



## IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Director, Rehabilitation and Continuing Care Services	
Position Number	Community	Division/Region
48-0613	Yellowknife	Rehabilitation and Continuing Care / Yellowknife Region

## PURPOSE OF THE POSITION

The Director, Rehabilitation and Continuing Care Services (Director) is a key executive management role, responsible for providing vision and leadership to the strategic planning, direction, delivery and evaluation of Territorial rehabilitation services and the Yellowknife continuing care program which includes long-term care, extended care and home care services. This position establishes territory-wide rehabilitation and Yellowknife continuing care program service plans, including setting and developing program standards, policies and procedures, and operational requirements to deliver services across the Northwest Territories (NWT) and in Yellowknife (YK) Region.

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 Northwest Territories Health and Social Services Authority's (NTHSSA) strategic plan, policies and procedures.

## SCOPE

The Director is located in Yellowknife (YK) and reports directly to the Chief Operating Officer (COO), YK Region. This role provides expert advice and guidance to the COO, the Senior Leadership Team and regional managers who directly report to the Director, to facilitate the provision of effective territorial rehabilitation services and continuing care services across the YK region.

The NTHSSA is the single provider of all health and social services in the Northwest Territories (NWT), with the exception of Hay River and Tłı̨chǫ regions, covering 1.2 million square kilometers and serving approximately 43,000 people, including First Nations, Inuit, Metis, and non-indigenous. Health and social services include the 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 Tłı̨chǫ Community Services Agency (TCSA) and Hay River Health and Social Services Agency (HRHSSA) operate under separate boards, the NTHSSA 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 NTHSSA.

Under the direction of the Department of Health and Social Services, the NTHSSA was established to move toward one integrated delivery system as part of the government's transformation strategy. As a key member of the Leadership Team, the Director will lead the integration of territorial rehabilitation services and YK Region continuing care services to ensure efficient and effective service delivery. The Director has a close working relationship with the Territorial Director, Continuing Care Services and the Executive Director, Clinical Integration, to facilitate uniform program and service delivery across the NWT. The Director is accountable for working collaboratively with leaders in the other five NTHSSA regions to enable effective operational planning and service delivery for health services across the NWT.

The YK Region encompasses approximately 50% of the population of the NWT and includes the City of Yellowknife, Dettah, Ndilo, Łutselk'e and Fort Resolution. The region provides a wide range of comprehensive health and social programs and services and serves as the territorial referral centre for the majority of clients who come from all other NWT communities, Kitikmeot Region, Nunavut and the mine sites for non-hospital, community-based health and social programs and services.

Like other healthcare providers throughout Canada, the YK Region of NTHSSA exists in a climate of rapid change, fiscal restraint, high turnover rates and the constant challenge to attract experienced healthcare professionals and meet the demand for increase in services and resources.

The Director is accountable to the COO YK Region and the Executive Director, Clinical Integration to develop and lead the implementation of NTHSSA rehabilitation program initiatives, drawing on input from internal and external stakeholders to develop specific strategies and innovative approaches that will achieve Territorial objectives for Rehabilitation Services.

There are four regional rehabilitation teams across the NWT located in Fort Smith, Hay River, Inuvik, and Yellowknife. Rehabilitation services consist of audiology, occupational therapy (OT), physiotherapy (PT) and speech language pathology (SLP). All teams provide PT, OT and



SLP services; the Yellowknife and Inuvik teams provide audiology services. Each regional team is responsible for delivering services within the community where they are located as well as other smaller communities. The provision of regional services is achieved using various methods of delivery including community travel clinics, telehealth, telephone, etc. Child Development Teams (CDT) are located within the Yellowknife and Inuvik rehabilitation teams. Additionally, a territorial Youth Fetal Alcohol Spectrum Disorder (FASD) Diagnostic and Family/Community Support program is embedded in the Yellowknife CDT.

The Director is also accountable to the COO YK Region to ensure YK Region continuing care services, long term care services and extended care services are delivered according to NTHSSA protocols, clinical standards, and operating procedures to ensure effective and safe program delivery. Within YK Region the Director is responsible for the 24/7 day to day operation and delivery of care to residents in 74 long term care beds and 16 extended care beds. The director oversees the NWT's largest home care team which provides in-home care seven days a week to clients in YK, N'Dilo and Dettah.

