



## **IDENTIFICATION**

<b>Department</b>	<b>Position Title</b>	
Northwest Territories Health and Social Services	Chief Operating Officer	
<b>Position Number</b>	<b>Community</b>	<b>Division/Region</b>
48-0661	Yellowknife	Regional Operations \ Yellowknife

## **PURPOSE OF THE POSITION**

The Chief Operating Officer (COO) is accountable for providing strategic leadership to the Yellowknife (YK) Region, one of six regions of the Northwest Territories Health and Social Services Authority (NTHSSA). This includes primary oversight for program and service delivery and strategy implementation in the region. This position plays a leading role in the development of a territorial strategy that will set expectations for quality, efficiency, and consistency in the delivery of all health, continuing care, and social services delivered within the Northwest Territories, in accordance with policy, direction, and legislative requirements established by the Department of Health and Social Services (DHSS).

The COO, in collaboration with the NTHSSA Executive Leadership Team, champions the transformation agenda of the Government of the Northwest Territories (GNWT), including the goals of ensuring optimal effectiveness and efficiency through shared services and reduced duplication, integrated program planning, design and evaluation, improved quality of service, and accountability for performance outcomes.

## **SCOPE**

The COO is located in YK and reports directly to the Chief Executive Officer (CEO) of NTHSSA. NTHSSA is the single provider of all health and social services (HSS) in the Northwest Territories (NWT), with unique collaborative arrangements in the Hay River and Tłı̄ch̄o regions. It covers 1.2 million square kilometers and serves approximately 43,000 people, including First Nations, Inuit, Metis, and non-indigenous. HSS include a full range of primary, secondary and tertiary health and social services including family services, protection services, care placements, mental health, addictions, and developmental activities.

While the Tłı̄ch̄o Community Services Agency (TCSA) and Hay River Health and Social Services Authority (HRHSSA) operate under separate boards, the NTHSSA sets clinical standards, procedures, guidelines and monitoring for the entire Northwest Territories (NWT). Service



Agreements have been established with these boards to identify performance requirements and adherence to clinical standards, procedures, guidelines and policies.

Under the direction of DHSS, NTHSSA was established to move toward one integrated delivery system as part of the government's transformation strategy. As a member of the NTHSSA Executive Leadership Team, this position contributes to planning, implementing, monitoring, and evaluating the overall HSS strategy for the NTHSSA, with a particular focus on relationship building and collaboration with local indigenous leaders and the Yellowknife Regional Wellness Council. In collaboration with other members of the NTHSSA Executive Leadership Team, the COO serves as a champion for the development of an organizational culture of quality, safety, inquiry, and patient/client focus.

This position carries out its responsibilities in accordance with GNWT acts, regulations, policies, and departmental procedures that include the Health Information Act, the Public Service Act, Public Service Regulations, Human Resource Manual, Staffing Appeals Regulations and various other government policies. As well, the COO must work within the terms of any agreements reached with unions. This position carries out its responsibilities in accordance with the Public Service Citizen-Centered Approach to provision of services, including using Citizen-Centered Service Improvement Tools and Techniques to continuously enhance service delivery.

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.

The COO works collaboratively with other members of the NTHSSA Executive Leadership Team to implement an interdisciplinary, culturally sensitive and patient centered approach to care while ensuring that programs and services provided by the Yellowknife region are consistent with NTHSSA and DHSS directions, priorities, policies, standards, regulations and legislative requirements.

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 YK Region provides:**

- Health and social programs and services to approximately 70% of the NWT population, and the Kitikmeot Region, Nunavut. About 50% of the NWT population lives in YK and receives community-based services through this region. An additional 20%+ of the NWT population comes to YK for health and social services. (For example, most expectant mothers from the Kitikmeot and the NWT are referred to YK Region Primary Health Care for prenatal support/assessment).
- Delivery of several territorial programs, including but not limited to: rehabilitation services including audiology, speech language pathology and occupational therapy; Centering Pregnancy program; outpatient psychiatry; extended care services; and long term care services.
- Funding in all five YK communities through contracts and contribution agreements for approximately 30 Non-Government (NGO) community partners with over 150 staff who provide various levels of assisted and/or supportive living services on behalf of NTHSSA (examples include: AVENS community for seniors, the Community Wellness Program in Dettah, and the Community Wellness worker in Fort Resolution, etc.).
- Home and Community Care in all five communities and support across the NWT.
- Public Health and Counselling Services in the five communities.
- Mental Health supports and services in all five communities.
- Scheduled on-site and remote community practitioner services in Fort Resolution (24 days/year); Łutselk'e and the TCSA communities.
- Community outreach services in YK, Dettah and Ndilo.
- Long term care and Extended care services.
- Rehabilitation Services across the NWT,

The YK COO is accountable for the day-to-day operational leadership of the YK regional facilities including a 74-bed long term care home, a 16-bed extended care home, rehabilitation facilities in YK, primary care, mental health, and public health clinics in YK, home care offices in YK and two community health centers.

