

## Position Profile

January 17, 2012

### The Opportunity

The College of Medicine and the Saskatoon Health Region are seeking applications, nominations and expressions of interest for a new Head of their unified Department of Surgery. The position offers an exciting opportunity for a visionary and dynamic leader to build on past and present achievements in the Department and:

- Continue the work of unifying the Department, including finding mechanisms to create a sense of common purpose and team spirit;
- Work with colleagues to establish a shared vision for the Department;
- Work with the Divisions to establish recruitment plans and strategies;
- Continue quality improvement initiatives, including the development and monitoring of quality indicators and benchmarks;
- Continue to support and promote excellence in the College of Medicine's undergraduate medical education and in the Department of Surgery's postgraduate and graduate educational programs;
- Build, expand and strengthen clinical research relationships within the College and through collaborations with external partners and agencies; and
- Build and strengthen relationships, partnerships and collaborations in the College and the University and externally.

### The Department of Surgery

In 2002, the University of Saskatchewan and the Saskatoon Health Region agreed to implement a model of unified departments in those clinical areas where two departments existed: namely, an academic department in the College of Medicine and a clinical services department in the Health Region. The Provincial Government endorsed the objective, and funded positions for the heads of the unified departments. Surgery has been a unified department since 2006.

In 2005, the surgeons developed a charter defining parameters for a unified department. That charter expresses the shared commitment of the surgeons to provide appropriate



career paths for all faculty members, both University Based Faculty and Community Based Faculty, within a framework of clear academic and clinical performance standards, and to strive for excellence and accountability in all aspects of the Department's mandate.

The Department of Surgery has nine Divisions: cardiac, general, neurosurgery, orthopedic, plastic, thoracic, otolaryngology, urology and vascular. The Head of the Department (as Chair), the nine Division Heads and the Directors of Education and Research & Graduate Studies currently constitute the Department Executive. The Department has various functional committees, including: Education Committee, Research & Graduate Studies Committee, Professional Practice and Audit Committee, and Finance Advisory Committee. In the past decade, there was realignment and rationalization of clinical services in Saskatoon. Clinical services are now provided in the three acute care hospitals: St. Paul's Hospital, Saskatoon City Hospital and Royal University Hospital.

In December 2011, there are 86 surgeons in the Department of Surgery who are based in Saskatoon. In addition, there are 49 University of Saskatchewan-affiliated surgeons who are currently based at other provincial centres, including North Battleford, Melfort, Prince Albert, Regina and Swift Current, many of whom make significant contributions to departmental academic activities.

The Department participates fully in the College of Medicine's undergraduate program and in Continuing Professional Learning. The Department's three postgraduate (residency) training programs—General Surgery, Neurosurgery, and Orthopedic Surgery—were all recently subject to Royal College reviews, and all received full approval. There are currently 54 residents overall in the three programs. The Department supports the integrated M.Sc./Ph.D. program developed by the College of Medicine, and has allocated funding to stimulate both resident and faculty research in the Department. It holds both an annual Resident Research Day and an annual Faculty Research Day.

Members of the Department have been building research relationships with colleagues in the Basic Science and other Clinical Departments, including with scientists who are using the Synchrotron on campus. In addition to the clinical collaborative relationships with members of other clinical departments, members are building collaborations with the Saskatchewan Cancer Agency and other external bodies.

For more information, please visit [www.medicine.usask.ca/surgery/index.html](http://www.medicine.usask.ca/surgery/index.html).

## **The University**

The University of Saskatchewan, established in 1907, is a major Canadian research-intensive university. It is an academic community of about 7,500 faculty and staff, and has about 15,000 full-time and 4,000 part-time degree students. Its mission is to achieve excellence in the scholarly activities of teaching, discovering, preserving, and applying knowledge. Its



thirteen colleges provide an impressive array of discipline-based, interdisciplinary and professional programs, including health sciences (medicine, nursing, dentistry, physical therapy, pharmacy and nutrition, and kinesiology) and veterinary sciences; indeed, it is the only Anglophone university in Canada with a combination of colleges devoted to the study of human, animal and plant life on one campus. One of the newest research facilities on the campus is the International Vaccine Centre (InterVac), a bio-containment facility that will house one of the largest vaccine research and development facilities in North America. The Canadian Light Source (Synchrotron) on the campus is providing a great stimulus to interdisciplinary scientific research.