The legacies of colonization and residential schools have impacted Indigenous health outcomes and the way health and social services are delivered and accessed. This position is expected to honour and promote a culturally safe environment at all times, and to practice from a trauma informed care perspective with tactful, respectful and humble interaction with clients and families. 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 in all situations and to demonstrate compassionate care that is free of racism and discrimination, to clients, families, community members, and other members of the health care team.

The incumbent is required to be motivated and innovative in the area of continuing education and practice, such as engaging in self-reflection, to encourage the professional growth of self and others.

## **DIMENSIONS**

• Reporting positions:	9 direct and 160 indirect
• Compensation and Benefits (\$):	19 million
• Operations and Maintenance (\$)	10 million
• Grants and Contributions (\$)	10 million

The Director leads all Territorial Rehabilitation and YK Continuing Care staff. The Director is responsible and accountable for ensuring services meet or exceed regional, territorial and national standards.



The Director has nine (9) direct reports. They are:

- Territorial Manager, Occupational Therapy
- Territorial Coordinator, Youth Fetal Alcohol Spectrum Disorder (FASD)
- Territorial Manager, Physiotherapy
- Territorial Coordinator, Child Development Team
- Territorial Manager, Audiology and Speech Language Pathology
- Territorial Specialist(s), Autism Spectrum Disorder (ASD) (2 positions)
- Regional Manager, Extended Care and Long-Term Care
- Regional Manager, Home and Community Care – YK Region

The Territorial Manager, Occupational Therapy is responsible for leading the development and implementation of consistent delivery strategies, standards and protocols for Occupational Therapy (OT) Services to NWT residents as well as the day-to-day clinical management of OT services in YK Region. This role leads a collaborative process to establish common and consistent service delivery for OT that will ensure a common standard of quality care for patient and clients across the NWT.

The Territorial Coordinator, Youth FASD is responsible for providing expertise in territorial case management, specializing in identification of strategies and supports to address needs, counseling, education, and support identified to clients and families who have participated in the FASD diagnostic clinic. This incumbent works with families and community services providers to develop strategies and supports that best meet the needs of the child and the family based on recommendations identified by the FASD Diagnostic Team. The coordinator identifies training needs and provides education to caregivers and community support/service providers and promotes the development of community support groups.

The Territorial Manager, Physiotherapy is responsible for leading the development and implementation of consistent delivery strategies, standards, and protocols for Physiotherapy Services programs to NWT residents as well as the day-to-day clinical management of Physiotherapy services in YK Region. This role leads a collaborative process to establish common and consistent service delivery for Physiotherapy that will ensure a common standard of quality care for patients and clients across the NWT.

The Territorial Coordinator, Child Development Team is responsible for coordinating, monitoring, and evaluating the integrated service delivery of the Child Development Team in accordance with the philosophy and objective of the NTHSSA to ensure that children realize and maintain optimum development. The incumbent will provide support to caregivers, facilitate service integration, and provide consultative expertise to territorial health professionals regarding services and support for children with disabilities.



The Territorial Manager, Audiology and Speech Language Pathology is responsible for leading the development and implementation of consistent delivery strategies, standards and protocols for Audiology and Speech Language Pathology (SLP) Services to NWT residents as well as the day-to-day clinical management of Audiology and SLP services in YK Region. This role leads a collaborative process to establish common and consistent service delivery for Audiology and SLP that will ensure a common standard of quality care for patients and clients across the NWT.

The Territorial Specialist(s), Autism Spectrum Disorder (TS-ASD), are responsible for providing seasoned knowledge, leadership, development and mentoring to support all NWT communities in managing and providing care for individuals with suspected or diagnosed ASD.

This incumbent works within the context of an integrated team approach (including regional rehabilitation teams, pediatricians, educational professionals, families and community services providers) to develop strategies that best meets the needs of the child and the family. Through system navigation and case management, this incumbent provides direct support to families. The TS-ASD also identifies training needs and provides education to caregivers, community supports and service providers. The incumbent conducts research, analyses and provides recommendations on issues related to the design and delivery of a Territorial model for services of individuals with ASD.

The Regional Manager, Extended Care and Long-Term Care is responsible for leading the implementation of the NTHSSA strategic objectives in the consistent delivery of quality extended and long-term care services. Under the strategic guidance of the NTHSSA, the position will implement, monitor, and provide reporting on the delivery of extended care and long-term care services within Yellowknife region including day to day operations of 16 extended care and 74 long term care beds.

