



## IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Territorial Manager, Physiotherapy	
Position Number	Community	Division/Region
48-12720	Yellowknife	Rehabilitation and Continuing Care Services/Yellowknife Region

## PURPOSE OF THE POSITION

The Territorial Manager, Physiotherapy (Manager) 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 Yellowknife 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 patient and clients across the NWT.

The over-arching function of this role is to ensure that Physiotherapy Services across the NWT are delivered consistently and in alignment with the Department of Health and Social Services (DHSS) policy and legislation, and Northwest Territories Health and Social Services Authority (NTHSSA) strategy and policies. This position also implements, monitors and provides operational leadership and reporting on the delivery of Physiotherapy Services within Yellowknife Region.

Working in collaboration with other system leaders and stakeholders, this position will develop and lead the implementation of NTHSSA physiotherapy 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. The incumbent is responsible for providing territorial leadership in this domain, subject matter expertise, and procedural/policy guidance to all NTHSSA Regions and for liaising with the T11chQ Community Services Agency (TCSA) and Hay River Health and Social Services Authority (HRHSSA), in the delivery and review of Rehabilitation Services.



This position requires direct work with Regional Managers accountable for Rehabilitation Services and Regional COOs to provide strategic guidance in the consistent delivery of quality Physiotherapy Services. The decisions and recommendations made by the incumbent will take into account unique needs in given regions, but with the goal of having the optimal territory-wide impact on Physiotherapy Service outcomes, including effectiveness and efficiency of human resources, and program and service delivery. This requires consultation and research to ensure that decisions are made in accordance with NTHSSA strategic direction, clinical best practices, effective use of funding and the real needs of NWT residents.

## **SCOPE**

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, 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 NTHSSA.

NTHSSA administers health and social services to the residents of the Yellowknife Region in the NWT. NTHSSA directly and contractually employs over 300 staff who deliver these services in Yellowknife, Ft. Resolution, Lutselk'e, N'dilo, and Dettah for the Yellowknife Region. The NTHSSA provides and supports the delivery of services to adults, children, and seniors on an inpatient, outpatient and outreach basis at multiple sites across the city of Yellowknife and the communities of Lutselk'e, N'dilo, Dettah, and Ft. Resolution. These services include community-based social services, a public health clinic, primary care services, rehabilitation services, home and community care services, and long-term care/extended care services.

This position carries out its responsibilities in accordance with the 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. Also, the incumbent must work within the terms of any agreement reached with NWT unions. The position carries out its responsibilities in accordance with the Public Service Citizen-Centered Approach to provide services, including using the Citizen-Centered Service Improvement tools to continuously enhance service delivery.



There are four regional rehabilitation teams, 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.

Located in Yellowknife, the Manager reports directly to the Director, Territorial Rehabilitation and Continuing Care (Director), and manages and provides operational leadership to Yellowknife Physiotherapy programs and strategic leadership to the NTHSSA regions in the domain of Physiotherapy Services.

The Manager is responsible for the Yellowknife Region Physiotherapy annual operating budget of \$1.5M and oversees a staffing complement of clinicians and support staff.

Reporting directly to the Manager are the Physiotherapists, PT Aide(s), Rehabilitation Assistant, Acute Care, and Team Lead Rehabilitation Services Clinical Program Assistant.

The integrated service delivery model 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. Leads strategic planning of and consistent execution for delivery of Physiotherapy Services, to enhance the health and wellness of the people of the NWT through improvements in quality and consistency of rehabilitation services across the NWT.**
  - Assessment of priority needs and target outcomes for Physiotherapy Services, based on direction from the Director and collaboration with DHSS, NTHSSA, Regional Managers accountable for Rehabilitation Services in TCSA and HRHSSA.
  - Collaborates and communicates with NTHSSA Leadership, Regional COOs, Area Medical Directors, Territorial and Regional Managers, Territorial Specialists, Territorial Coordinators, DHSS, the Department of Education, Culture and Employment (ECE), TCSA and HRHSSA to identify current and future program delivery requirements, priorities, and goals in Rehabilitation Services through consistent territory-wide program development.



