



## IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Manager, Mental Health Services	
Position Number	Community	Division/Region
48-1320	Yellowknife	Inpatient Critical Care and Mental Health Services/ Stanton Territorial Hospital

## PURPOSE OF THE POSITION

The Manager, Mental Health Services plays a lead role in implementing the Northwest Territories Health and Social Services Authority (NTHSSA) strategic objectives in the consistent delivery of Acute Mental Health Services. Under the strategic guidance of the NTHSSA, this position will implement, monitor, and provide reporting on the delivery of Acute Mental Health Services within Stanton Territorial Hospital (STH).

## SCOPE

The NTHSSA is the single provider of all health and social services in the Northwest Territories (NWT), with the exception of Hay River and Tłıchʔ 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 Tłıchʔ 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.

STH is a referral centre for the approximately 43,000 residents of the NWT and approximately 6000 residents of the Kitikmeot Region, Nunavut (NU). STH is the largest inpatient psychiatry



unit in the NWT, and provides the majority of inpatient psychiatric care to NWT and Kitikmeot (NU) patients, including those formed under the *Mental Health Act*, as well as voluntary admissions.

Located in Yellowknife, the Manager, Mental Health Services (Manager) reports directly to the Director, Inpatient Critical Care and Mental Health Services (Director), and is responsible for the management and provision of operational leadership to the Psychiatric Unit and Transitional Care Team. Reporting to this role is the Psychiatry Unit nursing team, the Behavioural Health Worker team and the Transitional Care Team, which comprises Clinical Social Worker Team Lead, Mental Health Coordinator, Child Youth Mental Health Coordinator and Transitional Care Planners that assist with the smooth transition of patients between STH and the broad community.

This position is located in the STH and the Manager is responsible for the annual operating budget of \$4.2M and a staffing group of 50 employees approximately, all of which are direct administrative reports.

The Manager is responsible for recruiting, hiring, managing, and providing operational direction to a multi-disciplinary workforce, and through recruitment and retention efforts ensures adequate staffing for the provision of safe, competent, and consistent healthcare to clients from the NWT and the Kitikmeot Region of Nunavut. The incumbent is responsible to oversee the client/patient experience; decisions and recommendations made by the Manager may have a direct impact on the effectiveness and efficiency of human resources, program and service delivery, and financial budgets.

The Manager is responsible for continued development of the Behavioural Health Worker (BHW) Program which falls under the Mental Health Services division at STH. The BHW position is a clinically integrated form of security, playing a role in the Psychiatry Unit and Emergency Unit. This program requires oversight and leadership to ensure adherence to legislation and NTHSSA procedures are followed.

The Manager works closely with the NTHSSA Territorial Manager of Mental Health and other Territorial Managers (TMs) required for supporting this program area, to ensure that client/patient needs are being supported and addressed; and to identify and address program challenges and opportunities for improvement, establish program objectives for psychiatric nursing care, and report on and contribute to the evaluation of the effectiveness and efficiency of the program delivery. The incumbent contributes to the development of the program area across the territory through their participation on cross-territory initiatives and projects.

The incumbent participates as a member of Territorial Quality Teams in specific areas of direct leadership and authority, and will also co-lead STH Quality Teams in collaboration with other members of the healthcare team. The Manager will inform and assist with the development,



implementation and evaluation of best nursing and operational practices in the domains of mental health. The incumbent will ensure that mental health services meet required operational practices (ROPs) in order to adhere to accreditation requirements.

## **RESPONSIBILITIES**

### **1. Leads, implements, and manages the delivery of quality-based in-patient mental health and transitional care services to facilitate the best outcomes for patients/clients.**

- Provides leadership and direction to regional staff and programs to ensure that all mental health patients served by STH receive equitable, efficient, appropriate, accessible, timely, and safe acute care.
- Collaborates with the Chief Operating Officer (COO), Director and other territorial and regional managers to identify current and future delivery requirements in mental health and transitional care services through consistent territory-wide program development.
- Reports to the Director and COO 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 acute care clients/patients and/or staff, and the integrity of STH and the NTHSSA.
- In collaboration with the Director and COO, regional, and TMs, recommends strategic initiatives, and identifies opportunities to sustain or improve mental health and transitional care program and service delivery.
- Leads the development of and implements a mental health and transitional care work plan for the STH that aligns with the NTHSSA's strategic direction, policies and procedures for acute care.
- 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 TM, Mental Health Services to develop regional procedures for Mental Health Services.
- Communicates with the Director, COO, territorial and regional managers, to share program priorities and goals.
- Collaborates with the Director, COO, and other territorial and regional managers within related disciplines in the NTHSSA, the TCSA, and the HRHSSA, to ensure a quality acute care 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 TMs for standardization, consistency and best practices implementation.



