



## IDENTIFICATION

Department		Position Title	
Northwest Territories Health and Social Services Authority		Director, Fiscal Strategy and Business Improvements	
Position Number	Community	Division/Region	
48-17421	Yellowknife	Finance/ Territorial Operations	

## PURPOSE OF THE POSITION

Reporting to the Chief Financial Officer of the Northwest Territories Health and Social Services Authority (NTHSSA)/(Authority), the Director, Fiscal Strategy and Business Improvements (Director) is responsible for the overall fiscal framework of the NTHSSA. This includes analysis of fiscal programs, deficit reduction activities, and the continuous improvement of the NTHSSA's organization-wide business processes. The Director is responsible leading and guiding deficit reduction activities, developing recommendations for changes and improvements, and implementing finance transformation activities.

The Director initiates the design, implementation and evaluation of strategic financial specific initiatives, policies, and projects; as well as representing the Finance Branch's interest on broader NTHSSA program and services strategic matters. The Director develops strategic solutions to improve the efficiency and effectiveness of business practices, and assesses value for money and ways of doing business with respect to operations and/or individual programs and services.

The Director's role includes the continually monitoring of business practices and development of strategic solutions to continue to provide required services effectively while increasing revenues or reducing costs wherever possible by implementing more efficient business practices or ways of delivering services. The Director also evaluates and recommends the possible elimination of redundant or unsustainable services.

The Director is responsible for providing information, advice, guidance, and counsel through the CFO to the NTHSSA's Board of Management, the Leadership Council. The Director's analysis and recommendations regarding the financial aspects of fiscal and revenue policy strategies, program funding formulas, and business process optimization projects are instrumental in obtaining and maintaining a sustainable health and social service delivery model in the NWT.



The Director must perform these roles in the context of ensuring that NTHSSA's fiscal strategy remains in compliance with the Authority's Purpose, Guiding Principles and Values, and other related strategic documents; the Department of Health and Social Services (HSS) specific legislation; the NT *Public Services Act*, *Financial Administration Act* (FAA); Generally Accepting Accounting Principles (GAAP), and Public Sector Accounting Standards (PSAS); GNWT related policies and manuals, and NT Human Resources legislation the NT Public Service Collective Agreements, and all other relevant government legislation, policies and procedures.

### **SCOPE**

The position is one of three managerial positions that lead the NTHSSA's finance function and report directly to the CFO. Two others also report directly to the CFO.

Reporting to the Director, Fiscal Strategy and Business Improvements are:

Manager, Funding Analysis: is responsible for providing analysis and advise on the various avenues of funding available to the NTHSSA. The incumbent leads a unit of four professional staff in the tracking, analysis, and preparation of funding submissions for identified funding shortfalls.

Manager, Business Improvements: is responsible for the managing the finance transformation and optimization projects throughout the organization. The incumbent leads a unit of four professional staff and works of the implementation of control remediation, process improvements, and other special projects in support of the NTHSSA's long-term financial sustainability.

NTHSSA is an independent corporate body delivering a full range of health and social services programs and services to the public. The authority for NTHSSA to exist comes from the *Hospital Insurance and Health and Social Services Administration Act* (HIHSSA). This includes the establishment and appointment of the NTHSSA Leadership Council (Council) to govern the Authority. A Finance Committee exists as a subcommittee of the Council that considers all financial matters before they are presented to the Council.

Programs and services provided by NTHSSA include primary, secondary, and tertiary health and social services covering family services, protection services, continuing care services, diagnostic and curative services, care placements, mental health, addictions, rehabilitation, and developmental activities. Along with the many clinics and health care centres operating throughout the NT, there are two hospitals under NTHSSA responsibility, a regional hospital in Inuvik and one in Yellowknife servicing the entire NT. This hospital in Yellowknife is the Stanton Territorial Hospital (STH) and provides a full spectrum of acute, outpatient and



extended care services. It is the largest Branch of NTHSSA and is a key part of the territorial integrated approach to healthcare.

Two jurisdictions, Hay River and Tłı̄chǫ within the NT deliver local health and social services independent of NTHSSA. This situation adds a layer of complexity as the administration and assurance that local services are provided at NTHSSA standards must be established through a collaborative arrangement documented in a Memorandum of Understanding (MoU) between each jurisdiction and the Authority. The cost of services provided to residents of these regions that are delivered through NTHSSA are recovered through a billing process.

NTHSSA also provides specialized medical services that are not available locally to residents of the Kitikmeot region of Nunavut through a formal agreement with the Government of Nunavut. Hospital and emergency health care services are also made available to non-residents employed and working in the NT in the mining and other business sectors through several third-party formal contracts with employers.

A public report including the audited financial statements must be tabled in the NT Legislative Assembly annually. The Office of the Auditor General (OAG) performs the audit of NTHSSA separate and apart from the GNWT audit. This results in a direct relationship between the OAG and the Authority.