The YK COO is accountable to provide leadership to a cohesive, multi-disciplinary team. This team includes family practice physicians, nurse practitioners, RNs and LPNs (including CHNs and NICs), allied health professionals, administrative staff and facilities staff.



Family Practice Physicians working in the YK Region also provide specialized services to Stanton Territorial Hospital (Stanton), e.g. Obstetrics, ER, Hospitalist. This results in an important operational and administrative relationship between the YK and Stanton COOs and the Area Medical Directors.

The COO provides leadership to a cohesive, multi-disciplinary team. This team delivers a broad range of programs and services, which include:

Primary Health Care Services:

- Nursing,
- Nurse Practitioner,
- Family Practice,
- Several programs including, but not limited to, diabetes program: methadone maintenance program, outreach program, etc.

Community Mental Health:

- Mental Health and Addictions Counselling,
- Child and Youth Care Counselling,
- Facilitation of Outpatient Psychiatry (provided in collaboration with Stanton Region),
- Mental Health Outreach services.

Public Health services.

- Home and Community Care services
- Long Term and Extended Care services
- Health Promotion and Community Wellness services
- Rehabilitation services for all of NWT
- Health Centre Operations in Łutselk'e and Fort Resolution

The COO is accountable for planning, implementing, monitoring, and evaluating strategic business and operational plans for all aspects of the region. The COO is also accountable for ensuring that the programs and services are delivered according to NTHSSA protocols, clinical standards, and operating procedures to ensure effective and safe program delivery.

The COO serves as the lead management support for the YK Regional Wellness Council (RWC), an advisory body to discuss with the public, issues, concerns and other matters related to the regional delivery of health and social services and identify strategies to improve the effectiveness of this delivery. The RWC serves as a critical link in supporting health and wellness activities at the community level.



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**

The COO has primary oversight and accountability for patient centered care delivery with a focus on quality and safety and developing and executing long term strategies for the YK region which include:

- |   |              |
|---|--------------|
| ○ Regional number of employees:           | 400          |
| ○ Regional number of physicians:          | 30           |
| ○ Number of physical sites:               | 7            |
| ○ Total regional budget:                  | \$46 million |
| ○ Compensation and Benefits               | \$26 million |
| ○ Operations and Maintenance              | \$20 million |
| ○ Grants, NGO Contracts and Contributions | \$21 million |

### **RESPONSIBILITIES**

1. Uphold and consistently practicing 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. The COO is accountable to the NTHSSA CEO for providing strategic and operational direction and leadership in the execution of health and social services delivery in the YK Region and rehabilitation services across the Territory.

### **Leadership**

- Leads all regional and rehabilitation employees and key stakeholders in the alignment of the NTHSSA vision and values.
- Champions the NTHSSA 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 from Territorial Operations on service delivery planning and evaluation for all program areas.
- Effective and timely communication with employees, colleagues, and local leadership.



### **Strategic Development and Implementation of Change**

- Identifies regional HSS issues and trends and collaborates with the NTHSSA leadership team to determine their impact on short- and long-term planning.
- Plans, implements, and monitors a culture of quality and safety in YK Region in accordance with NTHSSA 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.
- Establishes program plans, standards, policies, procedures and guidelines with the NTHSSA clinical integration team, as well as recommending and supporting the development of clinical tools and resources to be used for program delivery in the region.
- Provides direction on the service volumes and clinical outcomes that are expected for each program and service delivered by YK Region, in consideration of the resources available to support service delivery and established NTHSSA benchmarks.
- Establishes mechanisms to support monitoring of programs and services to ensure compliance with program expectations and requirements.
- In alignment with NTHSSA priorities, strategic and operational plans, develops and implements an operational plan for YK Region that ensures allocation of resources to achieve established objectives.
- Assists the NTHSSA leadership team in the development of the Territorial Strategic Plan, objectives, priorities, action plans and outcomes.
- Implements the model for delivery of health and social programs provided by YK Region and quality improvement strategies in collaboration with the NTHSSA clinical integration team and in consideration of how leading practices (e.g., Accreditation Canada) best apply at the regional level.
- Collaborates and assists in the development of the NTHSSA operational plans.
- 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 strong, productive, and collaborative working teams and relationships with multiple key stakeholders in order to achieve goals and ensure all program and service requirements are implemented efficiently and effectively at the regional level. This includes relationships with local Indigenous governments, community governing organizations, and NGOs
- Maintains a positive working relationship with the YK RWC and ensures their advice meaningfully informs regional service delivery. The COO is the primary contact and support for the RWC Chairperson and will support the council as necessary.