- Develops and implements quality plans for mental health and transitional care, 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. Modifies 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 STH procedures that align with territorial standards/policies, and guides staff in the safe and effective implementation of mental health and transitional care; educates staff, and monitor staff adherence to STH procedures.
- Communicates and collaborates with NTHSSA regions to ensure the effective coordination and development of mental health and transitional care programs between STH and NTHSA regions.
- Ensures appropriate consultation and coordination with quality and risk management, occupational health and safety (OHS), infection prevention and control (IPAC), and other specialists to facilitate safe, quality care.
- Develops and implements quality processes and 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.
- Functions as a role model for client, patient, family focused care, and for appropriate organizational conduct, ethical behavior, values and principles.
- Visits the unit on a frequent basis, personally observing patient/client care, and monitoring to ensure that staff feel supported.
- Creates an environment that supports engagement, creativity and innovation in the delivery of patient care services and maximizes decisions by the care team.
- Establishes and maintain ongoing communication and collaboration with Clinical Coordinator (CC), unit staff, medical and division heads, senior administrators/assistants, patients and families, and with external community resources and agencies.
- Provides supervision, support, guidance and direction to CCs, and troubleshoots complex issues on their units. Regularly meets with CCs to ensure that they are supported in their clinical supervision of staff.

## **2. Leads STH Accreditation Teams in the domains of in-patient mental health and transitional care 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 Acute Care Services and programs into day-to-day practice as they relate to the Accreditation Canada process.
- Works collaboratively with the Regional/Territorial Quality 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, COO, Regional/Territorial Quality and Client Experience Team, and TM, Acute Care Services.
- In collaboration with the COO and Director, 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 healthcare service providers.
- Collaborates with the COO, Director, territorial, and regional management to standardize policies, procedures, metrics and program services.
- Functions as a role model for client, patient, family focused care, and for appropriate organizational conduct, ethical behavior, values and principles.
- Works collaboratively with Clinical Coordinators (CCs), and staff to: improve the quality of the organizational culture; implement client, patient and family focused care.
- Engages staff in quality improvement/work planning to support client, patient, family focused care.
- Monitors health indicator reports for quality improvement and informs staff about results.
- Supports ongoing monitoring, coordinating and reporting of quality and utilization data within the program.

**3. Provides leadership and management to Psychiatry unit to develop a culture of accountability and to ensure staff are supported in meeting operational requirements.**

- Maintains an effective organization structure that reflects STH'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 STH.





- Takes a proactive approach to succession planning by identifying key members of the department and providing opportunities for growth and development.
- Provides coaching and mentoring 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.

**4. Represents the STH in Labour Relations to ensure working relationships with the Union of Northern Workers (UNW) and management are maintained and represents STH 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 (HR).
- Manages first level grievances in coordination with HR and UNW.
- Meets with the UNW local representatives as the need arises 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 Human Resources.

**5. Workplace Health and Safety: Employees 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 for the oversight specific to the BHW program which proactively identifies risks and manages staff, patient and visitor safety.
- Adherence to Use of Force and *Mental Health Act* legislation.
- 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 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**

Incumbent works in an office environment within a hospital with some exposure to infectious disease.

### **Sensory Demands**

There are no sensory demands associated with the Manager's responsibilities.

### **Mental Demands**

Within the healthcare setting there can be significant lack of control over the work pace, with frequent interruptions, staff turnover, staff shortages and fluctuating levels of competence.

The incumbent may be exposed to emotionally upsetting experiences based on the patient population in the Mental Health Services unit.

As a member of the Management Team, the Manager is expected to take "call", on a rotational basis, during evenings and weekends and must be prepared to quickly resolve issues as they arise.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of professional and legal components of nursing practice, knowledge of the nursing process and standards of Nursing Practice.
- Knowledge of biological, physical and behavioral sciences are required in order to provide competent care to residents and their families, recognize, interpret findings, and make rapid decisions about priority of care.
- Ability to be sensitive to the geographical/cultural needs of the regions and understand how community and culture impact on the delivery of healthcare.
- Communication skills necessary to build positive relationships with clients, their families, and other members of the healthcare team.
- Ability to motivate and guide others to promote excellence in nursing practice.
- Ability to commit to advancements in science and technology in the care of long term care residents.

- Resourceful and innovative in obtaining resources/information on demand to promote lifelong learning in others.
- Ability to utilize research findings to guide nursing practice.
- Ability to identify education needs of staff and assist with providing the appropriate training.
- Organization, time management and problem-solving skills.
- Ability to be flexible/adaptable in order to perform other duties as required by Senior Management.
- Ability to commit to actively upholding and consistently practicing personal diversity, inclusion and cultural awareness, as well as safety and sensitivity approaches in the workplace.

**Typically, the above qualifications would be attained by:**

A Bachelor's Degree in Nursing or Psychiatric Nursing and three (3) years of management, supervisory, and/or clinical education experience within the past 7 years in an acute mental health.

Two (2) years clinical experience within the past 10 years in psychiatry is also required.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

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

Candidate must be in good standing with RNANT/NU if a Registered Nurse or must be in good standing with a psychiatric nurse college/association in a Canadian jurisdiction.

Formal certification or completion of a recognized management program is an asset.

STH has a number of certifications that are required upon hire, depending on the area where the employee works, including but not limited to: Indigenous Cultural Awareness and Sensitivity Training, Biohazardous Waste, Biosafety & Biosecurity, Infection Prevention and Control, Workplace Hazardous Materials Information System (WHIMS) 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