



Tłıchǫ Community Services Agency
Dı Nàke Lani Nàts'etso • Strong Like Two People

IDENTIFICATION

Department	Position Title	
Tłıchǫ Community Services Agency	Director, Community Health Services	
Position Number	Community	Division/Region
27-17575	Behchokǫ	Health & Social Services Headquarters/ Tłıchǫ

PURPOSE OF THE POSITION

The Director, Community Health Services is a key executive management role, responsible for providing vision and leadership to the strategic planning, direction, delivery, and evaluation of all community health services in the Tłıchǫ Region including, but not limited to, Community Health services, Continuing Care services, and Mental Health services.

The responsibilities of this position are carried out in accordance with the Government of the Northwest Territories (GNWT) legislation and regulations, the Department of Health and Social Services (DHSS) legislation, policies, and procedures, the Integrated Service Delivery Model (ISDM), as well as the Tłıchǫ Community Services Agency (TCSA) strategic plan, policies and procedures.

SCOPE

The scope of the Tłıchǫ 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 Tłıchǫ communities of Behchokǫ, Gamètì, Wekweètì and Whatì. Established in 2005 as part of the Tłıchǫ Agreement, the Agency is designed to be an *interim Government of the Northwest Territories (GNWT) organization* through which the Tłıchǫ 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 DCHS reports directly to the Executive Director, Operations & Program Integration (ED). The DCHS as a senior leader 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 programming 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 Director oversees four (3) divisions and leads a team of professional/clinical staff. The Director is accountable for planning, monitoring, and evaluating programs and services that are delivered throughout the Tłıchq region. The branches and responsibilities of the Director 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.
- 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.

The DCHS will work collaboratively with the TCSA Leadership, NTHSSA Leadership, Hay River 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 Director 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.

RESPONSIBILITIES

- 1. Uphold and consistently practice personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace. Practice and ensure that any subordinate management and supervisory roles also prioritize staff mentorship and on-the- job training, including staff development in annual general objectives.**
- 2. Oversees the strategic direction of quality-based Community Health, Continuing Care, and Mental Health to facilitate the best program delivery.**
 - Collaborates with the ED, and the leadership for community health, continuing care, and mental health to identify current and future delivery requirements through consistent territory-wide program development.
 - Reports to the ED regarding program and service delivery, quality plans, outcomes, opportunities, risks, threats, including, but not limited to, incidents affecting or potentially affecting the safety and/or well-being of clients/patients and/or staff, and the integrity of the Tlicho region and the TCSA.
 - In collaboration with the ED, Leadership, and managers, recommends strategic initiatives, and identifies opportunities to sustain or improve community health, continuing care, and mental health program delivery, for review and consideration by the TCSA.
 - Provides leadership and direction to regional staff and programs to ensure that all clients/patients served by the Region receive equitable, efficient, appropriate, accessible, timely, and safe care.
- 3. Leads the development of, and implements work plans for, each program area that align with the TCSA's strategic direction, policies, and procedures.**

- Works collaboratively with the TCSA leadership to contribute to the development and implementation of performance indicators, measures for improvement, and reports on outputs and outcomes on a periodic basis as determined by the TCSA.
 - Collaborates with the ED, directors, and managers within related disciplines in the TCSA, the NTHSSA, and the HRHSSA, to ensure quality care programs are delivered consistently across regions and jurisdictions.
 - Represents the ED as required and shares after hours on call duties with the ED and other Directors.
- 4. Sets direction to administer and facilitate the day-to-day provision of services at all Health Centres, Home & Community Care, Long Term Care, Community Counselling Program, and Child Youth Counselling programs in each school.**
- Analyzes internal and external situations and data to facilitate planning and decision- making processes.
 - Demonstrates systems thinking in the implementing, monitoring, and evaluation of service delivery.
 - Is responsible for the implementation of standards and processes of measuring success and tracking quality service delivery and outcomes.
 - Is fiscally responsible for the delivery of services and programs within the portfolio.
 - Initiates and maintains relationships with key stakeholders in the TCSA, DHSS, NTHSSA, HRHSSA, and other government, community groups and other related external agencies.
 - Serves on various committees, both internally and externally, to facilitate the provision of quality services and the coordination of service on a local, regional, and national level.
 - Demonstrates and models awareness and sensitivity to the cultural needs of patients and staff.
 - Works as a member of the Senior Executive team and shares in the overall corporate management of the Tlicho Region.
 - Provides consultation and advice to the ED and TCSA Executive.
 - Oversees and directs the preparation of operational plans, capital plans, and operating budgets.
 - Travels to regional communities to support teams, conduct reviews and engage community stakeholder groups.
 - Collaborates with ED, directors, and managers to standardize policies, procedures, metrics, and program services.
 - Engages teams in quality improvement/work planning to support client, patient, family focused care including periodic visits to all departments, including duty travel to regions.
 - Creates an environment which supports staff engagement, creativity and innovation in quality improvement programs and the delivery of services.
 - Supports ongoing monitoring, coordinating, and reporting of quality and utilization data within the programs.
 - Identifies the human resources required to maintain/enhance current services

