services consist of, but is not limited to:

- 64 hospitals with 2,500 acute care patient beds
- Approximately 9,000 long term care beds
- Provincially coordinated quality, patient-centred care services, such as Acute hospital-based care, Long Term Care, Mental Health and Addiction Services, Primary Health Care, Public Health and many other community-based clinical programs designed to promote and maintain health of the population

Operating in a complex and dynamic healthcare environment, the primary accountabilities of the CEO include:

- Supporting the Board to fulfill its governance role
- Implementation of the strategic plan and directives
- Providing leadership and direction to the organization's vision, mission and values
- Ensuring management/administration of all health services and programs under the direction of the Board

In delivering on these accountabilities, the CEO will:

- Be a champion of Patient- and Family-Centred Care
- Be politically astute and knowledgeable regarding government processes
- Ensure the organization is in compliance with all relevant legislation and other directives as outlined in the SHA Governance Framework
- Build and champion the SHA brand and reputation to build trust and confidence
- Demonstrate the highest level of leadership effectiveness consistent with the LEADS in a Caring Environment Framework capabilities
- Demonstrate advanced knowledge of financial management practices and budgeting processes
- Foster a positive, engaged, learning culture
- Demonstrate a commitment to a diverse, culturally competent and culturally safe health system and representative workforce

- Ensure the Board, Minister of Health and Deputy Minister of Health are informed of all emergent issues with financial and/or public relations and/or legal and/or patient safety implications in an appropriate and timely manner
- Motivate, inspire and empower SHA employees to perform to their greatest potential
- Champion health care sustainability by encouraging innovation, best practice and collaboration. Work with others to enhance the SHA's reputation for excellence in care, research and education and promotion of healthy lifestyles.

Specific Accountabilities

Enabling the Board to fulfill its governance role

- Support the Board in defining Board roles, responsibilities and competencies
- Support the Board to develop Board evaluation, monitoring and accountability processes
- Support the Board to develop framework/processes to deliver on key accountabilities (ie: governance framework, succession planning process, strategic planning, etc.)

Implementation of the strategic plan and directives

- Support the Board to develop a multi-year strategic plan
- Develop, implement and monitor an annual business plan and budget that will support the delivery of the strategic plan
- Ensure supporting frameworks are in place for planning, implementation and monitoring, which includes integration with operating and capital budget process and Integrated Risk Management process. Specific activities include:
 - Consistently monitor and analyze the changing economics and trends of health care nationally and provincially
 - Achieve a balanced budget, while meeting provincial health care strategic goals
 - Ensure a disciplined approach to compliance work, internal and external audits, and health privacy legislation
- Participate and provide leadership in advancing provincial priorities. To support delivery on this accountability, the CEO will:
 - Ensure there is opportunity for increased participation and involvement of physicians in the leadership of the SHA
 - Foster strong multi-level relationships (elected officials and Ministry of Health) with the Saskatchewan Government on issues related to funding, and accountability mechanisms
 - Engage in active relationship management with key stakeholders
 - Establish and maintain relationships with multiple stakeholder groups including the Ministry of Health, Saskatchewan Medical Association (SMA), 3sHealth, eHealth, Health Quality Council (HQC), Saskatchewan Association of Health Organizations (SAHO), affiliates, foundations, unions, regulatory bodies, municipal governments, and the academic community
 - Engage the community through public consultation and partnerships
 - Take an active role as the "visible executive leader" daily, as well as at key events and in critical internal and external communications. To successfully fulfill this expectation, frequent travel throughout the province is required
 - Expand visibility of the organization and demonstrate an executive presence when engaging with public and media
 - Support foundations in key fundraising initiatives and capital campaigns
 - Take a leadership role in intersectoral collaboration

Providing leadership and direction to the organization's vision, mission and values

- Ensure process in place for the development and annual review of vision, mission and values
- Develop plans to support culture: Culture of Safety, Patient- and Family-Centered Care, Culture of Accountability and Quality Improvement. In particular, ensure the plans:
 - Enable striving towards an environment of zero harm for all
 - Involve the patient and family voices and perspective
 - Enable a culture of accountability in which leaders have clear expectations and are supported in achieving the outcomes expected
 - Enable continuous quality improvement at all levels in the organization

Ensuring management/administration of all health services and programs under the direction of the Board

- Develop an organizational structure that supports delivery of clinical and support services
 - Ensure the ongoing evolution and adaptation of the organizational structure to meet the changing health care opportunities and landscape
 - Build successful physician relationships by enhancing co-leadership, partnerships, collaboration, accountability, and alignment around organizational priorities and patient care
- Develop an effective structure for the Executive Leadership Team (ELT) with clear deliverables and outcomes
- Ensure evaluation, monitoring and accountability processes are in place
- Develop a process to select high functioning senior leaders
- Develop a process for ongoing ELT development and assessment
- In particular the CEO:
 - Leads a high performing executive team who can forecast, plan, implement, achieve and evaluate SHA strategic priorities
 - Influences the team by demonstrating proficiency in the LEADS in a Caring environment capabilities
 - Supports leadership development in the organization
 - Ensures a robust performance management system is maintained and leveraged through the LEADS framework
 - Supports the creation of cross-functional projects to build team capability and capacity
 - Develop an ELT succession plan
 - Ensure ELT succession planning is aligned with the overall SHA succession planning framework that includes physician and leadership succession planning
 - Ensure alignment of the organizational succession planning framework with the organization's talent development framework for staff and physicians

Organization Structure

Supervisor's Title: Chair, Saskatchewan Health Authority Board of Directors

Direct Reports:

- Chief Operating Officer
- Chief Medical Health Officer
- Vice President & Chief Financial Officer
- Chief Human Resources Officer

- Vice President Quality, Safety & Chief Information Officer
- Vice President Community Engagement & Communications
- Chief Audit Officer (dual reporting relationship with CEO and SHA Board)
- Executive Director, Governance and Policy
- Executive Director, Strategy & Innovation
- Executive Assistant

Dimensions

Provincial Population: 1.14 M

Budget: \$4.4B

FTE's: 30,865

Total # Employees: 43,000

Working Conditions:

Physical Effort & Environment:

This position operates in a normal office environment where some physical effort is required to carrying equipment/materials to various sites for meetings. Frequent walking to various locations is required in this position and may also require extended periods of time in a sitting position during travel across the province as well as the number of meetings that s/he will be required to attend. The work requires considerable amounts of time at the desktop computer with extended periods of visual concentration at a display monitor. Frequent travel is required throughout the province.