The University, located along the banks of the South Saskatchewan River and adjacent to downtown, has one of Canada's most attractive campuses, and is currently experiencing an unprecedented level of change and transformation. The University had total annual revenues of \$919.2 million dollars in 2009-10, and in that year attracted \$206.6 million in research revenue.

Among the many capital projects being built or developed, two may be mentioned here. In August 2008 the Government of Saskatchewan committed \$100 million in funding for the Academic Health Sciences Centre, funding that allows the construction of the Biomedical Research Wing, which will be completed in late 2012 or early 2013, and a new wing, scheduled for completion in 2013, that will include a facility for the teaching of clinical skills, provision for electronic communication to support distributed learning, the Health Sciences Library, lecture theatres and offices. The other project is the new Children's Hospital of Saskatchewan, for which the Government committed \$200 million and which will be built at the Royal University Hospital on the University campus.

### **The College of Medicine**

In 1926, the School of Medical Sciences was established to provide the first two years of medical education. In 1950, the medical building was completed; in 1953, a four-year degree-granting College was inaugurated; and in 1955 the Royal University Hospital was opened. The College has a provincial mandate for undergraduate medical education, postgraduate residency training, continuing medical education and other academic programs, including master's and doctoral programs. These programs are undertaken, in part, in Regina, Prince Albert and other locations, in addition to Saskatoon. Accordingly, the Department Heads and others in leadership positions in the College are expected to involve faculty from those sites in decisions affecting academic programs.

The Committee on the Accreditation of Canadian Medical Schools (CACMS) and the Liaison Committee on Medical Education (LCME) both voted, in the fall of 2009, to continue accreditation of the educational program leading to the M.D. degree at the college of Medicine for an eight-year term, the maximum term permitted. The CACMS/LCME survey team identified various institutional strengths: for example, the integrated planning processes that involve institutional, governmental and community partners; leadership in



the realm of social accountability; and the vision and relationships developed by Dean Albritton during a period of change.

Until recently, the entering medical class comprised 60 students. In 2010 there were 84 seats, and in 2012 the number will be increased to the anticipated cap of 100 students. There are currently 380 medical residents and 172 master's and doctoral students, and it is anticipated that both these numbers will grow in the near future. The current and anticipated growth of the College, in the numbers of students and clinical faculty, brings great opportunities for innovative development in clinical care, education, research, and community service.

For more information about the University of Saskatchewan and the College of Medicine, please visit [www.usask.ca](http://www.usask.ca) and [www.usask.ca/medicine](http://www.usask.ca/medicine) respectively.

### **The Saskatoon Health Region**

The Saskatoon Health Region (SHR) is Saskatchewan's most comprehensive, fully integrated, and complex health service network. Its Vision Statement is "Healthiest people, healthiest communities, exceptional service." With more than 12,000 registered nurses, other health care service and support workers, and managers, and more than 850 physicians, it is the largest single employer in the province. It provides a complete range of health services for about 300,000 residents in more than 100 cities, towns, villages, rural municipalities and First Nations communities of central and northern Saskatchewan. Saskatoon's three acute care hospitals (St. Paul's, City and Royal University), along with Regina and Pasqua in Regina, comprise the principal tertiary referral and teaching centres for the Province. The SHR's stated mission is to "improve health through excellence and innovation in service, education and research, building on the strengths of our people and partnerships."

