

Position Specification

Registrar & Chief Executive Officer
College of Physicians and Surgeons of
Alberta (CPSA)

January 2025





CPSA's Organizational Profile

The College of Physicians and Surgeons of Alberta (CPSA) is the regulator for the 14,000 regulated members comprised of physicians, surgeons, osteopaths, and physician assistants in Alberta. Much like a provincial registry makes sure motorists have the proper skills to be on the road, CPSA registers physicians, ensuring they're qualified to provide safe, high-quality care to their patients.

CPSA's mandate is to protect patients and act in the public interest. They support patient safety through registering and licensing qualified physicians, setting minimum standards for professional and ethical physician behaviour and by managing physician-related complaints. The *Health Professions Act* sets out obligation for CPSA to serve and protect approximately 4.9 million Albertans.

CPSA's Vision

Professional, ethical and competent regulated members, providing the highest quality care for all Albertans.

CPSA's Mission

To serve and protect all Albertans, contributing to their health and wellness by supporting and guiding regulated members to proudly provide safe, high-quality care, together with healthcare partners and patients.

CPSA's Values

We do the right thing

- We act responsibly, respectfully and with integrity, aspiring to be fair and reasonable. We acknowledge our mistakes as well as our successes, and strive to do what's right in service to the public.

We make informed decisions

- Our decisions are based on evidence, knowledge, experience and best practice. We plan, measure outcomes and apply what we learn.

We empower people

- We believe people perform best when they see the Vision, set their own goals, have the resources they need and aspire to excellence and personal growth.

We collaborate

- We invite others to contribute to achieving our goals and value their time and expertise. We share what we know generously within our legislated limits and seek opportunities to collaborate externally in areas of mutual interest.

We are innovators

- We think ahead to create opportunity. We set the bar high and value creativity in exploring new and better ways of doing our work.

We enjoy and find meaning in our work

- We care about what we do and give our best. While our work is serious, we enjoy camaraderie with our coworkers and take time to celebrate each other's milestones and achievements.





CPSA's Brand Characteristics

CPSA's six brand characteristics highlight how CPSA wants to be perceived by regulated members, Albertans and their partners. The characteristics outline the qualities and behaviours team members should strive to demonstrate when approaching their work to align themselves with CPSA's brand.



What CPSA Does

- Register physicians & physician assistants
- Support safe, high-quality care by physicians
- Accredite diagnostic & non-hospital surgical facilities
- Manage complaints about physician behaviour
- Guide professional conduct & ethical behaviour
- Contribute to data-driven innovation & public policy on health care

What CPSA Doesn't Do

- Does not advocate for physicians & physician assistants
- Does not oversee recruitment and retention of physicians
- Does not have access to physician billing data
- Does not oversee hiring and employment of physicians in Alberta

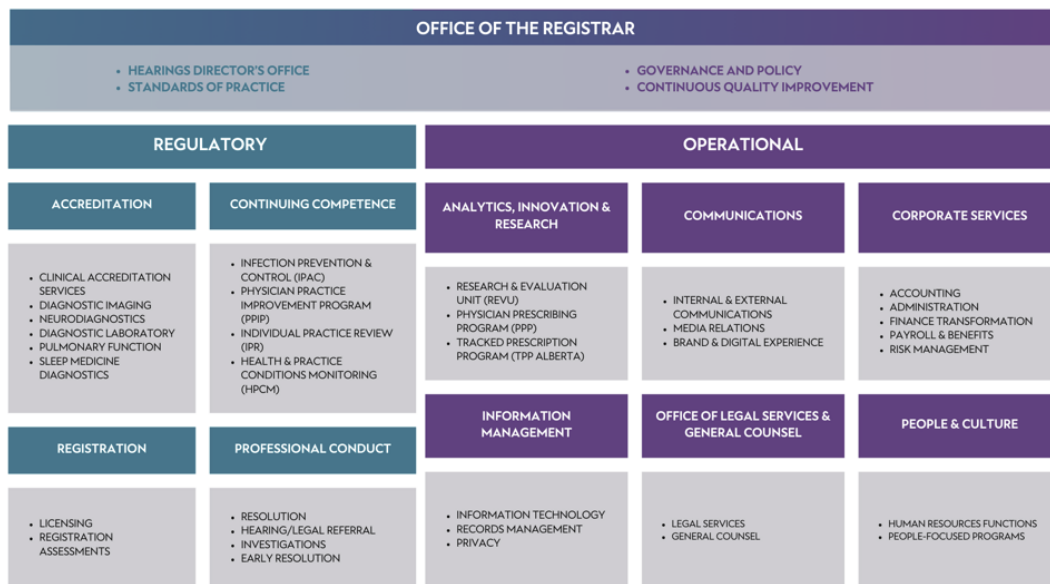
More About CPSA

- CPSA is home to 170 team members (physician and non-physician staff)
- CPSA Council consists of 14 voting members (7 elected regulated members and 7 appointed public members) and 4 non-voting members.
 - Council is supported by Council Committees: three standing committees (Executive, Governance, Finance & Audit), two priority committees (Anti-Racism Anti-Discrimination, Indigenous Advisory) and a variety of ad-hoc committees from time to time.
 - CPSA also supports two Statutory Committees (Continuing Competence, Medical Facility Accreditation) and Quasi-judicial bodies (Hearing Tribunals, Complaints Review, Appeal Panels)
- Approximately \$45 Million annual budget (2024).

