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**MINISTER  
OF HEALTH, SENIORS AND ACTIVE LIVING**

Room 302  
Legislative Building  
Winnipeg, Manitoba R3C 0V8  
CANADA

April 10, 2017

Board Members  
CancerCare Manitoba  
675 McDermot Avenue  
Winnipeg MB R3E 0V9

Dear Members of the Board:

Thank you for agreeing to serve Manitobans as members of the CancerCare Manitoba (CCMB) Board. This mandate letter directs your actions as you continue your responsibilities and is based within my authority as Minister under *The CancerCare Manitoba Act*. This mandate remains in effect until otherwise advised in writing.

Direction under the Act

As referenced above, this letter is to be interpreted as direction from the Minister. In accordance with section 8.1(1) of *The CancerCare Manitoba Act*, "the Minister may give directions to the corporation as to how it must use the funding provided to it by the minister or a regional health authority, and as to the organization and delivery of services".

Conduct of Board Members

As the members of the CCMB board, you are responsible for carrying out the duties, powers and functions of the corporation including those outlined in *The CancerCare Manitoba Act*. You are to ensure that in your actions, you are fully compliant with all legislation, regulations, policies, funding and other directives, and guidelines applicable to these powers, duties, and functions. As the board, there are inherent expectations placed on you to act in the interests of taxpayers and the Minister (on behalf of the people of Manitoba) and remain independent from the organization's executive. Your actions and decisions must be aligned with the government's mandate and provincial plans and priorities, direction, and fiscal realities.

As the governing body for a taxpayer-funded organization, you are to be mindful of public scrutiny and to act accordingly. You must act in a manner that maintains public confidence in the health system and demonstrates appropriate transparency. You must lead by example in controlling your own board expenditures. You must be compliant with the board's conflict of

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interest policy in all of your actions and discussions, including the disclosure of any situation where you have an actual, potential, or perceived conflict of interest. As well, other matters can undermine public trust and can reflect negatively on you, your organization, and on government. As examples, it is important for the board to sufficiently take into account:

- an emphasis on funding services to the public relative to administration;
- executive compensation and expenses are appropriate in view of fiscal realities; and
- there is sufficient public engagement prior to changing services.

As board members, you are required to participate in continuing board education to ensure that the board is best positioned to execute its fiduciary responsibilities. Some board education requirements will be mandated by provincial policy or direction and other requirements will be set out by third parties (ex. accreditation standards). It is expected that, as a board, you will regularly self-assess your own needs and develop your own program of board development (while ensuring limitations on out of province travel for board members). You are expected to demonstrate a strong competency in, as examples, applying governance principles, financial management, effective oversight of the organization's executive, achievement of results, risk management and patient safety. You are to lead by example in ensuring there is a culture of ongoing innovation and quality improvement in the organization.

#### Health Sustainability

Manitobans have elected a government that is committed to improving the Province of Manitoba. Accordingly, we are focused on achieving results on behalf of Manitobans. Our government is committed to reducing red tape, providing quality service, strengthening accountability and delivering value for the money that Manitobans invest in all public services. I know that the principles of value, quality, efficiency and effectiveness are also important to CancerCare Manitoba in realizing its mission.

As you are aware, our new government has inherited a challenging fiscal and economic environment, and our top priorities are to fix the province's finances, repair our services and rebuild our economy. To that end, we are engaged in a number of processes that require coordination and co-operation with you as health authorities. In particular, I would highlight the following initiatives:

- Our *Health Sustainability and Innovation Review* (HSIR) is a comprehensive review of the entire provincial health system with the goal of identifying opportunities to eliminate waste and inefficiency, and improve the effectiveness and responsiveness with which the entire health sector delivers results for Manitobans. The participation of your Board and staff, particularly those on the front lines, is essential to the success of this work both in shaping and implementing its recommendations.
- Our government is committed to reducing the costs of delivering services across government, and as part of that effort we will be asking all of our employers across the public sector to work co-operatively and in a consistent manner with our actions within the core civil service.

