



**IDENTIFICATION**

Department	Position Title	
Territorial Health and Social Services Authority	Executive Director, Clinical Integration	
Position Number(s)	Community	Division/Region(s)
07-14866	Yellowknife	HQ

**PURPOSE OF THE POSITION**

Reporting to the Chief Executive Officer (CEO), the Executive Director, Clinical Integration (ED, CI) is accountable for providing strategic leadership for establishing common clinical operational practices for service delivery across all regions in the Territorial Health & Social Services Authority (THSSA).

As a member of the THSSA Executive Leadership Team, the ED, CI contributes to planning, implementing, monitoring, and evaluating the overall health and social services strategy for the THSSA. In collaboration with other members of the THSSA Executive Leadership Team, the ED, CI, serves as a champion for the development of an organizational culture of quality, safety and inquiry.

The ED, CI, in collaboration with the THSSA Executive Leadership Team, champions the development of a territorial strategy that will set expectations for quality, efficiency, and consistency in the delivery of all health, continuing care, and social services delivered within the NWT, in accordance with the policy, direction, and legislative requirements established by the Department of Health and Social Services (DHSS). This includes oversight for the development of territory-wide operational program plans, and standards for quality and service delivery.

The ED, CI works collaboratively with the THSSA Executive Leadership Team to plan, implement, monitor and evaluate the delivery of health and social services within the THSSA.

Based on the Government of the Northwest Territories (GNWT) transformation agenda, the ED, CI is accountable for:

- Ensuring that services are delivered in a client focused manner.

- Integrated program planning, monitoring, and evaluation.
- Planning, implementing, monitoring, and evaluating systems that promote equal access to services.
- Planning, implementing, monitoring, and evaluating consistent service standards.
- Promoting efficiency and effectiveness in service delivery.
- Planning, implementing, monitoring, and evaluating mechanisms which will promote accountability for performance and outcomes.

### **SCOPE**

The THSSA is the single provider of health and social services in the NWT, with unique collaborative arrangements in the Hay River and Tlicho regions. It covers 1.2 million square kilometers and serves approximately 43,000 people, including First Nations, Inuit, Metis, and non-aboriginals. Health and social services include a full range of primary, secondary and tertiary health services and social services including family services, protection services, care placements, mental health, addictions, and developmental activities, delivered by more than 1,400 health and social services staff.

While the TCSA will operate under a separate board and HRSSA will in the interim, the THSSA will set clinical standards, procedures, guidelines and monitoring for the entire Northwest Territories. Service Agreements will be established with these boards to identify performance requirements and adherence to clinical standards, procedures, guidelines and policies as established by the THSSA.

Under the direction of the Minister of Health and Social Services, the THSSA is established to move toward one integrated delivery system as part of the government's transformation strategy. As a key member of the Executive Leadership Team, the ED, CI will direct the integration of health and social services programs throughout the Northwest Territories to ensure efficient and effective service delivery.

The ED, CI as a senior executive lead in THSSA initiatives will build awareness of cultural safety and recommends practices to eliminate systemic racism in the HSS system. Assisting and supporting community and Aboriginal governments, and regional organizations, in the planning, development and implementation of health programing further extends the scope of this position.

The ED, CI reports directly to the THSSA CEO, along with the Executive Director Corporate and Support Services, the Territorial Medical Director, the Chief Medical Information Officer, and the Regional Chief Operating Officers.

### **Implementation of the THSSA**

Initially the focus of the ED, CI will be to work with the THSSA Senior Management Team to ensure all current services continue to be provided in an efficient and accountable manner. In addition to these duties the ED, CI will be responsible for the implementation of the

THSSA organizational structures that report into the position as described in the preceding sections, including validation and staffing of the director positions in the most appropriate manner.

The ED, CI, will manage the change process which includes: creating awareness about the current situation; promoting the benefits of the THSSA; a collaborative implementation process; understanding and managing resistance; ongoing support through orientation to new roles and changes in business processes. Throughout the change process, the ED, CI will work with stakeholders to learn what they need in order to get involved in the change. At each stage and with each major activity, the ED, CI will work in partnership with departments to share ownership over the implementation.

Over the first 100 days of implementation period the role of the position will shift to the operation of the THSSA organization with the roles and responsibilities that are reflected in the preceding currently planned Branches noted below.