and/or to plan for the delivery of future services and pending HR challenges.

5. Provides leadership and management to Community Health, Continuing Care, and Mental Health to develop a culture of accountability and ensure staff are supported in meeting operational requirements.

- Maintains an effective organization structure that reflects the Tlicho Region's service needs and prescribes the authority and responsibilities of the staff as they relate to the accomplishment of specific objectives identified in organizational and individual work plans.
- Develops and maintains a strong team that is accountable for the management of their program(s) and ensures that activities are consistent with the mission, vision, values of the TCSA and Tlicho Region.
- Takes a proactive approach to succession planning by identifying key members of the department and providing opportunities for growth and development.
- Provides coaching and mentoring to Managers.
- Completes E-Performance including establishing annual goals, interim feedback on performance and goals and annual completion of appraisals for all direct reports.
- Addresses performance issues in a timely manner and in accordance with GNWT Labour Relations practices in collaboration with Human Resources.
- Manages first level grievances in coordination with Human Resources and UNW.
- Collaborates with Human Resources to assist staff with work accommodation plans and progress.

6. Coordinates, manages, and supports the development of decision support to meet the needs of the organization.

- Develops strategies for ensuring that Care Services staff are allocated throughout the facility to ensure quality patient care efficiency and equitable workload.
- Assists with acquiring all necessary resources (funding, space, time, information, and equipment) which are consistent with Services goals.
- Directs the planning, development and evaluation of the Care Services and ensures quality standards are maintained.
- Ensures that patient care is carried out within all legal and Accreditation Canada standards for quality, safety and security.
- Provides leadership to all human resources functions, including planning, recruitment, orientation, orientation education, evaluating manager and staff performance, labour relations and job issues. This includes providing guidance in resolving complex human resource issues.
- Works closely with managers, Clinical Nurse Educator to ensure required training is provided to support continuing learning and improvement for all health services staff.

7. Directs, leads, monitors, and evaluates the overall financial, capital asset planning, and risk management of Community Health, Continuing Care, and Mental Health in the Tlicho Region.

- Oversees quarterly variance reporting and reviews with each program area.
- Forecasts annual budgets in collaboration with managers.
- Ensures efficient utilization of regional resources and identifies and implements cost saving measures across the region.
- Ensures the adequate reporting of resource utilization (VISA reconciliations, Peoplesoft reporting, etc.).
- Participates in budget planning with TCSA staff.
- Works with the Senior leadership of the TCSA to develop and maintain accurate risk registries and plans to address risk.
- Works with Senior leadership of the TCSA to identify and advocate for capital resource allocations.

8. Supports the fulfillment of Accreditation Canada Standards in the domains: Infection Prevention and Control, Medication Management, Mental Health, Remote and Isolated, Home Care Services, Long Term Care and Leadership.

- Works collaboratively with the Manager, Quality Assurance and Risk Management to implement program and policy updates to align with the Accreditation Canada Standards of Excellence.
- Identifies, establishes, and communicates standards, policies and procedures for all patient care services and programs as they relate to the Accreditation Canada process.
- Works collaboratively with the Manager, Quality Assurance and Risk Management to ensure team members receive an orientation and education on Accreditation Canada's Program and the Accreditation Process.
- Develops and implements individual team action plans alongside the ED and Managers, based on results of any work required to align program with standards, and recommendations from the onsite Accreditation Canada Surveys.
- Collaborates with the Manager, Quality Assurance and Risk Management Teams to develop and track program indicators.
- Reports work plan progress to the Manager, Quality Assurance and Risk Management and ED.
- Promotes clients' and families' involvement in planning and service design, as well as quality and safety issues at the organizational level, including quality improvement and client safety activities.
- Advises the ED and other Directors of significant developments in health services that could have implication for operations, including making recommendations for corrective actions.
- Leads the development, delivery and/or facilitates the delivery, orientation, in-service training, certification, and re-certification programs.
- Fosters respectful, compassionate, culturally appropriate, and competent care that is responsive to the needs, values, beliefs and preferences of clients and their family members. Supports mutually beneficial partnerships between clients, families, and health care service providers.

