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Director Supply Chain Operations, Ontario and Nunavut

Position Profile

Canadian Blood Services (“CBS”) is seeking a Director, Supply Chain Operations, Ontario and Nunavut (the “Director, Supply Chain Operations, ONN”) to provide supply chain leadership in an organization experiencing continued and inspiring transformation. The Director, Supply Chain Operations, ONN will execute CBS’s strategy to become a best-in-class manufacturer of biological products and maintain the organization’s reputation for consistently providing high quality and effective products to serve patients in need across Canada.

Based in the Greater Toronto Area of Brampton, Ontario and reporting to the Chief Supply Chain Officer and Vice-President Donor Relations, the Director, Supply Chain Operations, ONN provides leadership and direction to the delivery of day-to-day operations of collections, production, distribution and logistics to guarantee alignment of supply and demand and ensure that the CBS name represents trust and value to Canadians. Serving as a strong strategic supply chain leader and trusted advisor to the Chief Supply Chain Officer, the CBS Executive team, the Supply Chain and Donor Relations team and other key CBS internal and external stakeholders, the Director Supply Chain Operations ONN will inspirationally and collaboratively lead 820 team members through 10 direct reports as well as the supply chain operations for Ontario, which contributes to approximately 50% of CBS’s national blood supply.

The Ontario and Nunavut Region is one of the four CBS regions across Canada (Ontario and Nunavut, BC and Yukon, the Prairies and North West Territories, and Atlantic Canada) and, as the largest region, has significant impact on overall supply chain performance within Canada. She/he is responsible for driving regional supply chain performance and Brampton operations as a flagship site, while ensuring a focus on quality compliance and operational consistency. She/he maintains overall accountability for the regional performance of CBS’s supply chain, including Whole Blood component products and Plasma Protein Products. The Director Supply Chain Operations, ONN will build strong relationships with internal and external stakeholders to facilitate exceptional customer (hospital) interactions with respect to product supply, supply security and, for issues related to post-product release, quality or quantity of the provided products.

The successful Director Supply Chain Operations, ONN is an experienced senior executive who brings 10+ years of supply chain leadership experience, combined with strong operational expertise gained within the pharmaceutical, time-sensitive or high-precision technology manufacturing, automotive or consumer packaged goods industries with proven leadership experience in growth and/or transformational environments. This is an outstanding opportunity for an authentic supply chain leader with a track record of building and developing high performance, cohesive teams, navigating and gaining essential buy-in and alignment across complex, multi-site environments. She/he will have a proven record of implementing best-in-class, end-to-end supply chain delivery and logistics, managing complex multi-site networks, developing high-performance cultures, and delivering results within a multi-stakeholder, unionized and highly regulated environments.



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With a mandate to refine and develop best-in-class supply chain practices, process and systems to support productivity, cost efficiency and transformation across the enterprise, the Director Supply Chain Operations, ONN is effective at building rapport across all levels of the organization and engaging and developing high performance teams. The Director, Supply Chain Operations, ONN will ensure the delivery of products, processes and services that meet or exceed customers' expectations in accordance with CBS's Quality Management System and all legislative and regulatory requirements. In so doing, she/he will be responsible for integrating the supply chain operations with the region and across functions and ensuring efficient and effective execution of the supply chain processes (collections, production, distribution, warehousing and logistics.) The ideal candidate for this exciting opportunity is a transformational, outcomes-oriented leader, with a proven track record of delivering best-in-class supply chain operations. Strongly aligned to CBS's Mission, Vision and Values, the Director Supply Chain Operations, ONN will ensure Canadian Blood Services remains the trusted provider of high quality blood and blood services for all Canadians.

The Organization: Canadian Blood Services

Canadian Blood Services is unique in Canadian Health Care. CBS is a national, non-profit organization that manages the supply of blood and blood services in all provinces and territories outside of Quebec. An independent, charitable corporation, at arm's length from governments, Canadian Blood Services manufactures safe, effective biological products designed to meet patients' needs in the right place at the right time. Canadian patients depend on CBS to manage a safe, secure and cost-effective blood system. CBS brings quality to every aspect of their work - from collecting, testing, and manufacturing blood, blood components and stem cells to knowledge creation and dissemination to conducting ground-breaking research.