### **Branches**

The ED, CI has five (5) direct reports and leads a team of professional/clinical staff, some of whom have dual accountability for regional delivery of health and/or social services in addition to their territory-wide responsibilities. The ED, CI is accountable for planning, monitoring, and evaluating programs and services that are delivered throughout the Northwest Territories. The branches and responsibilities of the Clinical Integration division are:

- Health Services - responsible for the scope and quality of all health services, including primary and acute care, allied health, clinical support services, and mental health and addictions, delivered in the regions, based on policies and procedures, as well as national best practices, and legislative and regulatory requirements.
- Public Health Services - responsible for the scope and quality of all public health services, based on policies and procedures, as well as national best practices, and legislative and regulatory requirements.
- Continuing Care Services - responsible for the scope and quality of all home care and long term/chronic and extended care services based on policies and procedures, as well as national best practices, and legislative and regulatory requirements.
- Social Services - responsible for the scope and quality of all social services, including child and family services, adoptions and guardianship services based on policies and procedures, as well as national best practices, and legislative and regulatory requirements.
- Quality, Safety and Patient Experience - responsible for ensuring that quality and safety, emergency preparedness, occupational health and safety, infection control and accreditation requirements are in compliance with policies and procedures, as well as national best practices, and legislative and regulatory requirements.

The ED, CI will work collaboratively with the Regional Chief Operating Officers, TCSA CEO, Hay River CEO, the Territorial Medical Director, and the Chief Medical Information Officer as required to ensure that territorial policies, standards and service quality levels are achieved at the local and territorial level.

The ED, CI will also work collaboratively with the Department of Health and Social Services (DHSS) to ensure that programs and services provided by the THSSA are consistent with Departmental directions, priorities, policies, standards, regulations and legislative requirements. The roles, and/or the delegates, that will require closest collaboration will include:

- Director of Policy and Legislation, accountable for establishing legislation, regulations, and policies that define the scope of services, as well as service delivery, privacy and official language requirements for funded programs and services.
- Director of System Strategy, Performance and Accountability, accountable for requirements relating to evaluation, reporting, and monitoring of outcomes achieved by programs and services.
- The Assistant Deputy Minister of Health Programs, accountable for territorial strategy and standards for health, seniors and continuing care services.
- The Assistant Deputy Minister of Families and Communities, accountable for territorial strategy and standards for statutory services, child and family services, aboriginal health and community wellness.
- Chief Public Health Officer of the NWT, accountable for public health, including surveillance, disease prevention and control, and public health emergencies.

### **ACCOUNTABILITIES**

The ED, CI is accountable to the THSSA CEO for providing strategic direction and leadership of clinical integration services for the THSSA. In addition to functional leadership, this role provides expert advice and guidance to the CEO and the Executive Leadership Team in best practice, quality, safety, and service delivery.

The ED, CI is accountable for:

- Implementation of the Clinical Integration Branch of the THSSA, including the validation of the THSSA organizational structures that report to the position.
- Planning, implementing, monitoring, and evaluating the development of a culture of quality and safety across the THSSA, in accordance with DHSS directives, Territorial and National legislation, regulations and standards, including requirements for public health, emergency preparedness, privacy, patient and staff safety, infection control, and Accreditation Canada.

- Establishing and directing on the model for delivery of health and social programs provided by the THSSA, in a manner consistent with the direction established by the DHSS, and in consideration of the resources available, best practices (e.g. Accreditation Canada), regulatory bodies, and applicable legislation.
- Establishing and directing on quality standards for health and social programs delivered by the THSSA, as required by the DHSS, and in consideration of the resources available, best practices (e.g. Accreditation Canada), regulatory bodies, and applicable legislation.
- Establishing program plans, standards, policies, procedures and guidelines, as well as recommending and supporting the development of clinical tools and resources to be used for program delivery throughout the THSSA.
- Directing on the service volumes and clinical outcomes that are expected for each program and service delivered by the THSSA, in consideration of the resources available to support service delivery.
- Establishing and directing the regions on reporting requirements for the programs and services.
- Establishing mechanisms to support monitoring programs and services to ensure compliance by regions including the TCSA and HRHSSA, with program expectations and requirements.
- Monitoring, evaluating, and reporting to the DHSS, as well as other regulatory bodies as required, on the quality and outcomes of programs and services delivered by the THSSA.
- Consolidating and coordinating contracted service delivery through Non-Government Organizations and other partners for all regions.
- Identifying clinical support, people and talent, and development needs to support the delivery of programs and services.

