



IDENTIFICATION

Department		Position Title	
Northwest Territories Health and Social Services Authority		Manager, Laboratory Services	
Position Number	Community	Division/Region	
48-13117	Yellowknife	Laboratory and Diagnostic Imaging Services /Territorial Operations	

PURPOSE OF THE POSITION

The Manager, Laboratory Services, manages the Stanton Territorial Hospital, Laboratory Services operations and operational planning, and manages the Laboratory Services program, service delivery, staff, and budget

This position also functions as the Territorial Specialist for Laboratory Services for the NTHSSA, and also supports the Hay River Health and Social Services Authority and Tłıchǫ Community Services Agency as required.

SCOPE

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

Stanton Territorial Hospital (STH) operates the only licensed level 2-3 medical laboratory in the NWT and provides the majority of laboratory services in the territory.

Located in Yellowknife the Manager, Laboratory Services (Manager) reports to the Director, Laboratory and Diagnostic Imaging Services (DLDIS) and is responsible to lead and direct the Laboratory in the delivery of biochemistry, hematology, transfusion medicine, specimen receiving/processing services, microbiology, Mycobacteriology, point of care testing and environmental bacteriology services. The incumbent manages an annual budget of approximately \$5.79M and a staff complement which includes the Laboratory Supervisor, Medical Laboratory Technologists, Medical Laboratory Assistants, and Territorial Laboratory Information System Administrators plus relief staff. These services are currently provided from 365 days per year, and LS provides services after hours, on-call at all times. The incumbent provides back-up management coverage to their counterpart, the Manager, Diagnostic Imaging Services, to ensure continuity of management to that department.

The incumbent leads and directs the day-to-day operations, as well as long term planning of the Stanton Laboratory in accordance with established standards of laboratory technology which includes Clinical and Laboratory Standards Institute (CLSI), Canadian Society of Medical Laboratory Science (CSMLS), Accreditation Canada, NTHSSA and STH philosophy and objectives to ensure that health care practitioners have the test results necessary to diagnose, treat and manage disease.

The Stanton Laboratory lacks an on-site pathologist and operates using consulting pathology services via remote consultation with a pathologist located outside of the NWT. In the absence of a local pathologist, the incumbent acts as a resource (first contact) on Laboratory Medicine related practice for NWT Agencies and Departments and provides direction on all laboratory related matters. In addition, the incumbent is responsible for the quality of all test results to ensure that the findings are reliable. The remoteness of Stanton from major referral centres requires that the incumbent have a comprehensive understanding in all disciplines of Laboratory Medicine as well as basic knowledge for instrument maintenance and repair.

The incumbent oversees the provision of laboratory services to: Stanton, three other medical laboratories within the NWT, 21 Health Centres located in the NWT, the Kitikmeot Region of Nunavut, the four medical clinics located in Yellowknife, the Office of the Chief Public Health Officer/Environmental Health Officers and a variety of businesses located in the north including but not limited to mining, private contracting and public works. Approximately 23,000 samples are processed monthly at the Stanton Territorial Hospital Laboratory.

This position has a strategic reporting relationship to the Territorial Manager, Laboratory & Diagnostic Imaging. The incumbent is responsible to research and recommend patient care quality standards as they relate to the Laboratory Services provided to all age groups ranging from neonate to geriatrics. They will collaborate with Territorial, Regional, and professional practice leaders to establish performance improvement activities, and work to ensure the competency of LS personnel is maintained. The incumbent will help guide practice based on the

shared vision of the NTHSSA. The incumbent will foster and sustain academic partnerships to advance professional practices and develop the territorial work force. The Manager, LS is a role-model, demonstrating vigilance in ensuring the highest of quality care.

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

RESPONSIBILITIES

1. Leads, implements, and manages the delivery of quality-based Laboratory Services (LS) to facilitate the best outcomes for patients/clients.