For more information about the Saskatoon Health Region, including its strategic directions, please visit [www.saskatoonhealthregion.ca](http://www.saskatoonhealthregion.ca)

### **The Position**

The Head of the Department of Surgery is responsible for the academic and clinical work undertaken by all physicians within the Department in the College of Medicine and the Saskatoon Health Region, and is accountable for all patient and client care, the delivery of education programs, and the facilitation of research activities in the Department. In addition to being a provider of patient care, teaching and research, the Department Head is required to be a manager of care. The Head reports to the Vice-President, Medical Affairs of the Saskatoon Health Region, on clinical and patient care matters related to the management of the Department, and to the Dean, College of Medicine, on all matters related to teaching



and research, and on service issues related to education programs in the Saskatoon Health Region, Regina Qu'Appelle Health Region and other Health Regions. The Head is, moreover, expected to provide provincial leadership in the distributed model of medical education in Saskatchewan. The Department Head will perform an effective senior leadership role within a co-leadership (dyad) model in partnership with clinical operational directors and vice-presidents in the Saskatoon Health Region.

It is critically important that the Head understand the “big picture” and be committed to ensuring that the Department is aligned with, and supports, the larger goals and operations of the Saskatoon Health Region and the College of Medicine. A detailed Position Description specifies the Head’s major responsibilities under the following headings:

- Patient Care related to Surgery,
- Education and Teaching,
- Research,
- Quality Management,
- Professional Human Resources, and
- General Management.

### **The Candidate Qualifications**

The Search Committee recognizes that no one individual will possess all the following qualifications, capacities and qualities in equal measure; nevertheless, the Committee has developed this set of characteristics as ones that will be sought in candidates for the position of Head of Surgery.

- Demonstrated ability to provide consultative, inclusive and visionary leadership among academic and professional colleagues;
- A personal record of distinction in clinical practice, surgical education and clinical or basic science research, consistent with a University appointment at a senior rank (COM Standards 2011), and an appointment to the practitioner staff;
- A compelling vision of how the Department may develop, and a recognition of the differences among the Divisions and their capacity to contribute to that vision;
- Commitment to excellence in education, research and clinical service, and to ensuring that the Department’s programs and services are benchmarked against the highest standards;



- Capacity to develop a common sense of purpose and team spirit among colleagues;
- The ability and the energy to be a strong and effective advocate for the Department in the College, the Saskatoon Health Region and elsewhere;
- Highly developed management, inter-personal and communication skills; emotional intelligence; and the ability to inspire trust and confidence;
- Proven ability to motivate people, to serve as a mentor, and foster the development of students, staff and faculty; and
- Eligibility for licensure in the Province of Saskatchewan, and a surgical certification by the Royal College of Physicians and Surgeons of Canada or equivalent.

### **The Location**

Saskatoon Shines: it has more hours of sunshine than any other major Canadian city. Its population of 210,000 makes it Saskatchewan's largest city, and, with athletic and cultural events, a variety of attractions and more golf courses per capita than anywhere else in North America, the city takes great pride in its small-town spirit and yet big-city amenities. The city is noted for its relatively affordable housing, outstanding riverbank walking and biking trails, and excellent educational facilities, including the University. Moreover, everything in the city is within thirty minutes of home. Saskatchewan's Northern Lake country, which offers fishing, ice fishing, water sports and winter sports is within easy access of the city. And Saskatoon is a central hub in one of Canada's most prosperous provinces today, as the economy of Saskatchewan continues to thrive in the new decade, and this healthy economy enables the Provincial Government to enhance its support of health care.

### **The Search Process and the Appointment**

Consideration of candidates will begin in February 2012, and the successful candidate will take office July 1, 2012, or as soon as possible thereafter. The initial appointment will be for five years, and is renewable for a further three-year term following a review.

The University of Saskatchewan and the Saskatoon Health Region are committed to employment equity. Members of designated groups (Women, Aboriginal people, persons with disabilities, and visible minorities) are encouraged to self-identify in their applications or inquiries. All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

All inquiries and correspondence regarding this position will be treated in strict confidence and should be directed to Dr. Sam Scully at Janet Wright & Associates Inc., 174 Bedford Road, Toronto, Ontario M5R 2K9, Phone: 416-923-3008; E-mail: [admin@jwasearch.com](mailto:admin@jwasearch.com).