**Specific Accountabilities:**

- As part of the THSSA Executive Leadership Team, the ED, CI provides expert advice to the planning, implementation, monitoring and evaluation of the vision, goals, and strategic directions for the THSSA.
- In accordance with values and principles of the THSSA, the ED, CI plays a key role in the overall leadership of THSSA's program services resources.
- Provides leadership for the development of standards for the core health and social services programs, and various models of service delivered within the THSSA, with sensitivity for the need to allow for local variation.

- Provides leadership to the planning, implementing, monitoring, and evaluating of health and social services delivered by the THSSA, with sensitivity for the need to allow for local variation.
- Develops, maintains, and expands relationships with all stakeholders to ensure that the THSSA is in compliance with all government laws and statutes.
- Provides leadership in planning, implementing, monitoring, and evaluating emergency preparedness plans.
- Provides leadership in planning, implementing, monitoring, and evaluating systems to ensure compliance with Accreditation Canada required organizational practices and standards.
- Builds productive and collaborative working teams and relationships with multiple key stakeholders in order to achieve goals.
- Works collaboratively with internal stakeholders to ensure that all program and service requirements are implemented efficiently and effectively at the regional level.
- Collaborates with internal stakeholders to plan, implement, monitor, and evaluate effective resourcing models for the delivery of services, utilizing a multi-disciplinary team approach.
- Seeks input from a variety of sources and solicits professional advice relating to program and service activities to ensure that evidence and best practice considerations have been incorporated into program and service expectations.
- Prepares proposals, reports, and other communications as required by the THSSA CEO and DHSS colleagues.
- In accordance with THSSA priorities and strategic plan, prioritizes needs within limited resources.
- Delegates authority, resources and activities appropriately to staff for achievement of the THSSA vision, mission, and values.
- Promotes resourcefulness in using existing resources and leveraging progress already made when overseeing the development of tools, resources and requirements for programs and services.
- Ensures that appropriate action is taken in situations of non-compliance with program standards and expectations, or when results/outcomes are not as expected.
- Collaborates with, and provides information to DHSS staff, as required, in order to maximize successful execution of departmental strategies.

- Provides innovative leadership to a broad range of program partners and stakeholders in a time of substantial change and opportunity with the GNWT.
- Establishes conditions that support a healthy workplace, optimal performance and development of staff through performance management, human resource planning, creation of positive learning environments and planning for change.

## **WORKING CONDITIONS**

Working Conditions identify the unusual and unavoidable, externally imposed conditions under which the work must be performed and which create hardship for the incumbent. Express frequency and duration of occurrence of physical demands, environmental conditions, sensory demands and mental demands.

### **Physical Demands**

Physical demands on the incumbent are consistent with the typical GNWT office environment.

### **Environmental Conditions**

Environmental Conditions on the incumbent are consistent with the typical GNWT office environment.

### **Sensory Demands**

Sensory demands on the incumbent are consistent with the typical GNWT office environment.

### **Mental Demands**

There will be considerable demands placed upon the incumbent by internal and external stakeholders to develop solutions and achieve results. This can cause material levels of mental stress, especially given the demands on the local and national health and social services system which will somewhat hamper the incumbent's ability to meet these demands. In addition, the need to negotiate a consensus among diverse stakeholders in the health and social services system, including regional leaders, health & social services leaders outside THSSA, NGOs, clients, and NWT residents adds further stress.

### **KNOWLEDGE, SKILLS AND ABILITIES**

Advanced training and demonstrated leadership skills in the area of public health and/or health and social services.

Demonstrated skills in executive level health and social services administration.

Knowledge of the health and social services system within the NWT, including the different departmental programs, program delivery models, and the socio-cultural and political environments in the NWT.

Advanced knowledge of health, public health and social services legislation, regulation and policy.

Seasoned knowledge of program planning and evaluation methods in the health and social service field.

Advanced knowledge and understanding of quality, risk management and quality improvement methodologies in health and social services delivery.

Understanding of the methods for incorporating clinical and program delivery evidence into practice.