The role of CBS is to ensure Canadian patients have reliable access to the safe, high-quality blood and blood products, stem cells, organs, and tissues they need. CBS undertakes this four-part responsibility through a variety of processes:

- **Blood:** CBS collects, tests and manufactures blood and blood products, including red blood cells, platelets and plasma as well as diagnostic laboratory testing services in some provinces.
- **Plasma:** CBS collects plasma from volunteer, unpaid donors in Canada. CBS retains some of this collected plasma to meet the transfusion needs of Canadian patients, but most is shipped to contract manufacturers who use a process called fractionation to create plasma protein products. CBS distributes approved plasma protein products – which is derived from the collected plasma, in addition to the finished products purchased – to hospitals in Canada (excluding Quebec) to treat patients with immune disorders and diseases such as hemophilia. Plasma represents a significant growth opportunity for Canadian Blood Services.
- **Stem Cells:** CBS operates a stem cell program that supports better outcomes for patients living with any of the more than 80 diseases and disorders that can be treated with stem cell transplants. CBS collects cord blood and manufactures stem cells through its cord blood bank. It operates a robust national registry of potential adult stem cell donors and participates in an international network of donor registries. CBS provides human leukocyte antigen (HLA) typing services to ensure the best possible matches between those willing to donate stem cells and those who need them.



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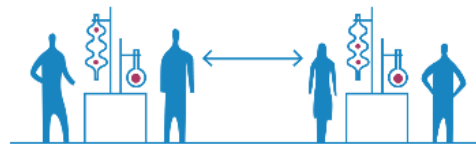
- **Organs and Tissues:** CBS manages a national transplant registry for interprovincial organ sharing and related programs for organ donation and transplantation. Working with partners across the organ and tissue donation and transplantation (OTDT) community, CBS develops and shares leading practices, provides education resources and collaborates on new ways to share data on the performance of the OTDT system in Canada.

What we do

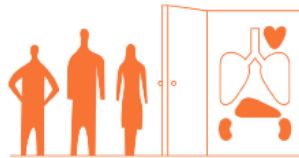
Products and services



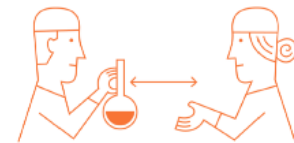
Fresh blood products



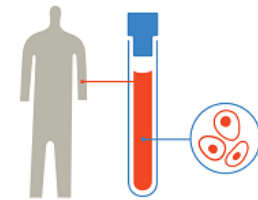
Plasma protein products



Organ and tissue donation and transplantation



Diagnostic services



Stem cell program (adult and cord blood)

Fulfilling CBS's mandate involves a broad range of activities, including manufacturing and supplying biological drugs such as red blood cells, platelets, plasma, cryoprecipitate, cord blood and stem cells. To supply these products, CBS recruits donors; collects, processes and tests components; and ships them to their hospital customers. CBS delivers value by improving patient outcomes, enhancing system performance and optimizing cost-efficiency. CBS also has a robust Centre for Innovation, which delivers cutting-edge research, product development, knowledge creation and education programs and services that have earned Canadian Blood Services a reputation as an international thought leader in the field.

There are 18 permanent donor centre sites in Ontario and 35 donor centre sites across the country ranging from large multi-purpose facilities to small independent collection sites. Integrated within this network are eight production and distribution sites and 2 donor testing sites. CBS has over 850,000 blood, plasma, platelet, organ donors and stem cell registrants within 400 communities, each with blood donation sites and events. Over 600 hospitals are served annually. 730,000 red blood cell units were shipped in 2017–2018, 436 stem cell transplants facilitated in 2017–2018 and over 1,000 kidney transplants have been facilitated to date.



