



Tłıchǫ Community Services Agency
 DŦ NĀKE LANI NĀTS'ETSO • STRONG LIKE TWO PEOPLE

IDENTIFICATION

Department	Position Title	
Tłıchǫ Community Services Agency	Director of Health & Social Services	
Position Number	Community	Division/Region
27-5452	Behchokǫ	Health & Social Services Headquarters/ Tłıchǫ

PURPOSE OF THE POSITION

The Director of Health & Social Services 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 team, the Director 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 Team, the Director serves as a champion for the development of an organizational culture of quality, safety, inquiry and patient/client focus.

The Director 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 Director works collaboratively with the TCSA Executive Leadership to plan, implement, monitor, and evaluate the delivery of health and social services within the TCSA.

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, Gamètı, Wekweètı and Whatı. 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 Tłıchǫ 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 Tłıchǫ and non-Tłıchǫ 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 Tłıchǫ 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 Director reports directly to the Executive Director, Operations & Program Integration. The Director 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 (4) 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 Tłıchǫ 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.
- 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.

The Director 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 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

The Director is accountable to the TCSA 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 ED and the Executive Leadership Team in best practice, quality, safety, and service delivery for all Health & Social Services programs. The Director of Health & Social Services is accountable for:

Leadership

- Leads all regional employees and key stakeholders in the alignment of the TCSA vision and values.
- Champions the TCSA philosophy and reputation to assist in building trust and confidence of the territorial HSS system.
- Works collaboratively and constructively with leadership counterparts and team members on service delivery planning and evaluation for all program areas.

- This will require effective and timely communication with employees, colleagues and local leadership.

Strategic Development and Implementation of Change

- Assists the TCSA leadership team to identify regional HSS issues and trends, and their impact on short- and long-term planning.
- Assists the TCSA leadership team in the development of the Strategic Plan, objectives, priorities, action plans and outcomes.
- In collaboration with the TCSA clinical team and in consideration of how leading practices (e.g. Accreditation Canada) best apply at the regional level, implements the model for delivery of health and social programs provided by the region and quality improvement strategies.
- Implements program plans, standards, policies, procedures, and guidelines in collaboration with the TCSA clinical team, as well as recommending and supporting the development of clinical tools and resources to be used for program delivery in the region.
- Implements TCSA and/or DHSS mechanisms to support monitoring of programs and services to ensure compliance with program expectations and requirements.
- Plans, implements, and monitors a culture of quality and safety in the region in accordance with TCSA and 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.
- Provides direction on the service volumes and clinical outcomes that are expected for each program and service delivered by the region, in consideration of the resources available to support service delivery and established TCSA benchmarks.
- In alignment with TCSA priorities, strategic and operational plan, develops and implements an operational plan for the region that ensures allocation of resources to achieve established objectives.
- 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.

Relationships and Partnerships

- Builds productive and collaborative working teams and relationships with multiple key stakeholders to achieve goals. This includes relationships with local Indigenous governments, community governing organizations, and Non-Government Organizations.
- Maintains a positive working relationship with the TCSA Board Members and ensures their advice meaningfully informs regional service delivery. The Director is the primary contact and support for the TCSA Board Members and will support the council as necessary.
- Ensures effective and timely regional communications in line with TCSA communications strategy, in collaboration with the TCSA corporate services team.
- Prepares proposals, reports, and other communications as required by the ED/CEO and DHSS colleagues.

- Provides innovative leadership to a broad range of program partners and stakeholders in a time of substantial change and opportunity with the GNWT.

Team Leadership and Staff Engagement

- Maintains a culture of respect, accountability, integrity, safety, and empowerment within and among all program teams within the region.
- Leads the TCSA in the establishment of an environment of culturally safe, patient centered care, teamwork, safety, and innovation.
- Fosters a positive, engaging, learning culture, ensuring up to date knowledge, regulatory and technical skills.
- Fosters a culture that supports the attraction, retention, and engagement of all levels of staff.
- Ensures individual and team developmental opportunities are identified, and that performance is monitored and effectively supported for success.

Quality, Safety and Patient Care

- Works in a matrix relationship with the Quality Assurance and Risk Management division to ensure quality and safety and effective patient care.
- Identifies clinical support, people and talent, and development needs to support the delivery of programs and services.
- Leads staff to ensure that all program and service requirements are implemented efficiently and effectively at the regional level.
- Provides direction to staff to plan, implement, monitor, and evaluate effective resourcing models for the delivery of services, utilizing a multi-disciplinary team approach.
- Delegates authority, resources, and activities appropriately for achievement of the TCSA 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.
- Accountable for monitoring, evaluating, and reporting to relevant TCSA divisions, as well as other regulatory bodies as required, on the quality and outcomes of programs and services delivered by the region within established deadlines and reporting frameworks.
- Ensures that appropriate action is taken in situations of non-compliance with program standards and expectations, or when results/outcomes are not as expected, and reports on progress to relevant TCSA Executive Leader.
- Provides leadership in planning, implementing, monitoring, and evaluating systems to ensure regional compliance with Accreditation Canada required organizational practices and standards.
- Provides leadership in planning, implementing, monitoring, and evaluating regional emergency preparedness plans, in collaboration with territory-wide emergency preparedness planning
- Ensures that regional systems and/or processes are in place to support corporate services functions including finance, facilities management, and human resources.

Financial Accountability

- Ensures that financial operations with the Tlicho region are aligned and compliant with applicable TCSA financial policy and the GNWT Financial Administration Act.
- Ensures the deployment of the regional resources, including facility and asset management is in line with approved budgets, plans, financial delegations, and relevant ethical and professional standards.
- Ensures effective participation with the planning, development, monitoring and ongoing reporting of the regional operating and capital budgets and operating plans.
- Ensures that regional systems and/or processes are in place to support corporate services functions including finance, facilities and asset management, and human resources.
- Anticipates the need for capital investment and new service proposals and works in collaboration with the TCSA leadership team to develop comprehensive business plans.

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

Incumbent must carefully observe non-verbal communication in meetings within a negotiations context, to judge emotional state, understanding, and acceptance.

Mental Demands

The incumbent is required to travel weekly to various communities. There will be considerable demands placed upon the incumbent by internal and external stakeholders to develop solutions and achieve results despite resource constraints on the local and national health and social services. 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, and occasionally encounter dissatisfied individuals adds further challenge.

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 a health, public of business administration, or social sciences (equivalent at the Master's Level will be considered) with a minimum of 7 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 10 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