- Provides leadership and direction to STH staff and programs to ensure that all clients/patients served by this program area receive equitable, efficient, appropriate, accessible, timely, and safe care.
- Collaborates with the Director, and the Territorial Manager, Laboratory & Diagnostic Imaging to identify current and future delivery requirements in LS through consistent territory-wide program development.
- Reports to the Director with regard to 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 LS clients/patients and/or staff, and the integrity of STH and the NTHSSA.
- In collaboration with the Director, regional, and territorial managers recommends strategic initiatives, and identifies opportunities to sustain or improve health service delivery, for review and consideration by the NTHSSA.
- Leads the development of and implements a work plan for the STH LS that aligns with the NTHSSA's strategic direction, policies and procedures.
- Works collaboratively with the 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 Director and the Territorial Manager, Laboratory & Diagnostic Services to develop territorial and regional procedures for LS program areas.
- Communicates with the Director, the Territorial Manager, Laboratory and Diagnostic Services and other members of the Clinical Integration and Corporate Support Services Teams (NTHSSA) to share program priorities and goals.
- Collaborates with the Director, the Regional Managers within related disciplines in the NTHSSA, the TCSEA, and the HRHSSA, to ensure a quality LS program that is delivered consistently across regions and jurisdictions.
- Proactively works with the patient, family and other regional and territorial staff to enhance the patient experience and to address concerns and complaints.
- Collaborates with regional and territorial managers for standardization, consistency and best practices implementation.
- Develops and implements quality plans for their program areas, with specific outcomes, measures, and regular reporting, that align with the NTHSSA strategic direction.
- Implements initiatives to measure and evaluate patient/client experience with the programs.

- Establishes measures for improvement and evaluate the results achieved. Modify planning to improve results.
- Ensures that staff is educated and supported to deliver quality care within their program areas and within the parameters of required standards/policies for each program area.
- Develops written Stanton procedures that align with territorial standards/policies, and guides staff in the safe and effective implementation of LS and the Laboratory Information System; educates staff, and monitor staff adherence to Stanton procedures.
- Communicates and collaborates with regions/HSSAs to ensure the effective coordination and development of LS programs between Stanton and regions/HSSAs.
- Ensures appropriate consultation and coordination with quality and risk management, occupational health and safety, infection prevention and control, and other specialists to facilitate safe, quality care.
- Develops implements and maintains the Laboratory Quality Program and manual to ensure quality processes and identify tools to improve quality care to clients/patients.
- Teaches and engages staff to develop and implement quality processes and to practice quality improvement on a routine basis.
- Works collaboratively in planning with Stanton Renewal project to ensure a smooth transition of LS into the new Stanton Hospital.
- Ensures that staff is appropriately prepared for the delivery of care within their program areas in the new Stanton Hospital.

2. Leads STH Accreditation Teams in the domain of LS Services.

- Works collaboratively with the Regional/Territorial Quality and Client Experience Team to implement program and policy updates to align with the Accreditation Canada Standards of Excellence.
- Communicates and ensures the integration of standards, policies and procedures for LS and programs into day to day practice as they relate to the Accreditation Canada process.
- Works collaboratively with the Regional/Territorial Quality, Risk and Client Experience Team to ensure team members receive an orientation and education on Accreditation Canada's Program and the Accreditation Process.
- Implements team action plans, based on results of any work required to align with program standards, and recommendation from onsite Accreditation Canada Surveys.
- Reports work plan progress to the Director, Regional/Territorial Quality and Client Experience Team, and Territorial Manager, Laboratory and Diagnostic Services.
- Gathers data and information to track program indicators set by the NTHSSA leadership team.
- Promotes clients' and families' involvement in planning and service design, as well as quality and safety issues at the organization level, including quality improvement and client safety activities.
- 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.
- Collaborates with Director, territorial, and regional management to standardize policies, procedures, metrics and program services.