- Identification of current and future program delivery requirements in Physiotherapy Services, following an interdisciplinary service delivery model and in collaboration with DHSS and regional stakeholders.
- In collaboration with Senior Management, Resident Elders, Regional and Territorial Managers, recommends strategic initiatives and identifies opportunities to sustain and improve care, program and service delivery, for review and consideration by the NTHSSA.
- Recommends the most effective methods of resource allocation to support efficient and effective service delivery across the network of Physiotherapy Services.
- Prepares detailed proposals for the Director to support required program resources allocation to Physiotherapy Services.
- Implements evaluation mechanisms to determine program delivery effectiveness in meeting goals and objectives and conducts program evaluation and analyzes data.
- Monitors and evaluates services and quality with input from clients and families.
- Gathers and utilizes client experience feedback to inform program and service delivery, and the establishment of policies/procedures.

**2. Leads, implements, and manages delivery of quality-based Physiotherapy Services to facilitate the best outcomes for clients and patients through innovative leadership to a multidisciplinary group of regional managers, territorial specialists, territorial coordinators and professional service providers.**

- Provides leadership and direction to regional staff and programs to ensure that all clients and patients served by NTHSSA receive equitable, efficient, appropriate, accessible, timely and safe service delivery.
- Provides subject matter expertise, guidance, and strategic direction to Regional Managers.
- Proactively works with the patient, family, and other regional and territorial staff to enhance the client and patient experiences and to address concerns and complaints.
- Develops and implements action plans in response to program indicator performance with Regional Managers, Supervisors and Territorial Specialists and Coordinators.
- Provides regular reporting to the Director and NTHSSA leadership regarding program and service delivery, quality plans, outcomes, indicators, opportunities, risks, threats, and including, but not limited to, incidents affecting or potentially affecting the safety and/or wellbeing of clients, patients and staff, and the integrity of the NTHSSA.
- Functions as a role model for client, patient, family focused care, and for appropriate organizational conduct, ethical behaviours, values, and principles.
- Creates an environment which supports engagement, creativity, and innovation in the delivery of patient care services and maximizes decisions by the care team.



**3. Coordinates the delivery of ongoing and innovative changes to Physiotherapy Services that are required to meet territorial needs and Accreditation Canada Rehabilitation and Service Excellence Standards, applying research, and seeking regular feedback.**

- Participates on the Territorial Rehabilitation Leads Quality Team for the purpose of supporting/facilitating innovations in programs and services.
- Identifies, establishes, and communicates needs, priorities, policies, standards and procedures for the Territorial Quality Team.
- Develops and implements individual team action plans alongside Regional Managers, based on results of any work required to align program with standards, and recommendations for the onsite Accreditation Canada Surveys.
- Promotes and provides venues and opportunities for clients and families to identify opportunities for improvement in their care early in the process, contributing to improved risk management and increased safety.
- Develops, tracks and reports on program indicators to the Director and Territorial Quality and Client Experience Team.
- Develops core competencies required for territorial Physiotherapy services and assesses individual therapist clinical competencies to identify learning and mentoring needs.
- Develops specific training/learning plans and facilitates or arranges for the delivery of training identified within the specific training/learning plans.
- Develops territorial policies, procedures, clinical protocols, and practice guidelines.
- Identifies and analyzes clinical territorial outcome measures, program evaluations and performance indicators in coordination with NTHSSA Territorial Operations.
- Provides mentoring and leadership to peers, students, and other members of the healthcare team to develop skill levels necessary to achieve the standard of care.
- Assists in the determination of resource allocation as well as program planning and revision with a focus on continual improvement.

