



## IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Territorial Manager, Primary Care, Community Health Centres, and Chronic Disease Management	
Position Number	Community	Division/Region
48-14988	Yellowknife	Territorial Operations/Public Health and Primary Care Services

## PURPOSE OF THE POSITION

The Territorial Manager, Primary Care, Community Health Centres, and Chronic Disease Management is responsible for leading the development and implementation of consistent delivery strategies, standards and protocols for all Northwest Territories Primary Care, Community Health Centres, and Chronic Disease Management programs and services to territorial residents.

## 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 Tłı̄ch̄o 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 Tłı̄ch̄o 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 NWT. Service Agreements will be established with these boards to identify performance requirements and adherence to clinical standards, procedures, guidelines and policies as established by the NTHSSA.



Under the direction of the Minister of Health and Social Services, the NTHSSA is established to move toward one integrated delivery system as part of the government's transformation strategy.

The Territorial Manager, Primary Care, Community Health Centres, and Chronic Disease Management (Manager) reports to the Director, Public Health and Primary Care Services who is located in Yellowknife. This position can reside anywhere in the NWT where it will lead a collaborative process to establish common and consistent practices for Primary Care (PC), Community Health Centres (CHC) and Chronic Disease Management (CDM) Services that will ensure a common standard of quality care for patients and clients across the NWT. The overarching function of this role is to ensure that Primary Care, Community Health Centres, Oral Health and Chronic Disease Management Services across the NWT are delivered consistently, in alignment with the Department of Health and Social Services (DHSS) policy and legislation, and NTHSSA strategy and policies.

Working in collaboration with other system leaders and stakeholders, this position will develop and lead the implementation of NTHSSA Primary Care, Community Health, Oral Health and Chronic Disease Management program initiatives, drawing on input from internal and external stakeholders to develop specific strategies and innovative approaches that will achieve territorial objectives for Primary Care, Community Health Centres, Oral Health and Chronic Disease Management. The incumbent is responsible for providing territorial functional leadership, subject matter expertise, and procedural/policy guidance of Primary Care, Community Health, Oral Health and Chronic Disease Management to all NTHSSA Regions, and for liaising with the TCSA and the HRHSSA in the delivery and review of Primary Care, Community Health, and Chronic Disease Management programs and services.

This position requires direct work with Regional Managers accountable for Primary Care and Community Health Centres, Oral Health and Regional COOs to provide strategic guidance in the consistent delivery of quality Primary Care, Community Health, Oral Health and Chronic Disease Management programs. 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 Primary Care, Community Health, Oral Health and Chronic Disease outcomes, including the 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.

Community Health Centres are a primary institution of health care delivery across the NWT for small and medium size communities. There are approximately 20 Community Health Centres, and additional outreach sites that provide a variety of health services to these communities. Core areas of health care delivery in Community Health Centres include Primary Care, Public



Health, Home and Community Care, as well as core emergency services. Community Health Centres provide 24/7 on-call services 365 days per year.

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.

In addition to holding program oversight of approximately 20 Community Health Centres, this position has four direct reports and is responsible for the oversight and strategic direction of Practitioner Clinics, Chronic Disease Management, Oral Health Care, and Dietitian Services. The job holder manages a budget of approximately \$1.5M. As well, the Oral Health services are provided throughout the NWT by Dental Therapists, Dentists, Hygienists, and Community Health Representatives.

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. As well, 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-Centre Approach to provide services, including using the Citizen-Centre Service Improvement tools to continuously enhance service delivery.

## **RESPONSIBILITIES**

### **1. Lead strategic planning for delivery of Primary Care, Community Health Services, Oral Health and Chronic Disease Management, to enhance the health and wellness of the people of the NWT through improvements in quality and consistency of Primary Care and Community Health Centres across the NWT.**

- Assessment of priority needs and target outcomes for PC and CHCs, based on direction from Director Health Services, and collaboration with DHSS, NTHSSA Regional Managers(RMs) accountable for PC and CHCs Territorial, and Community Health Centres leaders in Tłı̨chʔ and HRHSSA.
- Identification of current and future program delivery requirements in PC and CHCs, following an interdisciplinary service delivery model and in collaboration with the DHSS and regional stakeholders.
- Development of an annual strategic plan that outlines specific strategies and initiatives for PC and CHCs, which will collectively contribute to the execution of strategic objectives determined by the NTHSSA.
- Recommends the most effective methods of resources allocation to support efficient and effective service delivery across the network of PC and CHCs
- Prepares detailed proposals for the Director to support required program resources allocation on PC and CHCs.