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CBS's Organizational Structure

The total workforce is approximately 3,900 employees, with about 70 percent of the workforce unionized, and 17,000 volunteers. The geographic footprint of the organization is shown in the figure above.

Canadian Blood Services operates within the larger health-care system of transfusion and transplantation medicine. With a \$1.2 billion annual budget, CBS is funded by the provincial and territorial Ministers of Health, with small contribution grants from the federal government for specific programs and additional revenue from third-party and philanthropic sources. Its corporate members select CBS's Board of Directors. The CEO reports to the CBS Board of Directors, oversees 9 Vice-Presidents and CBS's internal auditor.

CBS's corporate members and their executive management team work with the Provincial and Territorial Blood Liaison Committee that provides advice and support to the provincial and territorial Deputy Ministers and Ministers of health on issues affecting the blood system.

As part of stakeholder engagement, the Board of Directors has a variety of advisory committees, including the National Liaison Committee, which has representatives from patient groups, medical experts and the public. Reporting into the National Liaison Committee are Regional Liaison Committees that provide perspectives and feedback from geographic areas.

Mission

Canadian Blood Services operates Canada's blood supply in a manner that gains trust, commitment and confidence of all by providing a safe, secure, cost effective, affordable and accessible supply of quality blood, blood products and their alternatives.



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Values

The words reflected here represent Canadian Blood Services' shared values. It is a call to action that asks each employee to recommit to a common set of beliefs about how Canadian Blood Services works. They are values CBS believes in: Safety, Integrity, Quality, Respect, Excelling, Accountability, and Openness.

CBS's Strategic Focus for 2018 and Tomorrow

CBS's strategic focus includes making strategic choices, taking advantage of opportunities and refreshing CBS's Strategic Plan and its brand. The Strategic Plan is to be completed in the Fall of 2018. The brand renewal is intended to reposition Canadian Blood Services in the eyes of their employees and key stakeholders. These projects also include the renewal of CBS's Leadership Contract, which is a code of thinking and behaving that describes how all leaders at CBS are expected to carry out their responsibilities. The refresh and renewal of all these CBS projects will ensure relevance, sustainability and build CBS for the next two decades or more.

Strategic areas of focus include:

- Providing **lifesaving products** and services to meet changing patient needs
- Build and deepen **relationships with donors** of the future
- Ensuring a **secure supply** of Canadian plasma for Ig
- Creating an engaging and empowering **employee experience**; and
- Advancing **organizational excellence**

Over the past 10 years, health care and specifically blood operators continue to experience great change. In the Canadian context, areas of major change for blood operators include the impact of: **Technology** including big data, analytics, interconnectivity, automation, artificial intelligence and paperless environments; **Individualization** including cellular therapies and regenerative medicine; **Demographics** including the impact of increased immigration and urbanization; and **Environment, Climate and Resources**, including the demand for red blood cells when health systems are under fiscal strain. As such, Canadian Blood Services and blood operators globally are focusing on making operations more efficient and automating many aspects of their processes; improving supply chains and consolidating existing operations; integrating to a greater degree with hospitals; protecting donor health; and exploring cellular therapies.

As the pace of change will only continue to intensify, the incoming Director Supply Chain Operations, Ontario and Nunavut has an incredible opportunity to strategically contribute to ensuring CBS's commitment to ensuring that CBS operates Canada's blood supply in a manner consistent with its Mission, Vision and Values while providing a safe, secure, cost effective, affordable and accessible supply of blood, blood products and their alternatives across the country.

The CBS Director Supply Chain Operations ONN Opportunity

Based in the Greater Toronto Area of Brampton, Ontario and reporting to the Chief Supply Chain Officer and Vice-President Donor Relations, the CBS Director Supply Chain Operations ONN plays a critical leadership role within CBS. She/he will have a proven track record of success in the development and implementation of both strategic and operating plans with the ability to connect the dots from long-term vision to day to day accountability and reality. She/he will ensure that both the strategic and operating plans for the business continue to promote the revenue, profitability and growth of the organization. Serving as a strong strategic supply chain leader and trusted advisor to the Chief Supply Chain Officer and Vice President of Donor Relations, the CBS Executive team, the broader Supply Chain and Donor Relations team and other key CBS internal and external stakeholders, the Director, Supply



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Chain Operations ONN will inspirationally and collaboratively execute and lead the supply chain operations for the Ontario and Nunavut region.

