



IDENTIFICATION

Department	Position Title	
Tłıchǫ Community Services Agency	Manager, Community Health Services	
Position Number	Community	Division/Region
27-8808	Behchokǫ	Health and Social Program/Tłıchǫ

PURPOSE OF THE POSITION

The purpose of the position is to ensure the delivery of quality health services by providing leadership to clinical operations, overseeing, and implementing Registered Nurse recruitment and retention efforts, and coordinating orientation and in-service programming to health care professional and support staff. The Manager, Community Health Services provides professional and administrative leadership to the Community Health Centers and staff, supervises personnel directly and indirectly, contributes to initiatives under the leadership of the Director of Community Health Services, long-range planning budget preparation and financial management, outcomes evaluations, and communication with internal and external stakeholders. This is done within the context, principles and standards established by professional associations, GNWT Acts and Regulations, and Tłıchǫ Community Services Agency (TCSA) board policies and procedures. The incumbent fosters a workplace culture dedicated to achieving the goals of the Tłıchǫ Agreement in a manner that is respectful of Tłıchǫ language and traditions.

SCOPE

The scope of the Tłıchǫ Community Services Agency (TCSA) is to manage the delivery of a range of integrated public Government of the Northwest Territories (GNWT) and First Nations health, wellness and education programs and services for the Tłıchǫ communities of Behchokǫ, Gametì, Wekweeti and Whatì. Established in 2005 as part of the Tłıchǫ Agreement, the Agency is designed to be an interim GNWT organization through which the Tłıchǫ Government will eventually exercise their treaty rights for self-government. The Agency serves approximately 3,000 people. Programs and services include K-12 education, health and wellness, child and family services, mental health and addictions, an 18-bed Long Term Care Facility, 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 program and services, that recognize the strength and importance of two cultures.

Local Tłıchǫ and non-Tłıchǫ knowledge have complementary strengths, which together can



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achieve solutions to contemporary problems which neither could alone.

Located in Behchokǫ and reporting to the Director, Community Health Services, the Manager, Community Health Services is responsible for the management of three community health centers, one community health station, a team of 2 dental therapists, and a team of 11 emergency medical responders. The incumbent provides support and direction to a multi-disciplinary workforce. Nine positions report directly to the Manager: 4 Nurses-in-Charge, the Regional Coordinator Health Operations, a Dental Therapist Team Leader, and a team of 3 medical travel clerks. Reporting through the Nurse in Charge are Nurse Practitioners, 10 Community Health Nurses, 3 Licensed Practical Nurses, 1 Public Health Nurse, 1 Tuberculosis Community Worker, 1 Diabetes Educator, 4 Community Health Representatives, 1 Pharmacy/Medical Stocking Clerk, 4 Clerk Interpreters, 3 Caretaker/Housekeeping staff, 1 secretary and 1 Lay Dispenser (Wekweeti). One Dental Therapist and 5 Emergency Medical Responder (ambulance) and 6 relief staff and 2 Housekeeper report to the Regional Health Operations Coordinator/Emergency Medical Responder Team Leader.

The scope of health and social services includes but is not limited to community health, public health, emergency services, home and community care, long term care, community-based mental health services, and child and family services. The Manager provides leadership to all areas in the management of quality and the mitigation of risk, to ensure fully coordinated health program and services across the Tłı̨chǫ region.

The Manager, Community Health Services must ensure compliance with statutory requirements under the *Hospital Insurance and Health and Social Services Act*, the *Mental Health Act*, the *Financial Administration Act*, the *Public Service Act*, and the collective agreement with the Union of Northern Workers. The incumbent must also ensure compliance with the *Canada Health Act* and be able to interpret the *Tłı̨chǫ Land Claims and Self Government Act*, which created the Tłı̨chǫ Government, and the *Tłı̨chǫ Community Government Act*.

The Manager must maintain open and effective communications with all interested groups and individuals. These include: the TCSA senior management team; health services and education staff; Child and Family Services/Mental Health staff; patients, clients, and their families; Tłı̨chǫ community governments and community members; the GNWT Department of Health and Social Services, and other GNWT departments as authorized by the CEO.

The incumbent may be asked to participate collaboratively with staff from other programs or operational sections of the TCSA, and/or staff of the Tłı̨chǫ Government, to achieve overall Agency goals and objectives by removing barriers that adversely affect patients, elders, and other clients.

The incumbent administers an annual O&M budget with commitment and expenditure authority of approximately \$7 million.



