Candidate Brief

Brief for the position of

President and CEO
CancerCare Manitoba

For additional information, please contact:

Colleen Keenan, Partner, Academic Practice
416-366-1990 ext. 350
collen.keenan@odgersberndtson.ca

Penny Mirams, Partner, Health Care Practice
416-366-1990 ext. 320
penny.mirams@odgersberndtson.ca

www.odgersberndtson.ca
CancerCare Manitoba

The Organization

CancerCare Manitoba (CCMB) is one of the earliest cancer control agencies in Canada. With headquarters and two major sites in Winnipeg on the Health Sciences Centre campus and St. Boniface General Hospital, CCMB operates a Manitoba-wide program of cancer control and blood disorder management and is a major referral centre for the Keewatin District of the Northwest Territories and Northern Ontario. It is closely affiliated with the University of Manitoba (where clinical and scientific staff hold faculty appointments), major academic health sciences centres, and the province's regional health authorities. CCMB works with the Canadian Association of Provincial Cancer Agencies and the Canadian Partnership Against Cancer on national issues and initiatives in order to develop a robust Pan-Canadian network of cancer control centres.

Every year over 6,000 Manitobans are diagnosed with cancer. Approximately 45,000 Manitobans are living with cancer and this number is expected to increase to 60,000 by 2025. In order to meet the anticipated demand, CCMB is actively planning a major expansion which would add over 100,000 square feet of space in a new companion building to the current 200,000-square foot state-of-the-art facility at its primary site. The Manitoba government has committed $70 million to this new facility.

CCMB, along with the provincial government and other partners, recently announced its “Cancer Patient Journey” initiative, the first plan of its kind in Canada, to reduce the length of the cancer patient’s journey. The Manitoba government has committed $40 million to the Cancer Patient Journey initiative.

CCMB’s comprehensive program includes prevention, early detection, diagnosis, treatment, supportive and palliative care, public and professional education, and research. CCMB is the Manitoba centre for blood and marrow transplantation, radiotherapy, pediatric cancer care, care of patients with malignant and non-malignant blood disorders, and complex cytotoxic and immunotoxic therapy.

The Ernest W. Ramsey Manitoba Prostate Centre provides coordinated, timely access to diagnosis and therapy for benign and malignant prostate disease. The Centre is amongst a very few in Canada where cryotherapy is available for selected patients.

In 2011, CCMB opened the Western Manitoba Cancer Centre in Brandon, Manitoba, providing radiation therapy services outside Winnipeg for the first time, along with chemotherapy, support and outpatient care.
CCMB works with national partners (notably the Canadian Association of Provincial Cancer Agencies and the Canadian Partnership Against Cancer) on initiatives to develop a pan-Canadian approach to cancer control through the establishment of national standards. CCMB has strong linkages to all other provincial cancer care centres.

CCMB’s Community Cancer Programs Network (CCPN) comprises 17 centres across Manitoba providing close-to-home chemotherapy access and other support services to many rural and northern cancer patients. In 2010-11, there were over 23,000 patient visits to CCPNs.

The Manitoba Institute of Cell Biology (MICB), an internationally recognized research institute, jointly sponsored by CCMB and the University of Manitoba, conducts advanced basic and translational research relevant to cancer; this includes areas such as the molecular origins of cancer, the role of signal transduction pathways in regulating cell proliferation, programmed cell death, the regulation of gene activity, and the biochemical action of cancer chemotherapeutic agents.

CCMB operates the internationally recognized Manitoba Cancer Registry which is a high quality data resource for extensive population-based research. Its comprehensive data on cancer incidence, mortality, stage and treatment are readily linked to other health databases available in Manitoba.

CCMB’s Clinical Investigations Office (CIO) provides the infrastructure for most of the clinical research performed at CCMB. The CIO plays an important role in clinical trials and works closely with the members of each disease site group. The CIO currently has close to 150 research studies open to patient participation at CCMB. Data is being collected on about 2,300 CCMB patients involved in current or previous research projects.

The internationally recognized Manitoba Palliative Care Research Unit focuses on improving the quality of life and easing the suffering of people with life-limiting illnesses and their families through research on the many psychosocial challenges accompanying the end of life. Health practitioners, policy makers, patients, their families, and the general public benefit from the knowledge generated from this research.

CCMB enjoys the active participation of many dedicated volunteers, and is the beneficiary of generous charitable support for programs and major capital projects through its exceptionally vital and effective fundraising body, the CancerCare Manitoba Foundation (CCMF). The CCMF raises and provides significant research funding to CCMB, as well as providing funding for programs and facilities.
Since 1992 CCMB has grown from 150 to over 850 employees, and over 50 physician specialists. Its annual operating budget has increased from $12 million to $110 million in 2011-12. Last year, research strides were made in such key areas as diagnosis, patient care, and palliative care. The number of chemotherapy stations in the building and at other sites throughout the Winnipeg Regional Health Authority has increased substantially. CCMB plays a leadership role in engaging the CCMF, government and various other partners in cancer and chronic disease prevention, recognizing the role of risk factor reduction in stemming the impending growth of cancer cases and the associated economic burden. Research encompasses basic clinical, translational and population health science. The Provincial Oncology Drug Program standardizes systemic therapy services across the province. Special efforts have been made through the First Nations, Métis and Inuit Cancer Control Unit to facilitate improvements in access to timely investigation and care for the aboriginal populations of Manitoba. In 2007, CCMB worked with the Provincial Government to launch its third screening program ColonCheck, the first such colorectal screening program in Canada. CCMB received full enterprise level accreditation in 2011, by the Canadian Council on Health Services Accreditation, and facilitates residency training in fully accredited programs in all the oncology specialties.