The Regional Manager, Home and Community Care is responsible for providing leadership and direction in the delivery of home and community care programs and services to residents of Yellowknife, Dettah and N'Dilo. The Manager also is responsible for the delivery of home and community care services to territorial and non-territorial clients who are housed in boarding homes or hotels in the City of Yellowknife and/or clients who have been temporarily relocated to YK. The incumbent manages and oversees the program delivery of community and mental health nursing, home support, dietary, rehabilitation, medical social work, chronic disease care, and provides support with management expertise.

The ISDM requires that these services are delivered in the context of a wider range of health and social services, therefore this scope of focus also touches the edges of the full spectrum of health and social services to ensure appropriate alignment.



## **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 Territorial Rehabilitation and YK Region Continuing Care services to facilitate the best program delivery.
  - Collaborates with the COO and the Territorial Leadership for Rehabilitation and Continuing Care Services to identify current and future delivery requirements through consistent territory-wide program development.
  - Reports to the COO regarding program and service delivery, quality plans, outcomes, opportunities, risks, threats, and 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 NTHSSA.
  - In collaboration with the COO, territorial and regional directors, and managers, recommends strategic initiatives and identifies opportunities to sustain or improve programs and service delivery, for review and consideration by the NTHSSA.
  - Provides leadership and direction to rehabilitation and YK continuing care staff and programs across the region and territory to ensure that all clients/patients/residents served receive equitable, efficient, appropriate, accessible, timely and safe care.
  - Leads the development of and implements rehabilitation and YK continuing care work plans that align with NTHSSA's strategic direction, policies, and procedures.
  - Works collaboratively with NTHSSA 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 NTHSSA.
  - Collaborates with the COO, territorial and regional directors, and managers within related disciplines in the NTHSSA, the TCSA, and the HRHSSA, to ensure quality care programs that are delivered consistently across regions and jurisdictions.
- 3.** Sets direction to administer and facilitate the day-to-day provision of Territorial Rehabilitation and YK Continuing Care departments.
  - Analyzes internal and external situations and data to facilitate planning and decision-making processes.
  - Demonstrates system thinking in the implementing, monitoring, and evaluation of service delivery.
  - Responsible for the implementation of standards and processes of measuring success and tracking quality service delivery and outcomes.
  - Fiscally responsible for the delivery of services and programs within the portfolio.



- Initiates and maintains relationships with key stakeholders in the DHSS, NTHSSA, HRHSSA, TCSA and other government, community groups and 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/clients/residents and staff.
- Works as a member of the Senior Executive team and shares in the overall corporate management of YK Region.
- Provides consultation and advice to the COO and the NTHSSA Executive.
- Oversees and directs the preparation of operational plans, capital plans and operating budgets.
- Collaborates with the COO, territorial and regional 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.

4. Establishes and maintains a core set of policies and procedures for Rehabilitation Services across the NWT, including those operated by the NTHSSA, HRHSSA, and TCSA. Actively reviews and revises policies and procedures related to Rehabilitation Services and Yellowknife Continuing Care Services as needed.

- Consults and collaborates with key stakeholders, including Regional and Territorial Managers, Territorial Specialists, professional bodies, government agencies, and client representatives to determine common policies, procedures, and standards for NWT Rehabilitation Services.
- Oversees the development of Care Pathways for Rehabilitation Services to establish a multi-disciplinary plan of care that blends patient needs, quality outcomes, and controlled costs, with predetermined standards of care using a replicable process based on literature.
- Determines areas where service delivery can be customized or tailored to meet individual regional needs, in collaboration with Territorial and Regional Managers, Regional COOs and NTHSSA Leadership.
- Ensures effective communication of policies, procedures, and standards to ensure support for consistent implementation.
- Travels to regional centers to support teams and conduct audits as required.



- Leads regional policy and procedure development, review, and evaluation for program areas.

5. Provides leadership and management to the Territorial Rehabilitation and Regional Continuing Care departments to develop a culture of accountability and ensures staff are supported in meeting operational requirements.