9. Workplace Health and Safety: employees of the Authority are committed to creating and maintaining a safe and respectful workplace for employees and patients/clients. Building a safe and respectful workplace is everyone's responsibility.

- Responsible to perform their duties to health and safety regulations, standards, practices, and procedures.
- Ensures Workplace Health and Safety Committee works effectively, with a shared purpose of continuous quality improvement in health and safety.
- Plays an active role in workplace health and safety through their daily management: identifying prevention opportunities, ensuring staff are trained in RL6 or other incident reporting systems, investigating potential risk and accidents, and applying timely corrective measures.
- Manages incident reports for all program areas, including timely review and response to incident reports and required feedback.
- Collaborates with stakeholders to ensure that patient care standards are met.
- Actively works towards creating and maintaining a safe and respectful workplace for employees and patients/clients.
- Ensures a healthy workplace at each clinic, where employees can provide quality service under safe conditions.

10. Represents the TCSA in Labour Relations proceedings to ensure effective employee engagement is maintained. Represents Tliche Region and the TCSA as required.

- Provides effective and timely feedback.
- Completes e-Performance including establishing annual goals, interim feedback on performance and goals and annual completion of appraisals for all direct reports.
- Addresses performance issues in a timely manner and in accordance with GNWT Labour Relations practices in collaboration with Human Resources (HR).
- Manages first level grievances in coordination with HR Labour Relations.
- Collaborates with HR to assist staff with accommodation plans and progress.
- Initiates and participates in hiring of direct reports in collaboration with Human Resources.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

Incumbent works in a healthcare environment with exposure to communicable diseases.

Sensory Demands

No unusual demands.

Mental Demands

The incumbent will require regular travel to communities, this may be by way of small aircraft. The position encounters conflicting priorities and deadlines, and is the path of escalation for dissatisfied clientele. Decisions will impact long-term planning and decisions.

KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of health care services needs and standards.
- Ability to evaluate whether standards for acceptable care are being met or exceeded.
- Ability to acquire specific knowledge of Community Health, Continuing Care, Mental Health, Public Health and Community based services.
- Knowledge of health and social services legislation, programs, services, and policies.
- Ability to identify, distinguish validity, and appropriately incorporate current research, literature, and best practices in health fields
- Financial, human resources, and facility management skills.
- Ability to work with staff as both a leader and team member to maintain a creative and supportive work environment where people are willing to work together and to support staff to achieve and exceed operational goals and objectives.
- Leadership abilities including the ability to lead off-site operations, along with the ability to lead organizational change.
- Communication and organizational skills, client focused orientation and commitment to providing quality services.
- Organization management skills including the ability to anticipate future needs and initiate, coordinate, and deliver a wide variety of programs and services.
- Professional and personal development skills.
- Strategic and critical thinking skills and judgement, to assess options and implications for long term goals
- Ability to research, analyze, and synthesize multiple concepts and priorities.
- Ability to be self-directed, displaying initiative and creativity, and able to manage workplace stress.
- Ability to evaluate the performance of staff providing services.
- Knowledge of labour relations principles in a unionized environment.
- Ability to analyze, interpret and critically assess information, including legislation, policies, provincial/territorial/federal and department initiatives, financial data, strategic plans.
- Negotiation/mediation skills paired with an ability to build strong partnerships and strategic alliances based on mutual trust and respect.
- Ability to work with a wide range of computer applications and data collection sources in health administration.
- Ability to be flexible and adaptable.
- Community development knowledge, skills, and ability, with theoretical and practical knowledge of community development issues and best practices.
- Ability to be sensitive to the geographical/cultural needs of the regions and understand

- how community and culture impact the delivery of health care.
- Ability to commit to actively upholding and consistently practicing personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace.

Typically, the above qualifications would be attained by:

A Masters' degree in a relevant field (nursing, health administration, public administration, or equivalent), with a minimum of eight years health care management experience.

Equivalent combinations of education and experience will be considered.

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