Specific Key Accountabilities for the Director Supply Chain Operations ONN

A strong relationship builder and key leader within CBS, the Director, Supply Chain Operations ONN is responsible for leading a broad multi-site operations and supply chain team, cultivating and supporting a high-performing, service-oriented culture, focused on employee engagement, operational, safety and service excellence, while ensuring increased productivity and cost efficiency, and the delivery of an exceptional customer experience. Specific accountabilities, among others, include:

- **Driving the CBS Transformation and Continuous Improvement Agenda:** Delivering the CBS transformation and continuous improvement agenda and facilitating the key changes required to improve strategy execution and develop a high functioning, integrated supply chain, including managing and enabling changes related to structure, behaviour and culture. She/he will seek ways to continuously improve performance as well as meet and surpass goals. She/he will find ways to do things, faster, better, and at a lower cost, while creating a sense of urgency to get things done;
- **Process Management and Effective and Efficient Outcome Delivery:** She/he will oversee the collections, production, distribution, as well as warehousing and logistics processes and ensure compliance with the standards set by the Process Management function. She/he will ensure all collections, production, distribution as well as warehousing and logistics sites operate in a manner to optimize efficiency and productivity gains, ensuring focus on continuous improvement while maintaining compliance with defined processes and standards;
- **Issue Identification, Performance Management and Measurement:** She/he will identify, address, track and/or escalate any issues related to supply chain operations in the field. She/he will oversee the operation of the regional supply chain portfolio to achieve key performance metrics that builds and supports an integrated performance review process that drives regional outcomes. She/he will have managed to a set of common KPI's across the region with emphasis on effective performance against those KPI's at the regional/national level;
- **Integrating Regional Operations and Engagement with Central CBS Functions:** She/he will closely interact with other regional operations functions (e.g.: Recruitment) to ensure a smooth flow of operations in the region. She/he will interact effectively with Supply Chain Process Management and the Integrated Supply Chain Planning Functions to ensure that regional requirements are reflected in centrally developed/managed plans and strategies and identify leading practices and opportunities for continuous improvement;
- **Accountability for Regional Planning and Execution:** Within the context set by national forecasting, planning, processes and programs, regional leadership will have increased accountability for regional planning and execution. As such, she/he will be accountable to lead the regional integrated business planning activity of which Labour Relations, Facilities, Medical Affairs and Quality are a part;
- **Team and Stakeholder Engagement:** She/he will work effectively with peer and team leaders including the collection network and strategic deployment leaders within the same region and will ensure that relevant CBS stakeholders are informed on major issues affecting the regional supply chain through the effective use of reporting relationships;
- **Customer Relationship and Experience Management:** She/he will drive improved customer experience in the regions and act as a senior point of customer interaction for supply chain related questions and interactions;



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- **Business Continuity and Risk Management:** She/he will ensure business continuity plans are in place for critical processes in the region and ensuring regional capacities and risks to continuity of supply are well understood. The role is also accountable for the development and management of a risk register for the region; and
- **Alignment with Corporate Health and Safety Policies:** She/he will perform work in accordance with the provisions of CBS's Corporate Health and Safety Policies and Procedures and ensures that their team members are aware and comply with all the Corporate Health and Safety Policies and Procedures including on-going monitoring and reporting of all occupational health and safety issues in the work place.