Sensory Attention:

High level of attention to detail is required for legislation, budget, communications, contracts and statistics. Much of the time is spent in meetings where focused attention is required to understand and identify the real issues and to resolve conflict. Considerable creativity, problem solving and decision making is required to collaboratively establish vision, values and strategic direction. Considerable concentration is required with a number of key priorities that have tight timelines to have sustainable results achieved.

Mental Stress:

The Saskatchewan Health Authority will be a very dynamic, highly complex and rapidly changing environment. This position requires the ability to manage stressful situations, and resolve conflicting and demanding issues and priorities. There may be a high level of public, professional and political scrutiny on the decisions made by the incumbent.

Appendix (For Posting and Accountability Agreement Purposes)

Qualifications:

You are a leader who:

- Holds a minimum Masters-level preparation in Health/Public/Business Administration, Medical Degree, Healthcare Professional or equivalent combination of education and experience
- A minimum of fifteen years in Health Care Management/Administration with at least five of these years as a Chief Executive Officer, Chief Operating Officer or Senior Executive in a health care environment
- Is committed to delivering on Patient and Family Centered Care
- Is committed to Truth and Reconciliation Calls to Action particularly #18-24 and #55 that focus on health and health-related issues
- Is committed to quality and safety, striving towards an environment of zero harm
- Has extensive relevant experience in a senior leadership role with a proven track record of success in a complex, dynamic organization
- Has significant experience overseeing human, fiscal, information and program resources with the ability to integrate strategies with resources available
- Has advanced knowledge of financial management practices and budgeting processes
- Demonstrates and is recognized for strategic leadership that includes articulation of mission, vision and strategy and charts a path forward
- Mobilizes people, inspiring and setting examples for staff, physicians and other health care stakeholders
- Exemplifies ethical practices, professionalism and personal integrity
- Promotes innovation, guides change and is committed to continuous improvement
- Has a proven ability to collaborate strategically with a wide variety of stakeholders to balance the needs and interests of these diverse groups within the corporate agenda
- Exemplifies ethical practices, professionalism and personal integrity
- Has extensive knowledge of the healthcare system in Saskatchewan and across Canada. Certified Health Executive (CHE) designation is considered an asset
- Has a proven ability to build strategic partnerships with government, Physicians, unions, academic institutions, interprovincial/external relationships, professional associations and other health care organizations

Behavioural Accountabilities

As the leader in the Saskatchewan Health Authority you must demonstrate an awareness of and be responsible for actively promoting a respectful workplace by supporting Patient- and Family-Centered engagement and care in all that you do.

This is accomplished in part by demonstrating through actions the five principles of the LEADS in a Caring Environment: www.leadersforlife.ca, as well as Safety and Quality Improvement Accountabilities.

1. *Lead Self by:*

- Being aware of one's own assumptions, values, principles, strengths and limitations
- Taking responsibility for their own performance and health
- Actively seeking opportunities and challenges for personal growth and development
- Modeling qualities such as honesty, integrity, resilience and confidence in all your daily work
- Raising personal standards to a higher level

- Accounting for the human side of change

2. *Engage Others by:*

- Supporting and challenging others to achieve professional and personal goals
- Creating engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities
- Inspiring people to exercise initiative, make tough decisions, experiment with new ideas, to make and learn from their mistakes
- Listening to and encouraging open exchanges of information and ideas
- Building environments based on collaboration and cooperation

3. *Achieve Results by:*

- Inspiring vision by identifying, establishing and communicating clear and meaningful expectations and outcomes
- Integrating organizational missions, values and reliable evidence to make decisions
- Strategically planning for the workforce that is required to meet long term plans.
- Acting in a manner consistent with the organizational values
- Measuring and evaluating outcomes
- Holding themselves and others accountable for their actions and their results

4. *Develop Coalitions by:*

- Creating an environment of mutual respect and instills confidence that all words and actions are the truth
- Demonstrating a commitment to clients and service
- Demonstrating concern for the overall well-being of everyone
- Encouraging open exchange of information
- Using quality evidence to influence actions
- Being politically astute
- Negotiating through conflict and mobilizing support

5. *Systems Transformation by:*

- Thinking analytically and conceptually
- Questioning and challenging the status quo
- Designing and implementing effective processes across systems and stakeholders
- Scanning the environment for ideas, best practices, and emerging trends that will shape the system

6. *Safety Accountabilities*

- Ensuring safety is part of the organization's everyday standard work and expectations surrounding safety behaviors are in accordance with the Safety Management System
- Achieving a safety incident and injury/harm free environment is a fundamental part of overall accountability

7. *Quality Improvement Accountabilities*

- Applying strong leadership through coaching, teaching, and transferring quality improvement tools and skills

- Ensuring standard work is built into daily work and everyone is accountable to this standard work
- Actively engaging others in daily improvement
- Ensuring measurement of the right things and making it visible.

DOCUMENT OWNER: Chairperson, Governance and Human Resources Committee

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