Ability to analyze, evaluate and interpret a wide range of information and apply it within the unique social, economic and political environments of the NWT.

Ability to effectively lead and motivate both professional and non-professional staff, including those who have accountabilities to other employers or to professional associations.

An ability to build and maintain good working relationships with colleagues throughout the GNWT, the health and social services system nation-wide and with partners outside the government.

Demonstrated management and interpersonal skills in order to lead and guide others to accomplish tasks and meet desired targets. Effective communication, coaching and

motivational skills in order to share a clear vision and optimize human resource performance in a time of significant ambiguity and change will be required.

Excellent organizational, time management, analytical, facilitation and presentation skills.

Sensitivity to geographic and cultural needs of people, understanding how community and culture impact the delivery of health care.

### **GNWT Management Competencies**

#### **Authentic Leadership**

Authentic Leadership is a driver of personal and interpersonal conduct. It means acting with integrity in interpersonal and organizational practices and treating everyone with respect regardless of their background and which group they represent. Authentic Leaders also demonstrate behaviors that model and support the GNWT Public Service's vision and goals to ensure its success and build the same level of support and productivity in others. This competency guides all of our interpersonal interactions with colleagues, direct reports, staff, stakeholders, partners, members and representatives of external government agencies, and the citizens of the Northwest Territories.

#### **Systems Thinking**

Thinking is a driver of how thinking about problems and strategies should be approached within the GNWT. It is about approaching all of our work that is done within the GNWT as being part of a larger system that is integrated and inter-related. That is, understanding that work done in one part of the GNWT impacts a variety of other groups/projects inside and outside the GNWT. It is the ability to assess options and implications in new ways in order to identify solutions, always keeping the broader perspective and impact in mind, and appreciating how current, short-term outcomes are driven by long-term strategy and vision.

#### **Engaging Others**

Engaging others is a driver of how we work as part of the GNWT. It is about proactively building networks, connecting with others, understanding and building relationships with many stakeholders, partners, and governments, and collaborating across the GNWT and beyond, in order to achieve the goals and priorities that are important to Northerners.

#### **Action Management**

Action Management is about setting a plan in motion and getting it done. It is about knowing which initiatives and results are important, and working with current resources to achieve results that are aligned with the goals of the organization. Action Management is also about managing change in order to be able to achieve results. It is being able to readily adapt to changing priorities, managing uncertainty, and effectively working in a changing environment.

#### **People Management**

People Management is about creating the conditions and environment that allow people to work collaboratively and productively to achieve results. It's about making sure that employees have the support, tools, and developmental opportunities they need, and that the GNWT workforce has the diversity in knowledge, skills, abilities and experience it needs in order to meet current and future organizational objectives and the priorities of Northerners.

**Sustainable Management**

Sustainable Management is about delivering results by maximizing organizational effectiveness and sustainability of our human, financial, and environmental resources. It means implementing rigorous and comprehensive human, financial, and environmental resource accountability systems to ensure that our resources are managed effectively and with integrity, and that these are carefully considered in the development and implementation of all policies and programs in order to guarantee a healthy and prosperous Northwest Territories for future generations.

Note: for additional information on GNWT management competencies refer to the GNWT Management Competency Model available through Corporate Human Resources.

**Typically, the above qualifications would be attained by:**

This level of knowledge, skill and ability is typically acquired through the completion of the following:

1. A Master's Degree in health, public, or business administration (equivalent degrees at the Master's Level will be considered), with a minimum of 15 years senior level management experience.

or
2. An undergraduate degree in a related field (nursing, social work, health administration, public administration, business administration, or equivalent), with a minimum of 17 years senior level management experience.

The following qualifications will be considered an asset:

- Certified Health Executive;
- Certified in LEADS in a Caring Environment Framework (LEADS);
- Certified Human Resources Professional;
- Certified in the Service Improvement Planning and Implementation (SIPI) Methodology;
- Certified in a Project Management Methodology (PMI or PRINCE2 Practitioner); and

- Certified in Prosci Change Management Process (Prosci ADKAR Model).

#### **ADDITIONAL REQUIREMENTS**

##### **Position Security (check one)**

- No criminal records check required
- Position of Trust – criminal records check required
- Highly sensitive position – requires verification of identity and a criminal records check

##### **French language (check one)**

- French required
- French preferred
- French not required