CPSA Departments

CPSA has 12 departments, including:

- Registration
- Continuing Competence
- Accreditation
- Professional Conduct
- Analytics, Innovation & Research





Strategic Plan: 2022-2026

CPSA was first established over 100 years ago and has been working throughout its history to ensure patients in Alberta receive safe, high-quality medical care from their providers. Health care and the expectations of patients are ever evolving, and CPSA must adapt to stay current and meet the changing needs of Albertans. Through the many changes that come with time, our priority has remained the same: to protect Albertans by guiding the medical profession.

To remain responsive to the changing needs of patients in Alberta, CPSA regularly updates its strategic plan. The most recent plan was prepared for the five-year span of 2022-26 and recognizes some of the most topical issues in health care today, including:

- Physician shortages and access concerns
- The prevalence of inter-professional service delivery models
- Increased information-sharing amongst providers
- Health analytics and artificial intelligence
- Consumerism and person-centred care
- Quality of care and patient safety
- Cost containment
- Funding model changes
- Transitions in care
- Anti-Racism Anti-Discrimination
- Truth and Reconciliation

To learn more, see: [CPSA's 2022-26 Strategic Plan](#)

CPSA's 2022-26 Strategic Plan has five strategic directions to respond to Canada's and Alberta's evolving health and professional regulatory systems. Whether it's ensuring regulated members provide the highest quality, compassionate and ethical care, working more diligently with its numerous partners, creating opportunities through the application of innovative practice, authentically engaging with Indigenous connections, or working towards becoming an anti-racist and anti-discrimination organization, CPSA is unwaveringly moving towards these critical outcomes.

- **Highest Quality, Compassionate and Ethical Care** towards increasing the provision of excellent physician care for all Albertans.
- **Authentic Indigenous Connections** towards substantive and authentic connections and relationships that help provide quality care in partnership with Indigenous peoples.
- **Enhanced Partnerships** towards informed, engaged partners who help provide quality care to Albertans.
- **Anti-Racism and Anti-Discrimination** towards being an anti-racism and anti-discrimination organization.
- **Proactive and Innovative Approach** towards being recognized as a leader and innovator in self-regulated professions who always strives for excellence.



Position Description

Registrar & Chief Executive Officer

CPSA's Registrar and CEO leads the organization in alignment with the *Health Professions Act* (HPA), College Bylaws, and Council governance structures. The role involves supporting the Council's regulatory duties and providing strategic leadership to CPSA while building relationships with external partners.

The role consists primarily of two key functions:

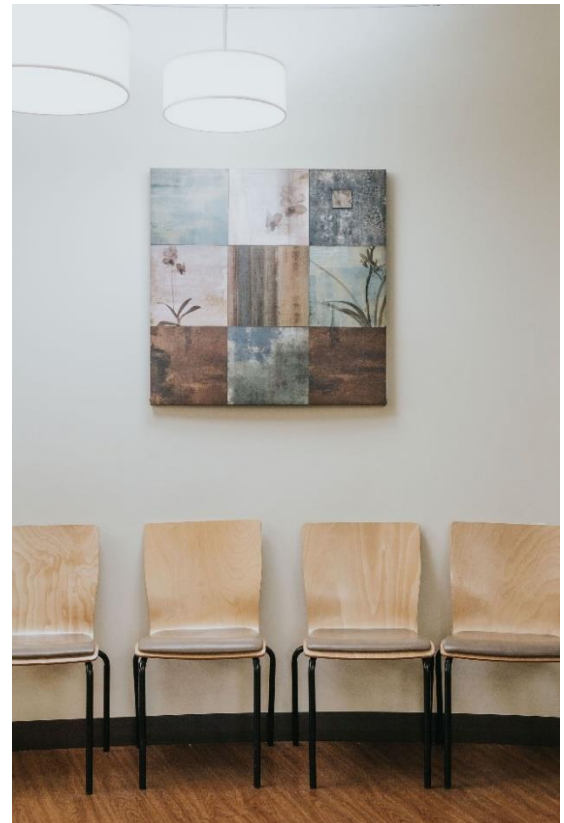
- **Registrar**, for the purposes of the *Health Professions Act*.
 - **Chief Regulatory Officer**, ensuring organizational compliance and excellence in the regulation of the medical profession in accordance with the *Health Professions Act* and other applicable legislation.
- **Chief Executive Officer**, ensuring operational excellence and compliance with legislation applicable to the corporation, including applicable financial reporting rules, tax law, employment standards, etc.
 - **Top-level engagement leader**, ensuring positive and constructive relationships with staff, key local, provincial, and national partners, the broader medical profession, the Alberta public, and the Government of Alberta.

