



Tłıchǫ Community Services Agency  
 Dǫ Nǎke Lanı Nǎts'etso • Strong Like Two People

## IDENTIFICATION

Department	Position Title	
Tłıchǫ Community Services Agency	Executive Director, Operations & Program Integration	
Position Number	Community	Division/Region
27-16539	Behchokǫ	Health & Social Services Headquarters/ Tłıchǫ

## PURPOSE OF THE POSITION

Reporting to the Chief Executive Officer (CEO), the Executive Director, Operations & Program Integration (ED) is accountable for providing strategic leadership for establishing common operational practices for service delivery across all programs in the Tłıchǫ Community Services Agency (TCSA) Health & Social Services department.

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

The ED in collaboration with the TCSA Executive Leadership, champions the development of a regional strategy that will set expectations for quality, efficiency, and consistency in the delivery of all health, continuing care, and social services delivered within the Tłıchǫ region, 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 regional-wide operational program plans and standards for quality service delivery.

The ED works collaboratively with the TCSA Executive Leadership to plan, implement, monitor, and evaluate the delivery of health and social services within the TCSA. The ED 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 scope of the Tłıchq Community Services Agency (TCSA) is to manage the delivery of a range of integrated public GNWT and First Nations health, wellness and education programs and services for the NWT Tłıchq communities of Behchokq, Gamèti, Wekweètì and Whatì. Established in 2005 as part of the Tłıchq Agreement, the Agency is designed to be an *interim Government of the Northwest Territories (GNWT) organization* through which the Tłıchq Government will eventually exercise their treaty rights for self-government. The Agency serves approximately 3,000 people, employs 230 staff and has an annual budget in excess of \$30M. Programs and services include early childhood education, K-12 education, health and wellness, child and family services, mental health and addictions, and continuing care and independent living.

The Tłıchq Community Services Agency vision “Strong like Two People” is a metaphor for the desire by community leadership to build an organization, and create programs and services that recognize the strength and importance of two cultures. Local Tłıchq and non-Tłıchq knowledge have complementary strengths which together can achieve solutions to contemporary problems which neither could alone. The failure to integrate local knowledge represents a waste of expertise, and a loss of critical information that may lead to inappropriate or even destructive interventions and strategies.

The TCSA administers all regional health and social services (HSS) delivered to a population of approximately 3,000 residents of the Tłıchq region through 3 Community Health Centers and 1 Community Health Station, and for the residents of the Jimmy Erasmus Seniors Home (JESH). The TCSA provides and supports the delivery of health care services to adults and children on an outpatient and outreach basis in order to enhance healthy communities’ well-being through excellence, accountability and respect for regional diversity.

Located in Behchoko, the ED reports directly to the CEO. The ED as a senior executive lead in TCSA initiatives will build awareness of cultural safety and recommends practices to eliminate systemic racism in the HSS system. Assisting and supporting communities, Indigenous governments, and regional organizations in the planning, development and implementation of health programing further extends the scope of this position.

The legacies of colonization and residential schools have impacted Indigenous health outcomes and the way health and social services are delivered and accessed. The incumbent is required to honour and promote a culturally safe environment at all times. Practicing from a trauma informed care perspective is expected and the position requires that interaction with clients and families is tactful, respectful and humble. This position requires the ability to handle several complex issues concurrently while maintaining attention to detail. The incumbent is expected

to remain calm, controlled and professional, regardless of the situation, and demonstrate compassionate care that is free of racism and discrimination, to clients, families, community members, and other members of the healthcare team.

The ED oversees five (5) divisions and leads a team of professional/clinical staff. The ED is accountable for planning, monitoring, and evaluating programs and services that are delivered throughout the Tłı̄ch̄o region. The branches and responsibilities of the ED division are:

- Community Health Services - responsible for the scope and quality of all community health services, clinical support services, and delivery of programs and services in the region based on policies and procedures, as well as national best practices, and legislative and regulatory requirements.
- Mental Health & Wellness - responsible for the scope and quality of all Mental Health & Wellness services, based on policies and procedures, as well as national best practices, and legislative and regulatory requirements. Responsible for the integration of mental health supports in Tłı̄ch̄o schools.
- 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.
- Child & Family 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 compliant with policies and procedures, as well as national best practices, and legislative and regulatory requirements.

The ED will work collaboratively with the TCSA Executive Leadership, NTHSSA Executive Leadership, Hay River Executive Leadership, and the Territorial Medical Director as required to ensure that territorial policies, standards, and service quality levels are achieved at the regional level.

The ED will also work collaboratively with the Department of Health and Social Services (DHSS) to ensure that programs and services provided by the TCSA are consistent with Departmental directions, priorities, policies, standards, regulations, and legislative requirements.

## **ACCOUNTABILITIES**

The Executive Director is accountable to the CEO for providing strategic direction and

leadership in the execution of Health & Social Services delivery in the TCSA. 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 for all Health & Social Services programs.