RESPONSIBILITIES

1. Manages the staff and day-to-day operations in accordance with established human resource practices and procedures to ensure that community health services are delivered in an efficient and effective manner:

- Manages the delivery of existing Community Health programs within budget, and in accordance with Territorial Acts and Regulations, board policies, practices, and priorities, and in keeping with professional standards and protocols, following an interdisciplinary model in order to maintain and enhance health and wellness in the region.
- Ensures appropriate numbers of staff to deliver health programs. Recommends staffing actions and suggests modifications of staffing complements to deal with emergencies, changing situations and maximization of staff training and talents.
- Develops, assigns, and monitors work plans for 9 direct reports (4 Nurses-in-Charge, 1 Regional Health Operations Coordinator Leader, 1 Dental Therapist-Team Leader, and 3 Medical Travel Clerks). Sets and tracks performance objectives. Prepares written performance appraisals of direct subordinates, and reviews performance appraisals written by Nurses-in-Charge. Encourages and counsels staff in personal and professional growth and development.
- Participates in the selection of nursing and auxiliary staff. Orientates new staff to TCSA board philosophy and objectives.
- Manages and develops human resources in order to keep personnel motivated and contributing effectively and efficiently.
- Applies all Human Resource policies and procedures as required (i.e., staffing, discipline, leave and attendance, job description writing etc.).

2. Ensures the delivery of effective and efficient health services, in accordance with the GNWT Hospital Insurance and Health and Social Services Act, the Canada Health Act and other legislation

- Collaborates with the Nurses-in-Charge to determine quantity and quality of supplies and equipment within the Community Health Centers.
- Ensures an ongoing preventive maintenance program for facilities and equipment.
- Contributes to Quality Assurance and risk management
- Reviews current health programs to ensure their relevancy and recommends changes if necessary.
- Develops and implements management strategies, regional organization and work flow systems to promote greater utilization of human and material resources.
- Evaluates equipment, furniture, and facilities to determine and recommend O&M and Capital expenditures.
- Evaluates and recommends destruction of outdated administrative records and drugs/ biologicals.

3. Provides organizational leadership to enhance long-range planning and policy development and ensure the timely, efficient, and effective delivery of programs



and services in compliance with statutory requirements, recognized standards, and Tlicho values.

- Manages the process of planning for, and meeting, future regional Health needs in order to have in place effective strategies to minimize negative impacts on, and improve the general state of, health and wellness in the region.
- Advises the Director of Community Health Services and Chief Executive on appropriate policies and long-term strategic plans.
- Under the direction of the Director of Community Health Services, assists senior management, the board, and GNWT departmental managers to prepare briefing materials, deal with contentious issues, and implement program revisions and new ways of doing business.
- Maintains a current understanding of relevant statutes and government policies and professional best practices.
- Initiates evaluations of health care operations in order to achieve and maintain high standards of health care and wellness.
- Balances competing priorities for limited health care resources, advising stakeholders with varying needs and limited understanding of the issues as to the appropriate allocation of resources.
- Strives to ensure that health and wellness programs and services support the Tlicho language and culture and way of life of the Tlicho First Nation.

4. Plans, develops, administers and evaluates new employee orientation, clinical support and in-service programs for health care staff. Provides opportunities for staff to acquire and enhance the knowledge, skills and abilities required to meet their responsibilities fully and effectively

- Conducts evaluations based on information and recommendations from management, employees, clients and other stakeholders on knowledge, skills and abilities requiring acquisition and/or development, identifies the most appropriate means to do this, and recommends training and development plans to management.
- Develops, delivers and/or facilitates the delivery of orientation programs. Identifies the means and priorities to do this, and recommends training and development plans to management.
- Develops, delivers and/or facilitates the delivery of in-service training, certification and re-certification programs.
- Drafts and orients staff to new and revised clinical procedures, protocols and practices.

5. Supports the Accreditation Process to ensure client experience, clinical education, and quality are a proactive mindset and staff are provided with the necessary resources to provide quality service and programs:

- Leads the Accreditation process and the development of Accreditation Teams while providing support to managers and staff regarding accreditation standards and the self-assessment process.



- Collaborates with the CEO, Executive Directors, Senior Managers, and Managers, on self-assessment findings, survey findings and the development of action plans to address any deficiencies.
- Researches, develops, plans, implements, and facilitates education to the Executive/Senior Managers and all staff on the Accreditation process and standards.
- Plans, organizes, and evaluates mock tracing activities throughout the TCSA.
- Completes mock tracing activities throughout the TCSA to educate and evaluated system performance.

6. Facilitates the delivery of health promotion and public health programs in the Tłı̨chǫ communities.

- Works cooperatively with Environmental Health, Health Protection, Nutrition, and Dental programs and professionals to establish partnerships and ensure compliance with current legislation, regulations, practices, and TCSA board priorities.
- Implements and monitors the Community Health Management Information System (CHMIS), by facilitating training for users and arranging for corrections and revisions as required.
- Provides direction to Health Centers on the implementation of immunization schedules, monitoring and surveillance. Monitors operations and initiates corrective action as required.
- Assists nursing staff to organize and conduct immunizations in emergent or overload situations.
- Assists Nurses-in-Charge to prepare and analyze statistical reports on communicable diseases in the region. Reviews data pertinent to other health indicators and plans for relevant quality improvements.