**4. Collaborates to establish and maintain a core set of policies and procedures for Physiotherapy Services across the NWT, including those operated by the NTHSSA, HRHSSA, and TCSA. Actively reviews and revises policies and procedures related to Rehabilitation Services as needed.**

- Consults and collaborates with key stakeholders, including Director, Regional Managers, Territorial Specialists, professional bodies, government agencies, and client representatives to determine common policies, procedures, and standards for NWT Rehabilitation Services.
- Develops Care Pathways for Physiotherapy 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 sound literature review. These Care Pathways will be common across the NWT and serve as a standardized process for patient centered care, treatment, and documentation that



supports clinical excellence and controls costs. The intent will be to improve continuity of care, clinical outcomes, appropriate lengths of stay, increased patient and staff satisfaction, improved communication and information transfer across multi-disciplinary teams and organizations, and provision of consistent patient education across the system.

- Determines areas where service delivery can be customized or tailored to meet individual regional needs, in collaboration with Regional Managers, Regional COOs and NTHSSA Leadership.
- Ensures effective communication of policies, procedures, and standards to ensure support for consistent implementation.
- Travels to regional centres to support teams and conduct audits as required.

**5. Participates and contributes directly to the NTHSSA activities and decisions to ensure that the most appropriate decisions are made, and effective actions are implemented to achieve NTHSSA goals and objectives.**

- Collaborates with the Director to prepare briefing materials, advice on contentious issues, special client needs, program revisions, and expansions.
- Participates on various committees to help ensure the provision of quality services and coordination of services on local, regional, and territorial levels.
- Advises the Director of significant developments in health services that could have implications for operations, including making recommendations for corrective actions.
- Participates in standardization of models of care, policies, and documentation for clinical areas that interface with Rehabilitation Services.

**6. Provides human resources and financial management leadership 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 work plans.
- Develops and maintains a strong team that is accountable and ensures that activities are consistent with the mission, vision, and values of the NTHSSA.
- Develops, delivers and/or facilitates the delivery of orientation, in-service, training, certification, and recertification programs.
- Provides coaching and mentorship to staff.
- Ensures the staff members have the resources and support they require to care for and support their clients and patients.
- Provides effective and timely feedback to staff.
- Completes ePerformance 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 the GNWT Labour Relations practices in collaboration with Human Resources (HR).
- Manages first level grievances in coordination with HR and the bargaining unit, UNW.
- Meets with UNW local representatives as the need arise to discuss issues/concerns and work together to resolve same.
- Collaborates with HR to assist staff with accommodation plans and progress.
- Recruits, selects, and hires direct reports in collaboration with HR.
- Takes a proactive approach to succession planning by identifying key members of the department and providing opportunities for growth and development.
- Effectively and efficiently manages a budget, human, and capital resources to facilitate a successful program and service delivery.
- Manages department budgets including forecasting and variance reporting as required.

**7. Provides direct care to a wide variety of patients requiring physiotherapy using a problem-solving approach and in accordance with the standards, guidelines, and scope of physiotherapy to facilitate individualized patient care.**

- Assesses, prescribes, implements, documents, and evaluates care and modifies as necessary to ensure a coordinated, holistic and client centered approach to patient care based on best practices.
- Provides consultation and professional opinion on diagnosis, prognosis and appropriate treatment and follow-up of clients to medical specialists, family physicians, community nurses and other healthcare professionals.
- Coordinates community clinics and collaborates with community healthcare staff, school staff and other stakeholders to determine schedule, service delivery and ongoing follow up.
- Educates family/care providers and monitors delivery of therapeutic plan delegated to community healthcare staff.
- Promotes the scope and role of PT to external agencies.
- Provides functional expertise and direction in consultation with other agencies.

**8. 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.**

- All employees and contractors have a professional and personal responsibility to perform their duties to health and safety regulations, standards, practices and procedures.
- All stakeholders (management, staff, UNW, and Worker's Safety and Compensation Commission (WSCC)) need to ensure our Workplace Health and Safety Committee works effectively, with a shared purpose of continuous quality improvement in health and safety.
- All Managers play 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.

## **WORKING CONDITIONS**

### **Physical Demands**

The Manager provides some patient care. Approximately 20-40% of the incumbent's day will be spent bending and standing in awkward positions providing physically demanding services (e.g. repetitive, and forceful use of hands) to clients while providing assessment or care. The incumbent transfers patients who require assistance and moves and lifts children and heavy therapeutic equipment during service provision. This often requires lifting equipment above shoulder height.