- 2. Enable and promote consistent execution of Primary Care, Community Health, Oral Health and Chronic Disease Management services and strategies across the NWT by providing innovative leadership to a multidisciplinary group of regional managers, territorial specialists and professional service providers.**
  - Works collaboratively and communicates program priorities and goals with Regional Chief Operating Officers (COOs), RMs, and Territorial Specialists.
  - 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/uses client experience feedback to inform program and service delivery, and the establishment of policies/approaches.
  - Develops action plans in response to program indicator performance with RMs
  - Provides regular reporting to the Director, Public Health and Primary Care Services on outcomes and indicators.
- 3. Establish and maintain a core set of policies/procedures for PC, Oral Health and CHCs across the NWT, including those operated by the NTHSSA, HRHSSA, and TCSA. Actively review and revise policies related to Community Health services as needed.**
  - Consults and collaborates with key stakeholders, including regional managers, professional bodies, government agencies, and client representatives to determine common policies, procedures and standards for NWT PC, Oral Health and CHCs Services.
  - Develops a Care Pathway for Primary Care and Community Health services to establish a multi-disciplinary plan of care that blends patient needs, quality outcomes, and controlled costs, with predetermined standards of care using replicable process based on sound literature review. These Care pathways will be common across the NWT and serve as 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 RMs, COOs, and Director.
  - Ensures effective communication of policies, procedures and standards to ensure support for consistent implementation.
  - Travels to regional centers to conduct audits as required.
- 4. Provide and ensure access to clinical and subject matter expertise for Primary Care, Oral Health and Community Health leaders and practitioners across the NWT, so that expertise is effectively developed and shared territory-wide.**



- Provides subject matter expertise, guidance, and direction as required to Regional Managers in the area of Primary Care and Community Health.
  - Conducts personal research and by keeps abreast of current Territorial and National health care trends in Primary Care, Oral Health and Community Health services delivery.
  - Establishes formal processes for sharing of expertise and learning to support development and more informed delivery of Primary Care and Community Health services.
- 5. Coordinate the delivery of ongoing and innovative changes to Primary Care, Oral Health and Community Health Services that are required to meet Territorial needs, Accreditation Canada standards and service excellence, applying research and seeking regular feedback.**
- Co-Chairs Primary Care and Community Health Services Territorial Quality Teams as delegated for the purpose of supporting/facilitating innovations in programs and services
  - Identifies, establishes and communicates standards, needs, policies and procedure for Territorial Quality Teams.
  - Leads the development of those Territorial Quality Teams programs protocols and care pathways that assist in the standardization of services.
  - Manages the performance of Territorial Quality Teams programs to meet or exceed performance benchmarks.
  - Conducts regular meeting with RMs, Primary Care and Community Health Centres to plan programming and models of care delivery.
  - Provides venues and opportunities for clients and families to identify opportunities for improvements in their care early in the process, contributing to improved risk management and increased safety
- 6. Manages the contract with Aurora College to develop and deliver the Community Health Representation Certificate and Education Program.**
- Manage the budget for Community Health Representatives travel to Aurora College for education sessions.
  - Oversee the development and monitoring of the competency based education for Community Health Representatives.
  - Collaborate with Aurora College on program delivery.
  - Review and provide input into course content.
  - Provides and organizes mentoring and coaching for new hires and support for incumbents in areas of health promotion and health education.
  - Coordinates opportunities for networking among Community Health Representatives.
  - Coordinates Community Health Representatives Day annually.