Direct Reports:

- Deputy Registrar & Hearings Director
- Chief Financial Officer
- Chief of Staff
- Chief Information & Privacy Officer
- Chief Innovation Officer
- Senior Executive Assistant

Interacts with:

- Provincial partners, including but not limited to:
 - Alberta Health (AH)
 - Alberta Health Services (AHS)
 - Alberta Medical Association (AMA)
 - Health Quality Council of Alberta (HQCA)
 - Alberta Federation of Regulated Health Professions (AFRHP)
 - Alberta College of Family Physicians (ACFP)
 - Covenant Health
 - Rural Health Professions Action Plan (RhPAP)
 - University of Alberta & University of Calgary
 - Primary Care Networks (PCNs)
 - Strategic Clinical Networks (SCNs)
 - Primary Care Alliance (PCA)
 - Alberta Patient Advocates
- National partners, including but not limited to:
 - Federation of Medical Regulatory Authorities of Canada (FMRAC)
 - Medical Council of Canada (MCC)
 - Canadian Medical Protective Association (CMPA)
 - Royal College of Physicians and Surgeons of Canada
 - College of Family Physicians Canada
 - Medical regulators in other provinces and territories





Key Responsibilities

LEADERSHIP & STRATEGY

- Collaborate with the Council and executive leadership team to set long-term goals, define values, and create strategic plans.
- Provide proactive leadership to guide CPSA towards achieving its strategic and operational objectives.
- Carry out the Registrar's responsibilities under the *Health Professions Act*, as well as responsibilities under the HPA delegated by Council.
- Oversee regulatory functions including registration, licensure and assessments, professional conduct, accreditation and continuing competence, to ensure regulatory actions are procedurally fair, effective, and efficient.
- Oversee operations to ensure effective, efficient, and sustainable use of resources.
- Ensure compliance with applicable laws, regulations, and licensing.
- Ensure departmental plans and key performance indicators are achieved to meet strategic and operational objectives.
- Actively promote and contribute to innovation and continuous quality improvement of CPSA and its mandate.
- Implement governance and policy frameworks to ensure medical regulation excellence.
- Provide oversight of the organization's financial controls, systems, and information processes as well as the organization's financial health and viability.
- Build a culture of learning and accountability within the organization.
- Oversee risk management.
- Support staff performance reviews and professional development.

SUPPORT TO COUNCIL

- Provide governance and regulatory recommendations to support Council in fulfilling its responsibilities.
- Ensure Council members have the information they need to meet their legal and fiduciary obligations.
- Regularly update the Council on the CPSA's progress and operations.

EXTERNAL & INTERNAL RELATIONS

- Represent CPSA in external committees and organizations locally, provincially, and nationally.
- Maintain positive and constructive relationships with relevant Ministers, top-level ministry staff, and government generally.
- Act as CPSA's spokesperson and communicate with the public and media.
- Build positive relationships with partners, regulatory authorities, and other health professionals to promote CPSA's goals and public trust.

OTHER RESPONSIBILITIES

- Participate in performance reviews and engage in ongoing professional development.
- Model the behaviors outlined in CPSA's Code of Ethics.

Candidate Profile

Experience, Skills and Abilities

Education and Certifications

- A university degree (MD or equivalent preferred) and professional qualifications that demonstrate the ability to manage a complex organization and complex issues.
- Eligible for registration with CPSA.

Experience

- A leader with experience turning a vision into a clear plan and motivating others to achieve goals.



- Experience in leading healthcare or regulatory organizations, handling large projects, and working with diverse partners.
- Experience working with boards, government officials, and health sector partners.
- Ability to build strong relationships with all levels of the Ministry of Health, other applicable ministries, partners, stakeholders and government and stay informed on legislative and regulatory matters.
- Strong understanding of the financial needs of regulatory organizations, including funding and risk management.
- Excellent communication skills, including the ability to speak publicly and handle media interactions, especially in crises.
- A business-minded leader who delivers results on time and within budget.
- Proven ability to build positive relationships, promote teamwork, and keep partners informed and engaged.
- A leadership style that is open, transparent, and fosters collaboration across organizations.