Short and Long-Term Success Indicators for the Director Supply Chain Operations ONN

- The Director Supply Chain Operations ONN will have aligned ONN's regional operations and supply chain capability with CBS's strategic and operational imperatives. She/he will continue to embed the quality transformation, solidifying CBS's position as a high-quality biologics manufacturer, driving positive supply chain execution and robust quality practices down through the organization;
- She/he will have driven best-in-class supply chain practices in the region, having moved ONN into a consistent performer as the top 1 or 2 regions in the country (e.g. 50/50 split with PRN), while solidifying the integrated supply chain across functions including: Quality and Regulatory Affairs; Donor Relations; Finance; and Medical Affairs; and Innovation. Under their leadership, the Brampton production site will have now become the flagship production centre;
- She/he will facilitate and enable a stronger value proposition for OPSEU team members, establish a plan for "intact teams" and will have implemented the collections infrastructure plans and process changes as defined by the collections improvement team and process management team;
- She/he will have been operating as an effective, valued and strategic business partner and advisor to the Chief Supply Chain Officer and Vice-President Donor Relations, the CBS leadership team and will have effectively built collaborative relationships and confidence with all internal and external Donor Relations and Supply Chain peers, including all team members and key stakeholders. She/he will have made choices that are consistently good, based on a combination of analysis, experience and pragmatic judgment. As such, she/he have often been sought out for their opinion, advice and solutions on a broad range of issues beyond operations and supply chain matters impacting CBS; and
- Serving as a strong coach and mentor, the Director Supply Chain Operations ONN will have developed a high performance, high functioning, cohesive and team-oriented operation and supply chain team with consideration for bench strength and possibilities for succession planning. She/he will have attracted and developed high potential team members and retained top talent for CBS. Feedback from front line team members will reflect an engaged work force that is able to actively participate in and support change. The new Director, Supply Chain Operations, Ontario and Nunavut will have reshaped the agenda of delivery of intact team models both at the leadership team and front line with a focus on productivity, cost efficiency, continuous improvement and customer experience.



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Desired Leadership Qualities and Competencies

The Director Supply Chain Operations ONN Network is an engaging leader who has a University degree in Commerce, Business Administration, Engineering, Sciences, or a related field and brings 10+ years of strategic supply chain and progressive management leadership experience, combined with strong operational expertise gained within best-in-class pharmaceutical, time sensitive or precision manufacturing, automotive and/or consumer packaged goods industries.

She/he will possess a proven record of managing best-in-class supply chain, lean manufacturing, and quality management processes, with a focus on client/consumer excellence in both service and experience delivery, overseeing national distribution networks, developing high-performance cultures, and delivering results within complex, multi-stakeholder, regulated and, ideally, unionized environments. She/he will have been responsible for the seamless operations of a business and have a proven history of advising executive team leaders, building effective teams, working across a wide range of functional areas and business units, setting priorities while managing and marshalling resources, implementing consistent policies, internal controls, processes and procedures and effectively implementing and executing strategic and operational plans.

The new Director Supply Chain Operations ONN will drive productivity and cost-efficiency and understands what CBS's value drivers are and how to effectively lead, manage and develop opportunities to implement best-in-class supply chain strategies and practices. Comfortable with a change and continuous improvement agenda, the ideal candidate has been involved at taking organizations to the next level within a changing and transforming environment, seeking out and adapting best practices, building core competencies and investing in a team's culture, people and leadership development as a core strategy to deliver results.

She/he will be seasoned at collaboratively influencing change in a constructive way, as evidenced by an engaged team, each clear on accountabilities and with an understanding of how their own responsibilities fit into the broader strategic and organizational initiatives within CBS. Through strong relationships and earned credibility with senior business leaders and their team, she/he is able to create clarity on deliverables, standards in process, products and procedures, and brings a collegial team spirit to the business, even remotely. A strategic thinker and experienced doer, she/he is able to see the 'big picture' and effectively communicate where the risks and opportunities lie. She/he can easily and quickly get in and just as swiftly get out of the weeds as required yet can dive in deep on an issue on behalf of the leadership team when so needed.

Productive and high energy, she/he handles high volume and stress levels with aplomb, attends to all details, and 'gets it done' without a lot of fanfare but with the right amount of enthusiasm and drive. Results oriented, she/he has a proven track record of bringing out the best of their operation and supply chain teams, regardless of location. Empathetic, she/he is an advocate of positive change and a change agent that drives, facilitates and stewards change in a compelling and inspirational way, guiding complex business and culture change.