CCMB has an ongoing dynamic strategic planning process that identifies the need for, and the opportunities to embark on, new initiatives across the full range of its programs of clinical service, research, education and community outreach.

The Opportunity

The person who assumes this position will have the opportunity to build on the achievements which have been made and the exciting initiatives currently underway, and to tap a solid organization’s enormous potential – taking it in new directions that will strengthen its position as a leading cancer agency. The President and CEO (CEO) will be eligible for academic appointment at the University of Manitoba, will work in state-of-the-art physical facilities, alongside deeply committed staff, within a compact and well-managed organization. He/she will enjoy the benefits of an excellent research base, a strong and positive working relationship with Manitoba Health, the University of Manitoba, other key organizations in the academic health sciences network, and outstanding moral and financial support from the CancerCare Manitoba Foundation.
The Position

The term of office of President and CEO is a minimum of five years, which may, upon favorable review, be renewed for additional terms. The CEO reports to CCMB's twenty-member governing board, and is responsible for the skillful stewardship of CCMB's human, material, and financial resources, and for providing leadership to CCMB's clinical, research, education, and community outreach enterprises. The CEO is the chief representative of CCMB to affiliated institutions and all other relevant bodies at the local, regional, national, and international levels. The CEO is expected to exercise leadership of CCMB with dynamism and vision, and in ways that reflect CCMB’s core values (a patient/family-driven focus, respect, teamwork, stewardship, and continuous learning and improvement) as it seeks to reduce and, where possible, to eliminate the burden of cancer, in all its dimensions, on the people of Manitoba.

Without limiting the generality of the foregoing, the CEO is responsible for:

- Reinforcing CCMB's position as an integral and influential part of Manitoba’s total health system, by ensuring that it works productively and collaboratively with Manitoba’s Ministry of Health and its regional health authorities, and by advancing relationships and strategic alliances with other organizations;
- Recommending and implementing multi-year program and financial plans that reflect fiscal realities, opportunities for innovation and the need for expanded human, financial, and physical resources required to meet the growing demands for service resulting from projected increases in the prevalence of cancer over the next decade;
- Reinforcing the comprehensive nature of CCMB’s programs and system of management control (as reflected in the attached table Appendix 2) and its commitment to continuous quality improvement, and ensuring excellence in all of its endeavors;
- Advancing and supporting CCMB’s role as an academic health sciences centre with active programs of research, education and training;
- Recruiting and retaining outstanding clinical and scientific personnel;
- Leading, inspiring and motivating CCMB’s staff through open communication, a transparent and accessible style of leadership, and shared commitment to standards of service excellence;
- Building and maintaining a strong, cohesive, empowered and accountable senior leadership team through collaborative and engaged management, effective delegation, and succession planning;
- Keeping abreast of developing trends (social, economic, scientific, technological and clinical) that affect CCMB and its programs;
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- Playing a significant role in fundraising activities by working closely with the CancerCare Manitoba Foundation to achieve broad community goodwill and financial support;
- Facilitating the work of the Board of CCMB and its Committees, and ensuring adherence to the policies and procedures of CCMB.
The Candidate Requirements

The Search Committee is seeking a visionary, passionate, and deeply committed leader, with excellent administrative skills. The Search Committee recognizes that no one individual is likely to meet all of the following criteria in equal measure; nevertheless, the following background, experience, and personal qualities are desirable, and will be sought in candidates:

- A graduate university degree and professional qualifications in a relevant discipline (clinical credentials as a physician will be considered an asset).
- A consultative and inclusive leadership style, combined with the ability to delegate effectively, and to make proactive, difficult decisions when necessary;
- Superior communication and interpersonal skills, with the ability to motivate, engage and empower staff, physicians, volunteers, and community stakeholders to move CCMB forward;
- Broad strategic planning abilities, and the skills and vision to respond in innovative ways to the evolving issues and challenges in case care delivery;
- The skills and ability to be a strong advocate for CCMB, and to ensure that its voice is heard by key stakeholders – government, the university, other health care organizations;
- A record of building and strengthening partnerships at the various levels of government, and with other health care organizations, and the political acumen and collaborative working style that allows for these partnerships to flourish -- both in the generating of ideas and in the execution of plans;
- A deep appreciation for the research and education mandate of CCMB and, ideally, significant experience within a multi-site academic health sciences organization, in which cancer-related programs are a prominent feature;
- First-hand clinical experience, and a deep knowledge of the challenges facing clinical staff in the delivery of outstanding patient care;
The Location

The City of Winnipeg, located at the junction of the Red and Assiniboine Rivers, has a population of close to 700,000, and affords the opportunity for an excellent lifestyle. The Province of Manitoba population is approximately 1,250,600. People enjoy Winnipeg for a number of reasons, including its dry climate and clear blue skies, the affordability of high-quality housing, and the excellent schools, both public and private. A welcoming community and a stimulating intellectual environment characterize the city.