7. Promotes community awareness of the role of health care workers in order to enhance community development and the effectiveness of health care delivery in accordance with TCSA board policy.

- Assists Nurses-in-Charge and others to develop primary prevention and health care programs in the communities.
- Makes policy and program presentations to the Board and community governments.
- Develops and recommends a health care recruitment and retention program in partnership with TCSA staff and the Department of Health and Social Services.
- Represents the board at career days, recruiting fairs, and similar events to promote health care as a career field and the TCSA board as an employer.
- Provides board Input to the Registered Nurses Association of the Northwest Territories and Nunavut, Department of Health and Social Services and other agencies developing and/or implementing recruitment and retention initiatives for the NWT.
- Works cooperatively with TCSA Human Resources staff in the development and improvement of a board human resources plan.

WORKING CONDITIONS



Physical Demands

The incumbent works in a busy office where interruptions are frequent, with short deadlines to meet. Large volumes of correspondence, and numerous decisions to make daily. Lengthy telephone conversations require attentive listening and decisive responses. Sitting in front of computers for long hours, callouts and having to work irregular hours when Health Centers are short-staffed or when crises arise in the community -all can be stressful. Travel to outlying communities can be tiring.

Environmental Conditions

Travel by road and aircraft occurs during all seasons when at times weather conditions are poor. Duty travel involves absences from the office and from home. Unforeseen weather conditions may disrupt work plans and home life. The incumbent may be exposed to communicable diseases, hazardous materials, and complex client situations when relieving the Nurse-in-Charge.

Sensory Demands

Working with legislation, policies and procedures and filling in health care forms requires close attention to details. The Manager must listen to conversation, in person or by telephone, to judge meaning, comprehension and intention, and must carefully observe the speaker's non-verbal communications to judge emotional state, acceptance and understanding. The incumbent will be required to use the combined senses of touch, sight, smell and hearing during assessment and observation of patients or when monitoring the provision of health care services within the Health Centers

Mental Demands

Coordinating response to the needs of staff, clients and family members may create stress. The incumbent must be able to maintain a positive attitude when responding to these concerns, and must have the ability to deal effectively with people under stress. Patience, tact, and sound judgment are required as well as the ability to use non-violent crisis intervention techniques, at all times with due regard for Tłicho culture and traditions.

KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of the principles and practices of contemporary nursing standards and health promotion.
- Knowledge of community development and public health policy, principles, and practices.
- Knowledge of quality improvement, financial processes, and business principles.
- Knowledge of, and ability to apply, adult learning principles and strategies will be an asset.
- Knowledge of employment agreements, competency-based performance, and labour relations within the context of a public service employment environment.
- Knowledge of health, public health and social services legislation, regulation, and policy.
- Organizational and time management skills to manage a diverse workload, conflicting demands for attention, and unexpected changes in priorities and assignments.



- Computer literacy and skills to use word processing, database and spreadsheet software to produce written materials and communications and maintain computerized statistical and financial data.
- Management and administrative skills:
 - Problem-solving and decision-making skills;
 - Critical thinking skills;
 - Written and verbal communication skills and listening skills;
 - Interpersonal, negotiation, facilitation and public speaking skills;
 - Leadership and motivational skills.
- Ability to acquire and apply knowledge of health and social services legislation in the NWT, including the Hospital Insurance and Health and Social Services Administration Act; Medical Profession Act, Nursing Profession Act, Guardianship Act; Public Health Act, Coroners Act, Access to Information and Protection of Privacy Act (ATIPP) Health Information Act (HIA), RNANT/NU Bylaws, Mental Health Act, Child and Family Services Act, as well as GNWT, DHSS and TCSA policies and procedures.
- Ability to apply and model clinical nursing principles and practices in health promotion and community development in order to deliver in-service training, to function as a Nurse-in-Charge, and to be an effective role model and leader.
- Ability to assess and develop service delivery systems.
- Ability to lead integrated service delivery efforts to enhance client well-being.
- Ability to analyze, evaluate and interpret a wide range of information and apply information to solve problems.
- Ability to lead and direct a multi-faceted team (this includes an ability to effectively supervise and support staff).
- Ability to manage a budget.
- Ability to effectively lead and motivate both professional and non-professional staff, including those who have accountabilities to other employers or to professional associations.
- 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 Bachelor's Degree in Nursing with 5 years registered nursing experience in an community health centre environment including 2 years of supervisory experience.

Equivalent combinations of education and experience will be considered.

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



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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: Tłı̨chǫ

Required

Preferred