

Role of the Regional Vice President

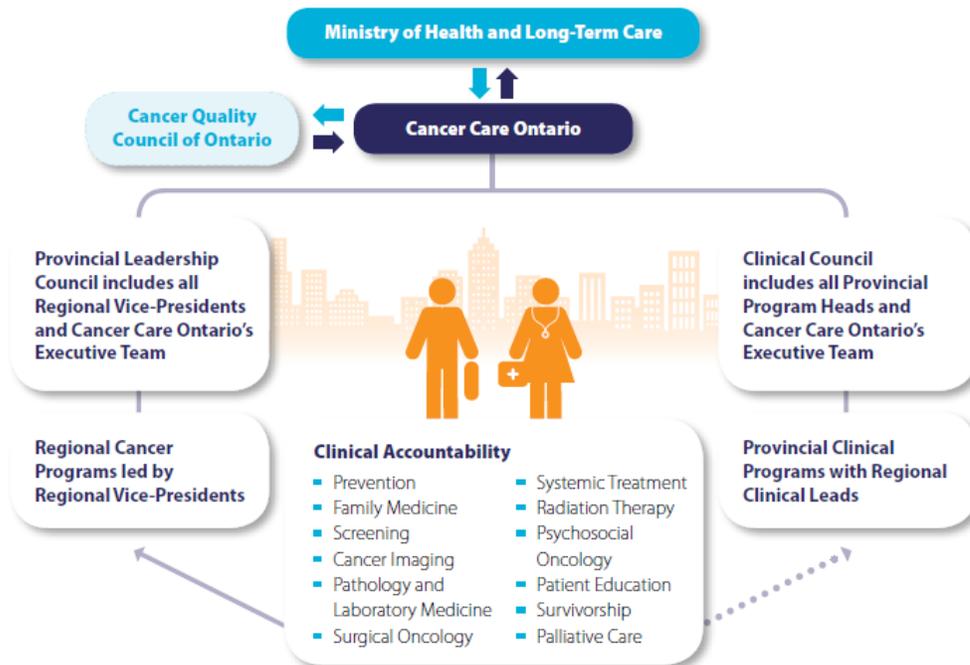
Background

The cancer system is organized into Regional Cancer Programs (RCPs) corresponding with the province's 14 regions. RCP refers to a healthcare program that links service providers, organizations, patients and decision-makers and data from across the full spectrum of cancer care within a region, using local agreements and network structures. Each RCP is led by a Regional Vice President (RVP) at Ontario Health (Cancer Care Ontario) who also leads the Integrated Cancer Program (ICP), which is located within an ICP Hospital and represents the comprehensive cancer related services provided by the hospital and its designated Regional Cancer Centre.

The RVP plays an integral role in the coordination of cancer care across Ontario by acting in a dual role jointly accountable to the President & CEO of Ontario Health (Cancer Care Ontario) and the President & CEO of the ICP Hospital, or their assigned designates. A principle of this dual relationship is to be complementary, and therefore support provincial, regional, and organizational planning.

Collectively, RVPs and the Executive Team at Ontario Health (Cancer Care Ontario) form the Provincial Leadership Council (PLC) for cancer care, which guides the development and implementation of provincial and regional cancer strategies. The PLC works in tandem with the Clinical Council at Ontario Health (Cancer Care Ontario), which represents the clinical leadership of Ontario Health (Cancer Care Ontario), and identifies the clinical best practices and quality initiatives necessary for safe, high-quality cancer care.

Figure 1: Provincial and Regional Cancer System Accountability



Role Purpose

Through leadership at Ontario Health (Cancer Care Ontario) and the RCP, the RVP is responsible for executing, at the provincial and regional level, the vision, mission, and goals of Ontario Health (Cancer Care Ontario). The RVP is responsible for championing and influencing system transformation to drive performance of the cancer system and the region.

Ontario Health (Cancer Care Ontario) has accountabilities in the broader health care system beyond cancer services, encompassing renal, palliative care, Gastrointestinal (GI) endoscopy, Positive Emission Tomography (PET) scanning and other programs. Achieving these accountabilities involves leveraging the leadership of the RVP in designing more integrated and inter-connected health systems, and advancing partnerships across the continuum of care beyond cancer.

Primary Duties and Responsibilities

System and Regional Leadership

- Lead the RCP including the network of partner service providers.
- Lead, as a hospital executive, the ICP at the ICP Hospital.
- Lead other portfolios with specific additional accountabilities as agreed to by Ontario Health (Cancer Care Ontario) and the ICP Hospital.
- Provide system and local leadership on priority initiatives such as the Ontario Palliative Care Network and the Quality Management Partnership.
- Assist with the development of the Ontario Cancer Plan (OCP), produced by Ontario Health (Cancer Care Ontario), yearly priorities for action and yearly provincial performance targets.
- Lead the regional strategic cancer plan development and implementation in alignment with the OCP, ensuring that the ICP is linked into each RCP partner's strategic plan, goals and objectives.
- Build high performing teams that implement local and regional aspects of the OCP.
- Participate in and provide guidance to provincial task forces and working groups regarding the development of provincial guidelines, standards, initiatives, and plans for their implementation.
- Contribute to provincial committees that are responsible for oversight of the provincial OCP goals and objectives.
- Jointly appoint and oversee regional clinical leaders responsible for implementing the clinical quality improvement agenda of the provincial program (e.g. Cancer Surgery, Psychosocial Oncology, Radiation Therapy, Systemic Therapy, etc.). In consultation with Ontario Health (Cancer Care Ontario) provincial clinical program leaders, hold annual joint performance reviews of regional clinical leaders.
- Oversee cancer service capacity planning within the RCP and as part of province-wide cancer planning.
- Foster a change-positive culture through: commitment to ongoing improvement; establishing connections as a thread of influence from executive leadership to frontline employees; authentic communication to build awareness and desire for change; and acting as a catalyst to spread innovation that will drive a high performance culture and collaboration between regions and programs.
- Identify and recommend actions to address provincial trends and issues arising from within the cancer system. This includes horizon scanning to identify emerging challenges, and managing issues as they

arise. For potentially contentious issues, the RVP notifies Ontario Health (Cancer Care Ontario) immediately upon becoming aware of an issue.