- Functions as a role model for client, patient, family centered care, and for appropriate organizational conduct, ethical behaviour, values and principles.
 - Works collaboratively with Director, Managers, Supervisors, Clinical Coordinators (CCs), and staff to improve the quality of the organizational culture.
 - Works collaboratively with staff to implement client, patient and family centered care.
 - Engages staff in quality improvement/work planning to support client, patient, family centered care.
 - Creates an environment which supports staff engagement, creativity and innovation in the delivery of patient care services and maximizes decisions by the care team.
 - Monitors health indicator reports for quality improvement and informs CCs, NP, and staff about results.
 - Supports ongoing monitoring, coordinating and reporting of quality and utilization data within the program.
- 3. 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.**
- Collaborates with Director, territorial, and regional management to standardize policies, procedures, metrics and program services.
 - Functions as a role model for client, patient, family centered care, and for appropriate organizational conduct, ethical behaviour, values and principles.
 - Works collaboratively with Director, Managers, Supervisors, Clinical Coordinators (CCs), and staff to improve the quality of the organizational culture.
 - Works collaboratively with staff to implement client, patient and family centered care.
 - Engages staff in quality improvement/work planning to support client, patient, family centered care.
 - Creates an environment which supports staff engagement, creativity and innovation in the delivery of patient care services and maximizes decisions by the care team.
 - Monitors health indicator reports for quality improvement and informs CCs, NP, and staff about results.
 - Supports ongoing monitoring, coordinating and reporting of quality and utilization data within the program.
- 4. Provides leadership and management to the Laboratory unit, to develop a culture of accountability and ensure staff are supported in meeting operational requirements.**
- Maintains an effective organization structure that reflects Stanton'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, values of the NTHSSA and Stanton.
 - Takes a proactive approach to succession planning by identifying key members of the department and providing opportunities for growth and development.
 - Provides coaching to staff.

- Will act as a mentor to staff.
 - Ensures that staff has the resources and support they require in order to care for and support their clients/patients.
 - Effectively and efficiently manages a budget, human and capital resources in order to facilitate a successful acute care program and service delivery in the STH. Variance reporting as required.
- 5. Represents the NTHSSA STH in Labour Relations to ensure working relationships with the Union of Northern Workers (UNW) and management are maintained. Represent Stanton Territorial Hospital and the NTHSSA to promote the working relationships with internal and external groups.**
- 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
 - Manages first level grievances in coordination with Human Resources and UNW.
 - Meets with the UNW local representatives as the need arises to discuss issues/concerns and work together to resolve same.
 - Collaborates with Human Resources to assist staff with accommodation plans and progress.
 - Recruits, selects and hires direct reports in collaboration with Human Resources
- 6. As the Territorial Specialist, assesses the variability in Laboratory Services practice settings within the NTHSSA, and in conjunction with TCSA and HRHSSA, to determine areas in which to improve client care/service outcomes, quality, or efficiencies.**
- Establishes tools and processes for communicating and collaborating with direct care staff
 - Supports, coaches and mentors others to succeed with changes occurring.
 - Provides expertise, mentorship and guidance to LS staff, supervisors, team leaders and managers.
 - Assists with the development of a system for continuous quality improvement activities within the LS.
- 7. As the Territorial Specialist, evaluates Laboratory Services client care/service excellence from a structure, process and outcomes framework.**
- Selects and monitors evidence-based client care/service, provider and system outcomes and measure progress toward organizational delivery goals.
 - Ensures sustained use and spread of NTHSSA guidelines within the NTHSSA, TSCA, and HRHSSA.
 - Monitors outcomes related to leadership, practice, education and research.
- 8. As the Territorial Specialist, champions inter-professional collaboration among nursing, medical and allied health professionals to achieve optimal client care/service outcomes and effective integration of care.**

- Establishes and maintains effective relationships with staff, and regional managers.
- Works with the Director of Health Services in collaboration 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 level.
- Advises the Director of Health Services of significant developments in health services that could have implication for operations, including making recommendations for corrective actions.
- Role models inter-professional relations for quality care and management practices.

9. Champions safety, quality care and evidence-based practice.

- Promotes evidence-based models of care to nursing, medical and allied health professionals.
- Promotes clinical/service and frontline management decisions that are client centered.
- Promotes and inspires management practices that support staff health, safety and well-being.
- Creates and supports a professional learning environment to mobilize and enhance the clinical expertise of staff.

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.