The Executive Director is accountable for:

- Planning, implementing, monitoring, and evaluating the development of a culture of quality and safety across the TCSA, in accordance with DHSS directives, Territorial and National legislation, regulations and standards for Health & Social Services.
- Establishing and directing on the model for delivery of Health & Social Services programs provided by the TCSA, in a manner consistent with the direction established by the DHSS, 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 & Social Services programs delivered by the TCSA, 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 TCSA as it relates to Health & Social Services.
- Directing on the service volumes and clinical and service outcomes that are expected for Health & Social Services delivered by the TCSA, in consideration of the resources available to support service delivery.
- Establishing and directing reporting requirements for the programs and services.
- Establishing mechanisms to support monitoring programs and services to ensure compliance 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 Health & Social Services programs and services delivered by the TCSA.
- Coordinating contracted service delivery through Non-Government Organizations (NGOs) and other partners for the regions as it relates to Health & Social Services programs.
- Identifying clinical support, people and talent, and development needs to support the delivery of programs and services.

## **RESPONSIBILITIES**

1. As part of the TCSA Executive Leadership, the Executive Director provides expert advice in planning, implementation, monitoring and evaluation of the vision, goals, and strategic directions for the TCSA.
2. In accordance with values and principles of the TCSA, the Executive Director plays a key role in the overall leadership of TCSA's program services resources.
3. Provides leadership for the development of standards for Health & Social Services program and services, and various models of services delivered within the TCSA, with sensitivity for the need to allow for local variation.
4. Provides leadership in planning, implementing, monitoring, and evaluating of Health & Social Services delivered by the TCSA with sensitivity for the need to allow for local variation.
5. Provides leadership in planning, implementing, monitoring, and evaluating emergency preparedness plans for Health & Social Services.
6. Provides leadership in planning, implementing, monitoring, and evaluating systems to ensure compliance with Accreditation Canada required organizational practices and standards.
7. Builds productive and collaborative working teams and relationships with multiple key stakeholders to achieve goals, including TCSA's Education department.
8. Works collaboratively with internal stakeholders to ensure that all program and service requirements are implemented efficiently and effectively at the regional and community level.
9. Collaborates with internal stakeholders to plan, implement, monitor, and evaluate effective resourcing models for the delivery of services, utilizing a multi-disciplinary team approach.
10. Liaises with and establishes collaborative and productive relationships with external government and non-government stakeholders, including but not limited to Justice, ECE, Housing Corporation, Municipalities, First Nations, and NGOs to ensure a coordinated approach to the delivery of Health & Social Services in the Tłı̨chǫ.
11. 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.
12. Prepares proposals, reports, and other communications as required by the CEO and

DHSS colleagues.

- 13.** In accordance with TCSA priorities and strategic plan, prioritizes needs within limited resources.
- 14.** Delegate's authority, resources, and activities appropriately to staff for achievement of the TCSA vision, mission, and values.
- 15.** Promotes resourcefulness in using existing resources and leveraging progress already made when overseeing the development of tools, resources and requirements for programs and services.
- 16.** Ensures that appropriate action is taken in situations of non-compliance with program standards and expectations, or when results/outcomes are not as expected.
- 17.** Collaborates with, and provides information to DHSS staff, as required, to maximize successful execution of departmental strategies.
- 18.** Provides innovative leadership to a broad range of program partners and stakeholders in a time of substantial change and opportunity with the GNWT.
- 19.** 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.
- 20.** Establishes and/or ensures regional compliance with quality standards for Health & Social Services delivered by the TCSA, as required by the DHSS, and in consideration of the resources available, best practices, regulatory bodies, and applicable legislation.
- 21.** Develops and implements quality improvement priorities and approaches for Health & Social Services delivered by the TCSA and supports the regions in the delivery of quality improvement initiatives.
- 22.** Addresses compliance issues with program standards and expectations, or when results/outcomes are not as expected.
- 23.** Supports the development of communities of practice, engaging teams and professions jointly involved in delivering Health & Social Services within the Tłı̄ch̄o region, to ensure that high quality, accessible and effective services are being delivered to the Tłı̄ch̄o people.
- 24.** Supports the integration and collaboration of Health & Social Services programming in Tłı̄ch̄o schools, including the Child and Youth Care Counselling program.

25. Leverage's expertise available within the region to share knowledge and progress already made in the development of tools, resources, and requirements for clinical programs.

26. Liaises with and establishes collaborative and productive relationships with external government and non-government stakeholders, including but not limited to Justice, ECE, Housing Corporation, Municipalities, First Nations, and NGOs to ensure a coordinated approach to the delivery of Health & Social Services in the Tłı̄chǫ.

27. 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**

### **Physical Demands**

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

### **Environmental Conditions**

Environmental demands 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 TCSA, NGOs, clients, and community residents adds further stress.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Advanced training and demonstrated leadership skills in 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 sociocultural 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 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.

**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 10 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 15 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 in Prosci Change Management Process (Prosci ADKAR Model),
- Certified in the Service Improvement Planning and Implementation (SIPI) Methodology,
- Certified in a Project Management Methodology (PMI or PRINCE2 Practitioner), and
- Certified Human Resources Professional.

## **ADDITIONAL REQUIREMENTS**

### **Position Security**

- 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 if applicable)

- French required (must identify required level below)
  - Level required for this Designated Position is:
    - ORAL EXPRESSION AND COMPREHENSION
      - Basic (B)  Intermediate (I)  Advanced (A)
    - READING COMPREHENSION:
      - Basic (B)  Intermediate (I)  Advanced (A)
    - WRITING SKILLS:
      - Basic (B)  Intermediate (I)  Advanced (A)
- French preferred

### **Indigenous language:** Select language

- Required
- Preferred