Winnipeg is a major centre for medical research, information technology, aerospace, and a wide range of manufacturing industries. It is also a centre for culture and the arts, with its internationally renowned Royal Winnipeg Ballet, the Winnipeg Symphony Orchestra, excellent choirs and opera, the Royal Manitoba Theatre Centre, Prairie Theatre Exchange, the Manitoba Museum, and the Winnipeg Art Gallery.

The city is home to over 850 parks and 23 golf courses, which provide ample opportunity for recreational relaxation. The largest, Assiniboine Park, includes one of Canada’s best known zoos, a conservatory, and an English garden. Professional sports are well represented year-round including the Winnipeg Jets of the National Hockey League. Winnipeg is easily accessible to the cottages and resorts on Lake Winnipeg, the Whiteshell area with its many lakes, and The Lake of the Woods.

Confidentiality

Odgers Berndtson respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act ("PIPEDA"), a copy of our Privacy Policy is available for your review on our website at http://www.odgersberndtson.ca/ca/privacy-policy/

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Thank you for considering this important opportunity. This document is intended to provide the reader with information and is not a contractual document. Some of the material therefore may be subject to change. Please feel free to contact us should you have any questions.
Established Significant Expertise at CancerCare Manitoba

- A dedicated Blood & Marrow Transplant Program provides hematopoietic progenitor cell transplantation services for malignant and non-malignant diseases to adult and pediatric patients from Manitoba, Nunavut, Saskatchewan and Northwest Ontario. The Program is supported by two dedicated laboratories.

- Radiation Therapy offers the latest in innovative treatment, including both Intensity Modulated Radiation Therapy, that allows increased radiation dosage while reducing damage to normal surrounding tissues, and Rapid Arc technology that significantly reduces treatment time for patients.

- The only source of cancer-specific epidemiological research in Manitoba is CCMB's Department of Epidemiology and Cancer Registry. The data that are captured by the Cancer Registry form the basis for the surveillance, analytical, and evaluative research undertaken by epidemiologists for use by Manitoba Health, the University of Manitoba, and provincial, national and international agencies, as well as by CancerCare Manitoba to inform its prevention and screening initiatives.

- The home of CCMB's translational research program is the Manitoba Institute of Cell Biology (MICB). Scientists study such challenges as the molecular origins of cancer, the role of signal transduction pathways in regulating cell proliferation and death, gene expression and platelet function, identification of markers of risk for developing invasive breast cancer, neuronal growth and differentiation during development, programmed cell death, and the biochemical action of cancer chemotherapeutics. A major focus of the MICB is the role it plays in training scientists in Manitoba through to medical trainees and investigators who come from around the world. A number of CCMB's medical oncologists are also researchers at MICB in such areas as cell growth regulation and differentiation during development (especially important in childhood cancers), hematological disorders including platelet function abnormalities, and chronic lymphocytic leukemia.

- MICB is home to Canada's first Mammalian Function Genomics Centre (MFGC). The field of functional genomics will have a tremendous impact on health care and prevention. The MFGC scientists are generating a mouse cell library that will contain mutations in every gene in the mouse genome, providing a living blueprint of instruction and design. The library will be freely available to all biomedical researchers and will significantly impact biomedical disease-focused research programs and biotech companies in Canada.
The Manitoba Breast Cancer Research Centre is an important component of MICB. More than 5,000 breast cancer tumours are frozen and housed in the Centre, making it the leading tissue bank in Canada, if not the world. Researchers use the breast tumour bank to pinpoint new biomarkers that help diagnose breast cancer and determine what types of breast cancer are likely to respond to certain treatments, and also whether that cancer is likely to spread. The Bank has supported over 50 research studies on breast cancer across North America and Europe.

MICB also houses the Genomic Centre for Cancer Research and Diagnosis, created as a regional and national facility for research in genomic instability and mechanisms of neoplasia. The objectives are focused on research in early detection of cancer and novel cancer treatments and on teaching and training of highly qualified personnel. The Genomic Centre has been designed as a high-technology facility for digital imaging and analysis, and its activities are divided into two separate areas, basic research and technical services, to promote a better interaction between different fields of research.
## Appendix 2

**Corporate Management Framework**

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| • Optimum access to and performance of programs of prevention, diagnosis, treatment and rehabilitation | • Research and innovation  
• Education and training  
• Communication  
• Community engagement | • People  
• Material resources  
• Operating systems  
• Technology  
• Policies and procedures | • Stewardship (planning, risk management)  
• Accountability (performance review and evaluation) |

Characterized by

- Excellence
- Timeliness
- Efficiency
- Effectiveness
- Relevance
- Reliability