- 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, Union of Northern Workers (UNW), and Workers' 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 Risk Monitor Pro or other incident reporting systems, investigating potential risk and accidents, and applying timely corrective measures.
- A healthy workplace, where employees can provide quality service under safe conditions, is the right thing to do and makes good business sense.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

Working within the laboratory, the incumbent is continuously exposed to infectious agents

such as biological samples, human waste, and sharps (i.e. hands on delivery of services as well as during training, orientation, and review of samples (QA)).

There is continuous exposure to toxic/corrosive agents used doing the performance of duties.

The incumbent is exposed daily on an on-going basis to unpleasant odours from urine, feces and chemical reagents.

Sensory Demands

While performing technically related functions there will be continuous periods of intense visual concentration required to check the integrity of the samples (i.e. color, density, presence of contamination, volume) to determine if they are suitable for analysis (QA).

Mental Demands

Within the laboratory there is pressure to thoroughly and accurately analyze patient samples within a set length of time. This is hampered by: large number of samples, instrument limitations, requests for testing outside of the laboratories scope, contaminated or unsuitable samples, etc.

In addition, within the health care setting there is a significant lack of control over the work pace, with frequent interruptions and significant service demands (i.e. Processing of Urgent samples in a very short time frame where results are required for immediate treatment decisions). This usually involves a life-threatening or debilitating situation.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of Laboratory Technologies and Principles, and Standards of Practice including venipuncture, Electrocardiogram and the ability to operate and understand complex laboratory instrumentation in order to provide direct hands on laboratory services, provide direction and leadership to Technologists, and in order to analyze and interpret results to aid medical and non-medical professionals in the diagnosis, treatment and management of disease.
- Ability to quickly recognize atypical laboratory findings and initiate the appropriate action.
- Knowledge of education principles related to adult learners in order to develop and deliver subject specific training and development.
- Ability to effectively supervise staff, organize workflow, conduct performance reviews, identify individual training needs and train staff.
- Knowledge of and an ability to input and retrieve information from Laboratory Information Systems.
- Ability to operate desktop computers in order to produce written documents (word-processing) develop complex spreadsheets, send and receive electronic mail and conduct research over the internet.
- Ability to manipulate small samples and repair delicate instruments in confined spaces (i.e. well-developed motor skills).

- Able to communicate effectively using "lay" terminology.
- Interpersonal communication skills; both written and verbal.
- Organizational behavior skills.
- Sensitive to the geographical and cultural needs of the people and understand how community and culture impacts the delivery of health care.
- Facilitation and presentation skills.
- Ability to work cooperatively as a team member with the ability to motivate staff and get them to work together as a team.
- Knowledge and skills relating to Quality Management concepts such as, total quality management or continuous quality improvement, with their application in a healthcare setting.

Typically, the above qualifications would be attained by:

An accredited program in Medical Laboratory Technology at the degree or diploma level and current registration as a General Registered Technologist with the Canadian Society of Medical Laboratory Science, along with seven (7) years directly related laboratory experience which includes three (3) years of supervisory experience in a medical laboratory.

ADDITIONAL REQUIREMENTS

Proof of immunization in keeping with current public health practices is required.

Completion of a Leadership Program, Management Program and/or a Quality Management Program would be an asset.

Stanton Regional Requirements

The Manager, Laboratory Services must be able to acquire within a reasonable time frame and remain current with the following training and certifications:

- Fire training
- Fit Testing
- Infection Control
- Biological Safety and Security Training
- Privacy and Confidentiality
- Transportation of Dangerous Goods
- Workplace Bullying/Respectful Workplace
- Workplace Hazardous Materials Information System

Position Security

- ☐ No criminal records check required
- ☒ Position of Trust – criminal records check required
- ☐ Highly sensitive position – requires verification of identity and a criminal records check

French language (check one if applicable)

☐ French required (must identify required level below)

Level required for this Designated Position is:

ORAL EXPRESSION AND COMPREHENSION

Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐

READING COMPREHENSION:

Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐

WRITING SKILLS:

Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐

☐ French preferred

Indigenous language: Select language

☐ Required

☐ Preferred