Person Description / Skills & Attributes

- A role model known for integrity and honesty.
- Passion for promoting high standards in the medical profession and improving health outcomes in a changing healthcare system.
- Excellent communicator.
- Politically savvy.
- Ability to de-escalate and build constructive rapport under difficult circumstances.
- Friendly, humble and easy-going demeanor.
- Ability to communicate complex and/or technical concepts into approachable language.
- Builds and maintains relationships easily.
- Understands and can easily navigate the culture of the medical profession and its core partners.
- Ability to understand and navigate the complex political and health system context of Alberta.
- Can understand administrative law concepts and interpret legislation.
- Empathetic.
- Willingness to grow in anti-oppression and Indigenous reconciliation.
- Diligent, self-starter.
- Promotes and embraces a growth mindset.

Key Competencies

Leadership

- Demonstrates a high degree of strategic capacity, creativity and political acuity. Possesses the courage, curiosity and intellectual capacity to identify solutions to complex problems and able to capitalize upon new ideas, tools and technologies.
- Visible and engaged leader with a track record of success and commitment in building a high performing organizational culture.
- Works exceptionally well with Council in ensuring they have the appropriate information and guidance to govern.
- Supports, coaches and mentors others, particularly members of the Leadership Team and Council, in achieving best outcomes.

Communication & Relationship Building

- As the key spokesperson for CPSA in Alberta and across Canada, demonstrating highly skilled and effective communication skills.
- Possesses a high capacity for developing empathetic and supportive interpersonal relationships both within the organization and with external partners, including government.
- Ensures the organization has a strategic communication plan aligned to its strategic plan and the needs of many internal and external partners and the ability to communicate this plan in an effective manner.

Influence

- Possesses an ability to inspire enthusiasm and to motivate others. A highly visible and collaborative team builder and partner.



- Leads by example with the organization and demonstrates accountability for his/her personal behaviours and practices.
- Works to positively influence and change the health system through networking and building strong relationships and partnerships.
- Possesses strong negotiation and conflict resolution skills.

Results-Focused

- Identifies tangible goals as part of the solution to complex problems and demonstrates leadership in achieving these objectives.
- Effective use of resources, both people and financial, and the ability to work creatively across many organizations.

Understands and Promotes Best Practices

- Demonstrates an unwavering commitment to best practices in all activities.

Sound Judgement

- Demonstrates an ability to balance risks with knowledge, maturity, wisdom, and intellectual capacity, and bases all decisions on the best interest of the organization and fiscally sound practice.

Location

Edmonton, Alberta, Canada

*College of Physicians and Surgeons of Alberta, 10020
100 St NW, Edmonton, Alberta T5J 0N3*

Edmonton is Canada's fifth largest city, sitting at the heart of the most dynamic region in Canada. Edmonton is in the midst of a rapid and dramatic transformation. As a national hub for post-secondary education, medical health and arts and culture, Edmonton is a diverse, vibrant place to live, work and raise a family fuelled by its affordability and a spirit of creativity, entrepreneurialism and a commitment to working together to achieve great things.



The city is proof that a vibrant, dynamic metropolis can also have the warmth of a small town. Friendly, welcoming and collaborative, Alberta's capital city is recognized as a hotbed for creative thinking with a long track record of firsts, including Canada's first Food Bank and Mosque, North America's first Light Rail Transit system and unique community league system. It is also one of Canada's most ethnically diverse cities, with more than 60 ethnic and cultural groups that inform the city's vibrant cultural life. Edmonton's prized river valley weaves its way through the city's geography, creating a focal point for recreation and community gathering throughout the year.

Edmonton is home to top-ranked public-school systems, seven post-secondary institutions and a diversified economy with leading-edge research and development in sectors ranging from health care and nanotechnology to financial services and telecommunications. The City of Edmonton also serves as a hub and service centre for the North, which has a vast wealth of natural resources, and a rapidly growing and youthful population. The City of Edmonton's river valley constitutes the longest stretch of connected urban parkland in North America and has the highest per capita area of parkland of any Canadian city. An emphasis on responsible growth and environmental stewardship led Edmonton's City Plan to be awarded two national awards for planning excellence, Award for Planning Excellence and an Award of Merit for The City Plan from the Canadian Institute of Planners. The City Plan, Edmonton's Municipal Development Plan and Transportation Master Plan adopted in 2020, ensures that as our city grows, we are building a fiscally and environmentally viable future for generations of Edmontonians to come. It is a bold, visionary plan that puts equal importance on building on our existing strengths and undertaking the transformational work required to achieve our future city.



For more information on Edmonton, please check out the following links:

- <https://exploreedmonton.com/>
- <https://www.edmonton.ca/>

Additional Information

All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority. If suitable Canadian citizens or permanent residents cannot be found, other individuals will be considered.

The College of Physicians and Surgeons of Alberta (CPSA) is committed to an equitable, diverse, and inclusive workforce. We welcome applications from all qualified persons. We encourage women; First Nations, Métis and Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientation or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to apply.

If you have any questions about the hiring processes, please contact the team at DHR Global below.

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