While visiting smaller communities the incumbent will need to travel with heavy baggage that holds testing equipment (e.g. diagnostic resources, therapeutic equipment, etc.).

### **Environmental Conditions**

During their day the Manager may be exposed to communicable diseases, blood and body fluid that can result in potential health risk to the incumbent. While fabricating or adapting orthotic devices there may be dust from sanding as well as fumes from glue and solvents.

During home visits the incumbent may be exposed to unsanitary conditions, cigarette smoke and loud noises (e.g. crying baby).

### **Sensory Demands**

The Manager will use the combined senses of touch, sight and hearing during assessment and provision of care in a variety of settings that vary from controlled (e.g. hospital) to uncontrolled (e.g. patient's home). Uncontrolled settings may be distracting for both the incumbent and the patient (noise level, visual commotion, etc.).

The incumbent must be constantly aware (20-40% of the workday) of patients' physical and emotional needs (mood, hygiene, etc.). Patients may be unable to request assistance when required, therefore the incumbent must always maintain alertness.

The incumbent will be required to perform long periods of intense concentration reviewing and analyzing data and writing procedures or protocols.



## **Mental Demands**

The Manager has the opportunity to develop relationships with the clients of the Rehabilitation Services Department. The incumbent is expected to remain calm, controlled, and professional, regardless of the situation and demonstrate compassionate care to the client, family, and other members of the healthcare team.

The incumbent will travel to communities approximately 10 to 15 days per year depending on their service allocation, which may cause stress on the incumbent's family and social life.

There is uncertainty in knowing what to expect while at work, especially in uncontrolled settings (e.g. home visits). There is legitimate concern about risk of verbal or physical assault and unknown and unpredictable situations (e.g. patients or family members under the influence of alcohol).

In addition, within the healthcare setting there can be significant lack of control over the work pace, with frequent interruptions that may lead to mental fatigue or stress.

The incumbent is required to be motivated and innovative in continuing education and practice to encourage the professional growth of self and others.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of professional, ethical, and legal components of practice in the area of Physiotherapy.
- Knowledge of biological, physical, and behavioural sciences is required in order to make decisions on competent care to patients and their families and be able to interpret findings in order to make rapid decisions about their care.
- A good working knowledge of program management, including budget development, preparation, and control is required to ensure financial responsibilities are carried out effectively and efficiently.
- Knowledge of administrative policies and practices to territorial systems.
- Knowledge of how to design and facilitate a change process. The ability to build and work with groups and teams, planning and implementing change, skilled in group dynamics and conflict resolution.
- Knowledge and ability to use a variety of intervention and prevention methods, and determine which method is most appropriate at any given time.
- Knowledge of total quality management or continuous quality improvement processes.
- Knowledge and use of word processing programs and spreadsheets.
- Interpersonal skills including effective communication, coaching and motivation is essential to manage the human resources assigned to the position, so human



resources performance is at optimal capacity and assisting staff and stakeholders to accept change.

- Written and oral communication skills including listening, observing, identifying and reporting.
- Organizational, time management, analytical, facilitation, and presentation skills to manage multi-disciplinary responsibilities in a timely and effective manner.
- Ability to develop and maintain positive working relationships with individuals, agencies, elected community leaders, and employees to communicate program information, including the ability to obtain and respond to feedback from these individuals.
- Ability to apply creative and innovative approaches to policies and health to meet territorial needs.
- Ability to build solid partnerships and strategic alliances based on trust and to work with a variety of people from different backgrounds and personalities.
- Cultural competency and sensitivity to the geographical and cultural needs of the people 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:**

The above knowledge and skills are most commonly acquired through a Master's in Physiotherapy in addition to five years of clinical physiotherapy practice.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

Maintain membership in Canadian Physiotherapy Association (CPA) and licensure as a Physiotherapist in a Canadian province.

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 and 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