Accurate, timely, comprehensive, and understandable financial reporting is essential, not only to prepare the annual audited financial statements but also to complete financial statements, claims and reports related to comprehensive funding agreements. The consequences of not meeting deadlines from various sources such as dates entrenched in legislation, set by the OAG, set by HSS or other GNWT sources and/or included as terms and conditions of contribution agreements can be significant. These potential consequences include the loss of revenue, official criticism by the OAG, and political concern raised in the Legislative Assembly.

Operating at arm's length from government, the Authority is required to cover all expenses from the revenues received from public sector contribution agreements and MoUs, and contracts with the private sector. The primary contribution to operate comes from a complex core funding agreement from HSS. As well, HSS also provides several sources of targeted funding which are limited to specific programs and services and as such require separate accounting and reporting for each individual agreement. Many of these targeted contributions come through HSS from the Government of Canada. These federal/territorial agreements have their own set of accountability requirements. In order to access these funds, NTHSSA must ensure the internal financial accounting structure and reporting meets the terms and conditions of these HSS/Government of Canada agreements. NTHSSA also receives funding through the agreement with the Government of Nunavut, MoUs with Hay River Health and Social Services Authority and the Tłı̄chǫ Community Services Agency and private sector contracts for services to non-residents working in the NT.



Developing comprehensive fiscal policies and strategic plans and reliable budgets, establishing strong financial controls, ensuring all potential revenues are collected, implementing comprehensive accounting and tracking practices, and ensuring accurate and timely reporting is occurring are all essential to the ongoing success of NTHSSA. The Authority manages a full range of financial and accounting operations covering Operations Expenses and Revenues, maintains and manages its own Treasury functions; bank accounts; Accounts Receivable; Accounts Payable; Materials Management; Comptrollership; protection of assets; contract administration; budgeting; fiscal planning; variance analysis, forecasting and reporting; financial statement preparation and reporting functions. Although the Authority operates its accounting and payroll systems on the GNWT's System for Accounting and Management (SAM) and utilizes GNWT Shared Services functions for processing transactions, it does not access GNWT central agencies directly for most centrally managed and coordinated services in conjunction with government departments. The Finance Branch is the "central agency" for NTHSSA performing many of the same functions as FIN does for GNWT departments.

NTHSSA enters major specialized contracts for medical supplies, medical equipment and pharmaceuticals including prescribed medications, vaccines, etc. along with contracts for other various goods and services. These contracts must be very specific and technical due to the nature of the goods or services being supplied. Effective and efficient materials and inventory management and security of medical supplies, medical equipment and pharmaceuticals is essential. In addition to Materials contracts, many components of NTHSSA operations are performed through complex professional medical contracts.

The Director plans and directs finance transformation and improvement activities of the NTHSSA and works directly with the finance team and as well as the NTHSSA's regional and territorial leadership. The incumbent maintains a broad range of knowledge of programs and services provided and supported by the NTHSSA, as well as government processes, guidelines, and directives. The Director consults regularly with relevant stakeholders throughout the NTHSSA, DHSS, and Department of Finance to ensure that the NTHSSA's finance processes are effective and efficient in various contexts, adjusting as needed to achieve optimal results.

The Director is responsible for recommending policy updates to the CFO, leading financial and economic research and analysis related to funding submissions, and establishing financial operational procedures for the NTHSSA, in accordance with policy frameworks and reporting requirements outlined above.

The NTHSSA is confronted with significant financial challenges due to substantially rising inflationary costs and constant growth in demand for services while funding sources are not keeping pace. This has resulted in a continual rising of the accumulated debt. This fiscal situation places a great deal of pressure on the Finance Branch to ensure NTHSSA can continue to cover operational needs and at the same time control expenditures as much as possible. In



this environment financial sustainability has become a major concern. The Director is responsible for assisting the CFO in determining the cost drivers associated with delivering on the NTHSSA mandate and develop plans to control spending while maintaining health and social services. The Director is required to research and analyze data, and collaborate with other senior managers to identify strategies to improve effectiveness and efficiency. Work in this area is also important to informing the process of formulating funding allocation mechanisms for NTHSSA operations across the six regions in which the NTHSSA has regional operations.

The Finance Branch is divided into six Sections including: Treasury and Financial Reporting; Financial Planning and Operations, and Hospitals Comptrollership; Materials Contracts and Agreements Management; Fiscal Strategy, P3 and Other Assets; and Medical Affairs and Credentialing. The Director is part of the Finance Branch. Reporting to the Chief Financial Officer, the Director heads up the Fiscal Strategy Section, and is located in Yellowknife. There are two Fiscal Strategy Senior Policy Officer positions that report to the Director.

## **DIMENSIONS**

The source of the following information is the 2022-23 Annual Report:

- Number of Employees: 1,891
- Revenues: \$481M (94% from GNWT)
- Expenses: \$533M
- Deficit: \$52M
- Accumulated Deficit: \$245M
- Net Debt: \$255M

Other key dimensions include:

- Financial Systems: SAM (System for Accountability and Management)
- Capital Investment in STH: \$350M
- P3 Performance Agreement Contract: \$30M
- Reports: 3 (and 10 indirect)

## **RESPONSIBILITIES**

1. Uphold and consistently practicing personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace. Practice and ensure that any subordinate management and supervisory roles also prioritize staff mentorship and on-the-job training, including staff development in annual general objectives.
2. Lead fiscal policy development, including gap analysis, research, recommendation development, framework creation, communication, and maintenance of policy manuals within NTHSSA.



