

Position Profile

September 20, 2010

The Opportunity

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

- Create a centre of excellence in clinical care, education, research and community service;
- Provide leadership in the planning and implementation of the new Children's Hospital of Saskatchewan;
- Provide leadership in the province in enhancing the health and wellbeing of children and youth in Saskatchewan, in developing relationships with other centres such as Prince Albert and Regina, and in addressing the issues of aboriginal health;
- Develop and win support for a Pediatrics human resources plan, acquire the necessary additional funding, and lead the recruitment of outstanding clinical faculty;
- Provide leadership and advocacy for the development and introduction of innovative educational and clinical programs;
- Provide leadership and advocacy for the offering of outstanding undergraduate medical education to an increasing number of students and outstanding programs for post-graduate medical residents;
- Foster research in the Department, and encourage multi-disciplinary research collaborations between clinicians and basic scientists in the College and across the University; and
- Find ways to increase the role of the Department and strengthen its integration in the College of Medicine, the University of Saskatchewan, and the Saskatoon Health Region.

The Department of Pediatrics

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. Pediatrics has been a unified department since 2006.

The Department of Pediatrics serves six inextricably linked functions: clinical care, patient safety and quality improvement; teaching; research; knowledge translation, including health promotion and disease prevention; and advocacy. The Department exists geographically, almost exclusively, at the Royal University Hospital, the site of the future Children's Hospital of Saskatchewan (see page 3 below). There are additional clinical and educational activities at other locations, including the Regina General Hospital and the Victoria Hospital in Prince Albert. There are clinical activities within schools in the core area of Saskatoon, and the Kinsmen Children's Centre houses the Alvin Buckwold Child Development Program and childhood rehabilitative services.

Members of the Department provide undergraduate and post-graduate teaching in the College of Medicine as well as in a variety of other Colleges in the University. The Department's Residency Program admits between six and eight residents each year; in 2009-10, there were 25 residents in the program. The Program's strength is in the training of general consultant pediatricians, but there is a very successful social pediatrics program, which is school-based, as well as other opportunities, including establishing national leadership in the training of pediatricians who service rural and remote areas. The Residency program was reviewed in 2009, and received Provisional Approval with an External Review, principally because of the shortages of teaching faculty, particularly in the sub-specialty areas.

The Department of Pediatrics is organized in clinical divisions. Over the last four years, there has been growth in the number of faculty in the Department, particularly in general pediatrics and pediatric emergency medicine. There are currently 42 Faculty, including 25 University Faculty and 17 Community Faculty. However, there are recruitment needs in virtually all areas, and a recent external review has underscored the need and the opportunity for substantial growth, in both general pediatrics and subspecialty pediatrics.

The Department of Pediatrics is committed to improving the health and well-being of children and youth by engaging in the highest standards of clinical and basic science research, including collaborative and trans-disciplinary research with members of other Colleges. The Department has recently established a new position of Director of Pediatric Research and a Department Office of Research Services. A predominant theme common to most of the research activities within the Department is the discovery of the very earliest origins of health and disease, including understanding the prenatal factors that influence the occurrence of future disease. In the past five years, members with a primary appointment in the Department have been involved in peer-reviewed grants that have secured more than \$4.5 million of research funds, and more than a hundred peer-reviewed publications and book chapters have been published in that period.



The Department of Pediatrics has been active in the area of Social Accountability and Community Outreach Programs. The Division of Social Pediatrics has established an innovative clinical program within schools of the core neighbourhoods of the city. Members have been involved in outreach programs to other communities in the province, and in international Medicine, including activities in Mozambique, the Philippines and mainland China.

For more information about the Department, visit www.medicine.usask.ca/pediatrics.

The University

The University of Saskatchewan, established in 1907, is a major Canadian research university and, as such, is a member of the G-13, Canada's group of research-intensive universities. It is an academic community of about 7,500 faculty and staff, and about 15,000 full-time and 4,000 part-time degree students, and, as such, 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's site, along the banks of the South Saskatchewan River and adjacent to downtown, is one of Canada's most attractive campuses, and the University is currently experiencing an unprecedented level of change and transformation. The University had total annual revenues of \$808 million dollars in 2009-10, and in that year attracted almost \$186 million in research revenue.

Among the many capital projects being built or developed, two demand mention here. In August 2008 the Government of Saskatchewan committed an additional \$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 (see page 5, under the Saskatoon Health Region).



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 Head 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, government 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 a few years ago, the entering medical class comprised 60 students. In 2010 there are 84 seats, and in 2012 the number will be increased to the anticipated cap of 100. There are currently 358 medical residents and 180 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 and 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, and it provides a complete range of health services for over 290,000 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 General and Pasqua in Regina, comprise the principal tertiary referral and teaching centres for the Province. A number of pediatric sub-specialities such as cardiology and respirology are currently based solely in Saskatoon. 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.”

The Government of Saskatchewan has committed \$200 million for the new Children’s Hospital of Saskatchewan, and the plan is that it will be built at the Royal University Hospital on the University campus. The Saskatoon Health Region has begun work to finalize the new Hospital’s functional program and architectural drawings.

For more information about the Saskatoon Health Region, including its strategic directions, please visit www.saskatoonhealthregion.ca.

The Position

The Head of the Department of Pediatrics 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 pediatric 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 Saskatoon Health Region.

It is critically important the Head understand the “big picture” and be committed to ensuring that the Department is aligned with, and supportive of, 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 Pediatrics,
- Education and Teaching,
- Research,
- Quality Management,
- Professional Human Resources, and
- General Management.



The Candidate Qualifications and Qualities

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 that will be sought in candidates for the position.

- Evidence of the ability to inspire colleagues with strategic academic, professional and collegial leadership, and to provide effective and open administrative management in a complex health sciences organization;
- The necessary passion, creativity and capacity to lead the group in defining its shared vision and goals, and to advocate that vision compellingly, both within and outside the Department;
- A personal record of distinction in clinical activity, scholarship and education, consistent with appointment as a member of the medical-dental staff and as a faculty member in the University;
- Ongoing and lifelong maintenance and use of clinical skills that benefit patient care, education and research;
- Commitment to students, and to excellence in support of teaching and learning at all levels;
- Commitment to patient- and family-centred care;
- A track record as a consultative yet decisive and effective manager, one who shapes policy, defines priorities, delegates effectively, and ensures that goals are achieved;
- Proven experience in building and unifying teams, and strong negotiating skills;
- Highly developed inter-personal and communication skills, and a very approachable manner, combined with a proven ability to motivate, serve as a mentor and foster the development of colleagues;
- Ability to build and sustain partnerships among individuals and groups (including government, foundations, agencies, professional associations, academic units and institutions, and the public);
- An earned reputation for integrity, fairness and openness; good listening skills; high energy; and the ability to inspire trust in inter-personal relationships; and
- Eligibility for licensure in the Province of Saskatchewan, and certification in Pediatrics by the Royal College of Physicians and Surgeons of Canada or equivalent..



The Location

Saskatoon Shines: it has more hours of sunshine annually 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. What is more, everything in the city is within thirty minutes of home. Saskatchewan's Northern Lake country, which is complete with 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 this 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 October 2010, and the successful candidate will take office July 1, 2011, 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 is 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 regarding this position will be treated in strict confidence and should be directed to Dr. Sam Scully or Ms. Jessa Chupik at Janet Wright & Associates Inc. (JWA), 174 Bedford Road, Toronto, Ontario M5R 2K9, Phone: 416-923-3008; E-mail: admin@jwasearch.com.