- Ensures effective and timely regional communications in line with NTHSSA communications strategy, in collaboration with the NTHSSA corporate services team.
- Prepares proposals, reports, and other communications as required by the NTHSSA 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 YK regional team 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.
- Ensures that regional systems and processes are in place to support corporate human resource management.

### **Quality, Safety and 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 NTHSSA 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.
- Is accountable for monitoring, evaluating, and reporting to NTHSSA/DHSS, as well as other regulatory bodies as required, on the quality and outcomes of programs and services delivered by YK 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 Territorial Program leadership and/or the CEO.



- Provides leadership in planning, implementing, monitoring, and evaluating systems to ensure regional compliance with Accreditation Canada required organizational practices and standards, in collaboration with territory-wide Accreditation Canada initiatives led through the NTHSSA clinical integration team.
- Directs and leads the planning, implementing, monitoring, and evaluating of regional emergency preparedness plans. Works with the territory-wide emergency preparedness planning team and is a member of the local and regional emergency management organization.
- Establishes, plans, implements, monitors, and evaluates regional systems and/or processes to support corporate service functions including finance, facilities management, human resources, occupational health and safety, infection prevention and control, staff education, privacy and risk management.

### **Financial Accountability**

- Ensures that financial operations with the YK Region are aligned and compliant with applicable NTHSSA 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 NTHSSA leadership team to develop comprehensive business plans.
- Establishes, develops, monitors, and evaluates contracted services and contribution agreements with NGOs and other governmental agencies in line with GNWT procurement policies.

### **WORKING CONDITIONS**

#### **Physical Demands**

No unusual demands.

#### **Environmental Conditions**

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

#### **Sensory Demands**

No unusual demands.



### **Mental Demands**

Incumbent will be required to travel outside of Yellowknife on a regular basis (1-2 times per month). Travel will be by small aircraft or by lengthy driving and the incumbent will experience a variety of driving and weather conditions.

There will be considerable demands placed upon this position by internal and external stakeholders to quickly develop solutions and achieve results. The COO will be required to remain available to their management team or other NTHSSA executive team members outside of regular business hours or to ensure that a delegate is available to respond to urgent matters.

The position deals with conflicting priorities, tight deadlines, heavy workload, challenging clients, politicians and competing demands around deadlines. The incumbent deals with senior staff that may have divergent perspectives and demands. Decisions impact long term planning of the NTHSSA.

### **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledgeable, conversant, and current in primary health care; population health, public health; home care; medical health; rehabilitation services, mental health; and adult, family and community social service delivery models and practices. This includes having sound understanding of, and being accountable for compliance with, statutory mental health requirements.
- Ability to lead and manage at a senior level in an inter-disciplinary, changing, and diverse environment, including an ability to lead off-site operations.
- Knowledge of contemporary leadership and management styles and philosophies as a framework for visionary and results-oriented leadership.
- Written and oral communication skills, including the ability to deal with a wide array of people in a non-judgmental, age, gender, sexuality, and culturally sensitive manner.
- Ability to work with groups and teams, including an understanding of group dynamics.
- Ability to build partnerships and strategic alliances based on mutual trust and respect.
- Critical thinking and decision-making skills.
- Knowledge of health and social services legislation, programs, services and policies.
- Financial, human resources, and facility management skills.
- Ability to lead organizational change.
- Knowledge and understanding of human personality, attitude formation and change.
- Knowledge of self: motivations, strengths, weaknesses, and biases.
- Possess a strong vision driven by continuous quality improvement and results, while remaining open and approachable.
- Negotiation skills.



- Community development knowledge, skills, and ability, with theoretical and practical knowledge of community development issues and best practices.
- Skilled communicator who recognizes the political and traditional significance of the Chiefs and Councils. The COO must be sensitive and responsive to the differing political elements of each community. For example, the Hamlet of Fort Resolution governance includes Deninu Kué First Nations, the Metis Federation, and the Mayor of the Hamlet.
- 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.
- 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 master's degree in health, business administration, or social sciences with a minimum of 10 years management experience of which five years are in a health care setting.

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

**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