Relationship management

- Establish and maintain the RCP partnerships necessary to advance cancer system performance and enable the yearly priorities set out by Ontario Health (Cancer Care Ontario) for action to unite stakeholders as they develop solutions to cancer system and related challenges, including establishing effective governance models.
- Build and maintain relationships with a range of care networks, community providers and cross-sector agencies to advance a partnership strategy that is integrated, outcome-focused and transformative so that patients have access to equally high-quality and safe care, as close to home as possible.
- Engage regularly with Local Health Integration (LHIN) leadership and local Hospital Senior Leadership on yearly quality improvement plans and proposed allocations for incremental cancer services funding.
- Engage with LHIN CEOs and other partners on the implementation of Ontario Palliative Care priorities.
- Facilitate patient and family involvement in committees for planning, and evaluating activities and services.
- Oversee execution of Hospital Agreements between RCP partner hospitals and Ontario Health (Cancer Care Ontario) including adherence to data and volume requirements, and quality and performance standards.

Performance management

- Hold oversight for performance of the cancer system in the region (including performance of volumes, data, access, safety and quality), and lead efforts to improve regional performance through quarterly performance reviews, and annual reports to Ontario Health (Cancer Care Ontario).
- Champion provincial cancer standards to ensure these are put into practice at the point of care, through dissemination of standards and compliance monitoring.
- Respond to performance results for the RCP, which may require assessment and re-alignment of where or how services are provided.
- Ensure data is submitted to Ontario Health (Cancer Care Ontario) according to its Data Book and/or other guidelines.
- Report to Ontario Health (Cancer Care Ontario) any issues related to inappropriate submission of clinical, administrative, or funding related data provided by the ICP hospital or partner hospitals within the region.
- Facilitate dissemination of performance data/reports and ensure participation of RCP partner hospitals in the performance management process.

Financial and Risk management

- Provide strategic advice to Ontario Health (Cancer Care Ontario) for the distribution of funding and allocation of physician resources with respect to the Provincial Oncology Alternate Funding Plan (POAFP), for cancer services in the region.

- Oversee cancer related funding and health human resources (HHR) within the RCP including development of physician HHR plans and recruitment strategies.
- Identify, report, and evaluate risks to the RCP and Ontario Cancer System, and implement local measures where possible to monitor or mitigate risks.
- Advocate on behalf of the broader health care system to identify issues resulting from financial or performance pressures that are misaligned with delivering safe, high-quality care across the system.

Leadership Competencies

The RVP should demonstrate competence in the following:

- **Focus on Patient and Family Needs and Expectations:** Anticipate, understand, and meet or exceed the needs and expectations of patients within the RCP. This includes incorporating the patient voice in planning, implementation and evaluation.
- **Adaptability:** Demonstrate flexibility, versatility and/or resilience in a changing work environment while maintaining effectiveness and efficiency.
- **Behave Ethically:** Understand ethical behaviour, and ensure that own behaviour and the behaviour of others is consistent with ethical standards and aligns with the values of Ontario Health (Cancer Care Ontario) and the ICP Hospital.
- **Facilitation skills:** Establish and maintain positive working relationships with others, both internally and externally, to achieve the vision, mission and goals of the ICP Hospital and Ontario Health (Cancer Care Ontario).
- **Communicate Effectively:** Speak, listen and write in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
- **Creativity/Innovation:** Develop new and unique ways to improve operations of the ICP Hospital and to foster new opportunities.
- **Foster Teamwork:** Work cooperatively and effectively with others to set goals, and resolve problems, that enhance organizational effectiveness.
- **Change Management:** Positively influence others to achieve results that are in the best interest of the cancer system.
- **Make Decisions:** Assess situations to determine the importance, urgency and risks, and make clear timely decisions which are in the best interests of the cancer system.
- **Plan:** Determine strategies to move the cancer system forward, set goals, create and implement actions plans, and evaluate the process and results.
- **Think Strategically Across the Health System:** Assess options and actions based on trends and conditions in the environment, the vision and values of Ontario Health (Cancer Care Ontario) and the ICP Hospital.
- **Leading Self:** Actively seek personal development and demonstrate self-awareness, self-management and character.

Performance Assessment

RVP performance is reviewed annually, jointly by Ontario Health (Cancer Care Ontario) and the ICP Hospital, and is based on annual objectives associated with Ontario Health (Cancer Care Ontario) and ICP Hospital priorities.

Conflict of Interest

Given the dual accountability of the RVP as a senior leader for both Ontario Health (Cancer Care Ontario) and the ICP Hospital, there may be situations where a conflict may arise.

In the event that the RVP believes he or she may have an actual or perceived conflict of interest or commitment that prevents him or her from discharging responsibilities in the best interest of both organizations, the RVP is

required to disclose the nature of the conflict to Ontario Health (Cancer Care Ontario) and the ICP Hospital. Together the two organizations will determine actions to mitigate the conflict.