As a board, you are expected to exercise stewardship in the use of public funds through effective direction and oversight of your organization through its Chief Executive Officer. You are expected to have a positive, respectful working relationship with your executive while still maintaining the independence of your governance role. Through your policies and actions, you are to provide direction and oversight to your Chief Executive Officer to ensure that CancerCare Manitoba:

- develops and manages to a comprehensive plan that is consistent with provincial direction and guidelines and balances the need to promote wellness and provide care;
- does not plan for, or incur or make any expenditure that will result in an operating funding deficit or a capital deficit, in any fiscal year;
- develops a comprehensive risk management plan to identify and mitigate risks that significantly impact or have the potential to significantly impact the ability to deliver health services, and the stability or sustainability of the health system;
- has effective performance measures and accountability reporting as a basis for decision-making to drive organizational change, improve quality and performance, and enhance management practices;
- prepares an annual succession plan for senior management; and
- provides opportunities for patient and public engagement in health system decision-making at all levels.

In the coming months, government will provide your health authority with specific goals and targets to achieve. Your board is expected to provide the necessary direction and oversight to your Chief Executive Officer to ensure your organization achieves those goals and targets.

#### Serving all Manitobans

It is incumbent on you as a board member to recognize that, directly or indirectly, your organization serves the health needs of all Manitobans. CancerCare Manitoba must work collaboratively with regional health authorities, and other provincial health organizations, and with government to ensure that Manitobans receive timely, appropriate, and seamless service that reflects the best possible integration and cooperation among service providers. In doing so it is important for CCMB not to duplicate the mandate of regional health authorities or other provincial health organizations. The interests of all Manitobans are better served when there is operational and strategic alignment within one provincial health system. As our provincial health system evolves, it is also incumbent on health authorities and provincial health organizations to be flexible to changes in governance structures and service delivery models to adapt to changing needs. It is my expectation that your board will provide both the necessary direction and oversight to ensure your executive operates from the basis of this one provincial health system mindset in the interests of Manitobans.

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Managing the Relationship with Government

The Minister is accountable to Manitobans for the health system through the Legislative Assembly. The Department of Health, Seniors, and Active Living and health authorities both support the Minister in this role. The overall effectiveness of the health system depends on our organizations, across all levels, working positively with each other to serve the needs of patients, people who use services, and the public. You and your staff are expected to work cooperatively with my Deputy Minister, Assistant Deputy Ministers, and other management and staff of the Department in carrying out your duties.

There are issues which may affect the business of your organization and the interests of government. To maintain a relationship of trust and the coordinated delivery of health services, your board is expected to direct your organization to share relevant information with the appropriate audience in government. Issues may arise requiring joint problem solving, decision making, and action. The department may establish protocols and processes to guide issues management and external communication of information.

As a board, I expect you to provide direction and oversight as CancerCare Manitoba continues to seek opportunities for improvement in health services delivery and administration. While it is within the purview of your organization to pursue improvements in the interests of Manitobans, I also expect that you will establish a culture of open communications and 'no surprises' to ensure that I, as Minister or, as appropriate, my delegate is advised of any material changes to the delivery or location of services as a result of:

- A service that is not able to demonstrate value for money;
- A service or program that is being adjusted to a common standard or guideline in its application;
- Low volumes of service with resulting quality and safety risks to continuing to offer the service;
- A service that will be relocated as a result of it being offered elsewhere;
- An inability to provide a service in a consistent, reliable, or safe manner as a result of sustained human resource shortages.

In closing, I wish to convey my best wishes to you in fulfilling your responsibilities and in working with me to serve the health needs of Manitobans. I know I can count on your hard work and dedication. I look forward to meeting regularly with the Board Chair to discuss your progress.

Sincerely,

*"original signed by"*

Kelvin Goertzen

cc Dr. Sri Navaratnam  
K. Herd