- Maintains an effective organizational structure that reflects NTHSSA'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 workplans.
- Develops and maintains a strong team that is accountable for the management of their department(s) and ensures activities are consistent with the mission, vision, and values of the NTHSSA.
- Takes a proactive approach to succession planning by identifying key members of the departments 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 Care 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 regional/territorial managers, Staff Educator and 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 the Territorial Rehabilitation program and Continuing Care Services in YK Region.
  - Oversees quarterly variance reporting and reviews with each program area.
  - In collaboration with regional managers, forecasts annual budgets.
  - 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, SAM/HRIS, Peoplesoft reporting, etc.).
  - Participates in budget planning with Territorial NTHSSA staff.
  - Works with the Senior leadership of YK Region to develop and maintain accurate risk registries and plans to address risk.
  - Works with Senior leadership of YK Region to identify and advocate for capital resource allocations.
  - Develops and submits proposals advocating for human resource allocations (both internal and external to the GNWT) necessary to maintain standards of care.
8. Establishes a process to analyze and support program evaluation to provide appropriate services as the regional referral center.
  - In collaboration with the NTHSSA Directors develops and implements an evaluation framework and methodology for program evaluation of care services, clinic services and medical travel.
  - Prioritizes programs for analysis to clarify the role and scope of service.
  - Evaluates the service delivery model and funding implication.
  - Identifies options for consideration and impacts of resource allocation changes.
9. Supports the fulfillment of Accreditation Canada Standards in the domains of Infection Prevention and Control, Medication Management, Long Term Care, Rehabilitation Services, and Leadership.
  - Works collaboratively with the Territorial Quality and Client Experience Team 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 Territorial Quality and Client Experience Team 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 COO and Regional/Territorial Managers, based on results of any work required to align program with standards, and recommendations from the onsite Accreditation Canada Surveys.



- Collaborates with the Territorial Quality and Client Experience Team and the Territorial Quality Teams to develop and track program indicators.
- Reports work plan progress to the Territorial Quality and Experience Team.
- 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 COO 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.

**10. 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.
- In collaboration with the Director Facilities, works with external contractors to ensure a harmonious and successful working relationship that achieves the patient care standards.
- 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.

**11. Represents the NTHSSA Yellowknife Region in Labour Relations proceedings to ensure effective employee engagement is maintained. Represents Yellowknife Region and the NTHSSA 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 process of direct reports in collaboration with Human Resources.

**12.** Represents the COO as required and shares after hours on call duties with the COO and other Directors.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual demands.

### **Environmental Conditions**

Incumbent works in a healthcare environment with exposure to communicable diseases and, on occasion, challenging client encounters/behaviours.

### **Sensory Demands**

No unusual demands.

### **Mental Demands**

The incumbent will require regular travel to regional centres, this may be by way of small aircraft.

The incumbent participates in decision-making that affects patient care (waiting times, location of service, choices among proposed new services and possible reductions in service) and staff complements (privatization/layoff).

Dealing with conflicting priorities, tight deadlines, heavy workload, difficult clients, politicians and competing demands around deadlines. The incumbent deals with senior staff that may have divergent perspectives and demands and is seen as the expert. Decisions will impact long term planning and decisions.



## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of health care services needs to be able to understand and evaluate whether standards for acceptable care are being met or exceeded.
- Knowledge of rehabilitation services, long term care, extended care and/or home and community care.
- 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.
- Strong leadership abilities including the ability to lead off-site operations, along with the ability to lead organizational change.
- Effective 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, as well as ability to research, analyze, and synthesize multiple concepts and priorities.
- Ability to be self-directed, displaying initiative and creativity, and able to manage a high level of 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, social work, 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**

- Maintain membership in the applicable national body.
- Proof of Immunization in keeping with current public health practices is required.

NTHSSA has several certifications that are required upon hire, depending on the area where the employee works, including but not limited to: Indigenous Cultural Awareness, Biohazardous Waste, Biosafety & Biosecurity, Infection Control, Workplace Hazardous Materials Information System (WHMIS) and others directly related to the incumbent's scope of practice.

**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 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



## **CERTIFICATION**

**Title:** Director, Rehabilitation and Continuing Care Services

**Position Number: 48-0613**

Employee Signature	Supervisor Signature
Printed Name	Printed Name
Date  <i>I certify that I have read and understand the responsibilities assigned to this position.</i>	Date  <i>I certify that this job description is an accurate description of the responsibilities assigned to the position.</i>
Deputy Head/Delegate Signature	Date

**The above statements are intended to describe the general nature and level of work being performed by the incumbents of this job. They are not intended to be an exhaustive list of all responsibilities and activities required of this position.**