3. Directs the analysis of new funding streams for the NTHSSA considering financial, patient care, staffing availability and political factors amongst others.
4. Re-engineers, reviews and implements new financial-management techniques to support the Authorities program managers.
5. Participates as a member of the Senior Management Team in NTHSSA strategic and business planning.
6. Leads the development and implementation of financial policies, systems and procedures to ensure effective planning and efficient operation.
7. Actively research and investigate opportunities for revenue growth and costs reductions and other methods of managing the deficit.
8. Work directly with COOs through the development of new programs. Reviewing programs for efficiency, effectiveness, and value for money.
9. Liaise with counterparts in the Government's Department of Health and Social Services representing NTHSSA in areas of funding negotiations and ensuring NTHSSA's financial needs are understood by the Government.
10. Leads the implementation of system-wide transformation and improvement projects, leveraging SAM System capabilities and leading the design, planning, and implementation of new systems.
11. Designing new financial reporting and budgeting processes and templates, including improve projection models to support executive decision making.
12. Presenting to the NTHSSA's Executive Committee and Leadership Council, supporting the CFO in providing contextual analysis and recommendations.
13. Leads the NTHSSA's response to its ability to continue as a going concern, and in areas of control remediation as requested by the OAG of Canada.
14. Actively reviewing NTHSSA organizational structure to identify proper support structures for delivery of support programs.
15. Advising executive leadership on financial and administrative matters pertaining to the NTHSSA's funding and deficit reduction activities, ensuring accurate and timely information is available so regional and program managers can make informed decisions.



16. Responsible for identifying operational processes, programs, and services for potential improvement or elimination, designing and overseeing special projects, audits, and reviews, evaluating programs and services to identify critical issues and potential problems, and remediating or upgrading finance processes, policies, controls, documentation, systems, and tools as necessary.
17. Chairs working committees and groups, collaborates with senior management, stakeholders, develops crucial documents such as Briefing Notes, Options Papers, Business Cases, and Reports and present to senior management and Leadership Council.
18. Responsible for managing the Unit's financial and human resources, including preparing work plans, performance reviews, recruiting staff, and providing staff with training.
19. Prepares routine and ad hoc financial reports and submissions for presentation to the Council, CEO, Senior Management and DHSS.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual environmental conditions.

### **Environmental Conditions**

No unusual environmental conditions.

### **Sensory Demands**

No unusual sensory demands.

### **Mental Demands**

There are considerable demands placed upon the incumbent by internal and external stakeholders to quickly develop solutions and achieve results, despite the demands on the local and national health and social services system. The position works with strict deadlines. The incumbent is routinely involved in a number of projects simultaneously, and frequently encounters competing pressures.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of Generally Accepted Accounting Principles (GAAP) and Public Sector Accounting Standards (PSAS).
- Ability to interpret and apply guidance from the CPA handbook against relevant complex accounting policies and procedures.
- Ability to verify the calculations and provide guidance on how they are done, as well as the ability to judge the reasonableness of results



- Interpersonal and communication skills, both written and verbal, and an ability to effectively correspond about complex financial and strategic concepts
- Ability to employ initiative and self-sufficiency to work in areas of ambiguity with little or no precedent to work towards solutions
- Ability to interpret complex financial and accounting scenarios, assess requirements and identify solutions to non-standard situations
- Ability to interpret policies, legislation, regulations, or contracts
- Knowledge of public fiscal policy
- Planning and decision-making skills
- Knowledge of and ability in all aspects of the finance function, including but not limited to financial planning and analysis, financial reporting, budget maintenance and variance reporting
- Ability to manage rapidly changing work, and prioritize deliverables within timelines
- Ability to lead, coach, and empower a diverse team of professionals
- Ability to foster the NTHSSA's core values of caring, being accountable, fostering relationships, and pursuing excellence, and inspires the same in others
- Ability to acquire knowledge of NTHSSA legislation, mandate and programs, services and business practices
- Ability to effectively use computer software applications (particularly spreadsheet, database, and statistical applications)
- Supervisory and demonstrated leadership skills
- Ability to acquire knowledge of the geography of the Northwest Territories
- Ability to acquire knowledge of NTHSSA stakeholders
- Ability to adapt and demonstrate initiative and advanced problem-solving skills
- 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:**

At a minimum, a Bachelor of Commerce degree with a concentration in Accounting or Finance, along with a Canadian Chartered Professional Accountant designation, combined with a minimum of 7 years of experience in a finance or accounting setting, including 3 years of experience managing people and resources.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

**Position Security** (check one)

- No criminal records check required
- Position of Trust – criminal records check required



Highly sensitive position – requires verification of identity and a criminal records check

**French language** (check one if applicable)

French required (must identify required level below)

Level required for this Designated Position is:

ORAL EXPRESSION AND COMPREHENSION

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

READING COMPREHENSION:

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

WRITING SKILLS:

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

French preferred

**Indigenous language:** Select language

Required

Preferred