**7. Support the fulfillment of Accreditation Canada Standards in the domain of Primary Care and Community Health services. These standards include but are not limited to Primary Care and Community Health services, Infection Prevention and Control and Managing Medications.**

- Works collaboratively with the Territorial Quality and Client Experience Team to implement program, and policy updates to align with the Accreditation Canada Standards of Excellence.
- Identifies, establishes and communicates standards, policies and procedure for all PC and CHCs services and programs as it related to the Accreditation Canada process. Leads the development of the program protocols and care pathways that assist in the standardization of Primary Care and Community Health services.
- Works collaboratively with the Territorial Quality and Client Experience Team to ensure team members receive an orientation and education on Accreditation Canada's Program and the Accreditation Process.
- Develops and implements individual team action plans alongside COOs and RMs, based on results of any work required to align program with standards, and recommendations from the onsite Accreditation Canada Surveys.
- Collaborates with the Territorial Quality and Client Experience Team and the Territorial Quality Teams to develop and track program indicators.
- Reports work plan progress to the Territorial Quality and Experience Team.
- Promotes clients' and families' involvement in planning and service design, as well as quality and safety issues at the organizational level, including quality improvement and client safety activities.

**8. Participate and contribute directly to the NTHSSA planning and decisions to support collaborative and multi-disciplinary decision making and implementation 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.
- Collaborates with Territorial Manager, Allied Health and Territorial Leads to develop a Point of Care Program offered in PC and CHCs.
- Collaborates with Territorial Manager, Allied Health and Territorial Leads to develop a Quality Program in Laboratory Services offered in PC and CHCs.
- Collaborates with Territorial Manager, Allied Health and Territorial Leads to develop Quality Program in Diagnostic Imaging including but not limited to training and evaluation.
- Collaborates with Territorial Manager Allied Health and Territorial Leads to ensure pharmacist oversight of all PC and CHCs.
- 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 significant developments in health services that could have implication for operations, including making recommendations for corrective actions.
- Participates in standardization of models of care, policies, and documentation for clinical areas that interface with PC and CHCs.

**9. Provides people and financial management leadership for the Primary Care, Oral Health and Community Health Centre Services.**

- Leads the PC and CHCs Services team in line with current GNWT human resource practices and policies.
- Promotes and supports collaborative and equitable labour relations practices. Is aware of and follows the GNWT Human Resource (HR) Policies and Guidelines and the Union of Northern Workers (UNW) Contract.
- Conducts meetings with staff and follows GNW performance management practices.
- Participates in the screening and selection of staff reporting directly to the incumbent in conjunction with HR staff.
- Reviews job descriptions to reflect work responsibilities of staff.
- Ensures ongoing analysis of financial data to include monitoring program expenditures and providing variance explanations.
- Develops, delivers and/or facilitates the delivery of orientation, in-service training, certification, and re-certification programs.

**10. Workplace Health and Safety: Employees of NTHSSA 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 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.

**WORKING CONDITIONS**

**Physical Demands**

No unusual demands.



### **Environmental Conditions**

No unusual conditions

### **Sensory Demands**

No unusual demands

### **Mental Demands**

Incumbent experiences numerous interruptions that would cause disruption in carrying out duties in a timely manner; deals with unknown factors, uncontrolled work-flow and overlapping demand.

This position will require regular travel to regional and community health centres. Travel may be by way of small aircrafts in a variety of weather situations.

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

- Knowledge of program management, including budget development, preparation, and control 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 and sensitivity regarding the impact of social, economic, environmental and cultural influences on food, diet and nutrition.
- Knowledgeable in CNA Nursing Code of Ethics and RNANTNU Standards.
- Skills relating to total quality management / continuous quality improvement processes. Computer skills including word processing programs and spreadsheets.
- Interpersonal skills including communication, coaching and motivation in order to manage the human resources assigned to the position so human resources performance is at optimal capacity.
- 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 in order 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.
- Ability to be sensitive 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:**

A Baccalaureate in Nursing plus five (5) years of management/supervisory experience as well as five (5) years of experience in a clinical or community health care setting.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

Must be eligible for registration with RNANTNU.

**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