An experienced leader, she/he is knowledgeable about how organizations work and knows how to move things forward for the business through both formal and informal channels. She/he will implement strategic supply chain initiatives and ensure operational excellence while significantly and positively contributing to CBS's organizational culture, all the while ensuring succession planning and developing front-line problem solvers.



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The ideal candidate will be able to effectively lead her/his team across multiple locations and will be adept at moving through the region and the 18 permanent sites in Ontario with a proven ability to lead by influence without daily face-to-face interaction, knowing how to inspire, engage and motivate those whom she/he meets periodically. An outstanding relationship builder, the Director Supply Chain Operations ONN will build rapport and garner respect across all levels of the organization as an ethical, high integrity leader. With high EQ and both the humility and confidence to get things done, the successful Director Supply Chain Operations ONN is a mature, transparent and motivational team leader and player.

An experienced coach and mentor, the Director, Supply Chain Operations ONN will have built strong teams capable of executing and delivering on ambitious strategic plans. A highly effective communicator who listens well and learns quickly, the Director Supply Chain Operations ONN leads with courage, demonstrating resilience in the face of change and ambiguity and has a track record of leading teams and driving change across functional and geographic boundaries. She/he will demonstrate the ability to attract and develop talent with experience building a high-performance team capable of executing and delivering on key operational plans. A 'people builder', an inspirational leader and an effective communicator, she/he brings out the best in people. She/he shares wins and successes, stretches individual capabilities and mentors up-and-coming talent providing real short- and long-term succession plans for CBS.

Highly credible and engaging, the Director Supply Chain Operations ONN is quickly able to build trust with a wide range of key decision makers and stakeholders. She/he has a communication style that is inclusive and engaging of all executive team and Donor Relations and Supply Chain team members. Experienced and collaborative, when this leader talks and raises issues, the executive team, Donor Relations and Supply Chain teams, and key stakeholders listen. She/he bases their decisions on informed facts, seasoned business acumen, environmental intelligence and informed intuition, while functioning transparently, while taking informed risks and always responsible for their own actions and decisions. She/he has the strength and ability to ask difficult questions, to challenge the popular view, and to address the 'elephant in the room' if he/she believes it is in the best interest of CBS. A team player, she/he defines success in terms of the team, thereby creating a feeling of teamwork within it.

With experience leading a business build and/or transformation, the Director, Supply Chain Operations ONN is an advocate for positive change and a leader that can challenge the status quo in a compelling and inspirational way with demonstrated success. This leader will be able to leverage CBS's collective history and culture with a forward-looking view. She/he understands not just where the organization has been but provides vision and clarity as to where it can, and should be, in the years ahead. The new Director Supply Chain Operations ONN will be a leader whose personal values align with CBS, and who possesses a passionate commitment, and deep respect for CBS's mission, values, culture, history and future. She/he will display the highest degree of personal integrity and professional ethics and be highly motivated and personally committed to ensuring CBS remains the trusted provider of high quality blood and blood products for all Canadians.



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How to Apply

If you are interested in exploring this exciting Director Supply Chain Operations ONN leadership opportunity at Canadian Blood Services, please provide a detailed cover letter and resume highlighting your relevant supply chain and executive leadership experience to Lisa Heidman LL.B., ICD.D, Founder and Chief Executive Officer, Arlington Partners International at lisaheidman@arlingtonpartnersinc.com and Paul Bruner, Managing Director at paulbruner@arlingtonpartnersinc.com.

We look very forward to exploring your candidacy.

Please note: We are supplying this information to you on a confidential basis and exclusively for the purposes of this specific Director, Supply Chain Operations ONN opportunity with Canadian Blood Services. No other use, dissemination or sharing of the contents of this document is authorized. Appropriate care must be exercised by the reader, with respect to the private and confidential information contained herein.