

Position Profile

Director of Clinical Operations

Reports To: Shareholders

Organization: Steinbach Family Medical

Date: September 2024

ABOUT STEINBACH FAMILY MEDICAL

Steinbach Family Medical has been committed to the needs and health of its community for 35 years since the merger of two clinics in 1989. With twenty-one family physicians and four surgeons, supported by 25 staff, Steinbach Family Medical is committed to providing high quality, coordinated health services to their community in a caring and friendly environment.

Steinbach Family Medical is affiliated with the University of Manitoba as a teaching facility and teaches medical students and residents on site. The Bethesda Primary Care Centre, Steinbach Family Medical's location since 2017, also contains a Dynacare Lab Services, Primary Care Pharmacy, and a QuickCare Clinic and Community Health Services which include mental health workers, a clinical pharmacist, wound care nurse, and diabetes educators and dietitians.

ABOUT THE DIRECTOR OF CLINICAL OPERATIONS

The Director of Clinical Operations will play a key role in the growth and operations of Steinbach Family Medical (SFM) while maintaining its commitment to providing community healthcare. Reporting to the Shareholders, the Director of Clinical Operations will lead the creation and implementation of a vision, strategic plan, and long- and short-range financial plans including sound financial controls to ensure the sustainability and growth of the clinic.

The Director of Clinical Operations will provide overall leadership and will coordinate activities of all aspects of the clinic, allowing medical professionals to deliver healthcare services to their patients. Working collaboratively with the Shareholders and administrative leadership, the Director of Clinical Operations will set and ensure the clinic follows standards for excellence in operations and implement policies and procedures to ensure that every aspect of the facility is performing efficiently while ensuring that all employees have the equipment and resources they require to deliver the best quality services and patient care.

The Director of Clinical Operations must adeptly balance the needs of physicians and support/administrative staff. This role requires a combination of hands-on involvement and strategic oversight, demonstrating flexibility to

adapt to external impacts while leveraging business and financial acumen to ensure the growth and health of the organization.

The Director of Clinical Operations will sustain a high-performance organization supported by an enabling culture of high quality, patient-focused care, inclusiveness, strong fiscal management, accountability for results, continuous improvement, and compassion.

KEY LEADERSHIP ACCOUNTABILITIES

Strategic and Financial Management and Planning

- Lead the Shareholders in formalizing the vision, goals, and objectives of the organization
- Develop and implement a recruitment strategy to attract, attain and retain physicians and staff
- Uphold and deepen the patient-focused culture of SFM and apply progressive change management approaches to ensure success
- Maintain an understanding of current and future challenges and trends in the healthcare industry to position the clinic for continued growth
- Identify and monitor external trends, events, and issues that may impact the delivery of health services, and SFM's operational and financial goals
- Ensure SFM's compliance with all regulatory requirements
- Develop and implement a financial model and management system that provides a clear, real-time view of cost drivers, revenues, and expenditures, enabling precise budgeting and forecasting while prioritizing long-term financial sustainability
- Manage the day-to-day financial operations, including clinic payroll, vendor payments, accounts receivable, and general accounting
- Evaluate the clinic's financial and operational structures to plan for continual improvements and continual increase of operating efficiencies

Operational, Human Resource, & Performance Leadership

- Ensure all employees, physicians and service delivery partners understand their roles and responsibilities, guided by SFM's operational and strategic goals
- Develop and implement processes and practices to identify the needs and expectations of medical professionals and physicians in relation to their delivery of patient care services
- Review all policies and procedures, ensuring the clinic has strong personnel, operations, and financial policies
- Develop and implement processes and practices to evaluate the clinic's ability to meet needs and address future conditions or issues
- Develop and maintain metrics and indicators to accurately report on effectiveness of services and quality and measure the effectiveness of the services and achievement of quality and service targets
- Establish and report on the operational performance of the clinic against key performance indicators
- Oversee facilities management including maintenance, leasing, and parking

- Sustain a patient-focused culture and environment where employees are supported and are committed to excellence in service delivery
- Assess current staffing levels and requirements, creating strong human resource practices that ensure resources are deployed to meet operational requirements
- Oversee the human resource function, including scheduling, leave/vacation requests, and employee relations
- Ensure workplace safety is maintained
- Create onboarding process, ensuring smooth integration of new employees

Shareholder and Stakeholder Support

- Advise and assist the Shareholders in the development of policies, strategic goals and objectives, programs, services, and new initiatives in response to identified needs
- Provide monthly and ad hoc reports, background information, and briefing materials, and present to the Shareholders on a quarterly basis to support decisions and the development of policy and direction as well as to ensure they are appropriately informed of progress
- Act as the official link between the Shareholders and the employees of the organization, ensuring effective communication between both groups
- Establish and maintain collaborative, ongoing relationships with physicians, medical professionals, government, universities, and leaders/partners in the delivery of clinical health services
- Establish and implement communications and engagement strategies to provide all physicians and medical professionals with support to ensure the success of their practice
- Create and maintain collaborative relationships with Southern Health-Santé Sud, The University of Manitoba, interprofessional health groups, City of Steinbach, and Bethesda Foundation, among other stakeholders

EDUCATION AND EXPERIENCE REQUIREMENTS

The ideal candidate will have a post-secondary degree in business, finance, health administration, or a related discipline, complemented by extensive experience in leadership in healthcare, private practice, or a related field with responsibility for financial, human resource, and operational performance. A combination of education and experience will be considered.

The Shareholders will rely on the knowledge, skills, and abilities of the individual in this role. An understanding of private clinic structures and models and a successful record implementing innovative but cost-effective approaches to the delivery of services is desired. The Director of Clinical Operations will have a strong understanding of how to develop business and financial models that maximize profitability while ensuring high-quality services.

Commitment to the community and to community health care are essential.

- Proven business and financial acumen, intelligence, and strategic thinking
- Experience with human resources and operational leadership
- Accounting and payroll experience

- Proven strategic and operational planning skills
- Ability to identify and lead organizational vision
- Demonstrated history of working successfully with boards of directors, physicians, government keyholders
- History of collaborative, supportive work, sustaining a collegial environment
- Proactive problem solving that ensures physicians can focus on providing quality healthcare
- Experience working with physicians, residents, and medical students
- Strong stakeholder engagement
- Understanding of the financial pressures of a private clinic and ability to balance overhead with quality care
- Excellent oral, written, and presentation communication skills
- Experience recruiting physicians is a strong asset

If you are a strong operational leader, we invite you to explore this opportunity. Please submit your resume to:

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