



IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Manager, Diagnostic Imaging Services	
Position Number	Community	Division/Region
48-4212	Yellowknife	Diagnostic Imaging Services/Territorial Operations

PURPOSE OF THE POSITION

The Manager, Diagnostic Imaging (DI) Services, manages the DI program, service delivery, staff, and budget at Stanton Territorial Hospital (STH), and is responsible for STH DI operations and operational planning.

As the Territorial Specialist, the incumbent is responsible to research and recommend patient care quality standards as they relate to the Diagnostic Imaging Services provided to all age groups ranging from neonate to geriatrics.

SCOPE

The Northwest Territories Health and Social Services Authority (NTHSSA) is the single provider of all health and social services in the northwest territories (NTW), with the exception of Hay River and Tł'chǫ regions, covering 1.2 million square kilometers and services 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 Tł'chǫ 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 is a referral centre for the approximately 43,000 residents of the North West Territories and approximately 6000 residents of the Kitikmeot Region, Nunavut (NU). A significant portion of diagnostic imaging services are delivered and/or facilitated and supported through STH. STH provides the majority of radiology services and service coordination for the NWT and all services for the Kitikmeot.

Located in Yellowknife at the STH and reporting directly to the Director Laboratory and Diagnostic Imaging (DLDIS) the incumbent is responsible for the overall daily management of STH DI Services, Picture Archiving System (PACS) management, and a breast screening program. STH DI Services manages/supports approximately 46,000 DI exams annually, at a rate of approximately 100-150 exams per day. Services are provided 365 days per year, and DI services are open daily and also provided after hours, on-call. The incumbent manages an annual budget of \$3.4M. The incumbent also supports the delivery of radiology services and plays a lead role in supporting external radiology service providers and in ensuring contractual requirements and effective working relationships. The incumbent provides back-up management coverage to their counterparts.

The incumbent also is the territorial specialist and resource. In this role, the incumbent helps address a variety of DI service issues on a daily basis. These can range from addressing client's complaints, assisting with the development of briefing notes to the DLDIS, providing advice and direction to other Territorial Leads, Territorial Specialists, and Regional Managers, and representing the NTHSSA in meetings, or conferences.

This position collaborates with Territorial, Regional, and professional practice leadership to establish performance improvement activities, and works to ensure competency of Diagnostic Imaging Services personnel is maintained. The incumbent will help guide practice based on the shared vision of the NTHSSA, and will foster and sustain academic partnerships to advance professional practices and develop the territorial work force. The Manager, DI Services is a role-model, demonstrating vigilance in ensuring the highest of quality care.

The incumbent will provide leadership, training, planning and support to all Diagnostic Imaging services under this portfolio, including but not limited to: X-Ray; Mammography; Ultrasound; CT Scanning; and Fluoroscopy.

This unit interacts directly with other hospitals and health care providers; consequently many individuals cannot be dealt with in the same way that you would handle a patient. Communication skills, negotiation skills and sensitivity to these other divisional needs are required for an incumbent to be successful in this position. Patients coming into the DI unit are often very ill or have experienced a severe trauma. As such, the incumbent may be exposed to death/dying or other emotionally disturbing experiences where 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 health care team.

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 DI services 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 key stakeholders, including but not limited to the Territorial Manager, Laboratory & Diagnostic Imaging and Territorial Radiologist to identify current and future delivery requirements in DI services 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 DI 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 STH that aligns with the NTHSSA's strategic direction, policies and procedures for acute care.
- Works collaboratively with 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 Territorial Manager, Laboratory & Diagnostic Services, Technical Supervisor in Diagnostic Imaging and Territorial Radiologist to develop regional procedures for DI 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 COO, the Regional Manager of Acute Care, and Regional Managers within related disciplines in the NTHSSA, the TCSA, and The HRHSSA, to ensure a quality DI 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 evaluates 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 Stanton procedures that align with territorial standards/policies, and guides staff in the safe and effective implementation of DI services and PACs; educates staff, and monitor staff adherence to Stanton procedures.
- Communicates and collaborates with regions/HSSAs to ensure the effective coordination and development of DI 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 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 behaviour, values and principles.
- Visits staff/patient areas on a frequent basis, personally observing patient/client care, and monitoring to ensure that staff feel supported.
- Creates an environment which supports engagement, creativity and innovation in the delivery of patient care services and maximizes decisions by the care team.
- Establishes and maintains ongoing communication and collaboration with STH managers, supervisors, Clinical Coordinators (CCs), unit staff, medical and divisional heads, senior administrators/assistants, patients and families, and with external community resources and agencies.
- Provides supervision, support, guidance and direction to supervisors, staff troubleshoots complex issues in DI. Regularly meets with supervisors to ensure that they are supported in their clinical/administrative supervision of staff.
- Supports and collaborates with Radiologists in order to ensure appropriate and safe DI services.
- In collaboration with the Territorial Manager of DI/Lab oversees the training and quality assurance of DI processes delivered in Community Health Centres.

2. Leads STH Accreditation Teams in the domain of DI 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 DI 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, Regional/Territorial Quality and Client Experience Team, and Territorial Manager, Laboratory and Diagnostic Services.
 - In collaboration with the 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 health care service providers.
 - Collaborates with the 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 behaviour, values and principles.
 - Works collaboratively with Director, Managers, Supervisors, CCs, and staff to improve the quality of the organizational culture.
 - Works collaboratively with staff to 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 Managers, Supervisors, CCs, NP, and staff about results.
 - Supports ongoing monitoring, coordinating and reporting of quality and utilization data within the program.
- 3. Leads and manages the logistics of DI Services, including but not limited to, the management and support of staff to meet STH operational needs.**
- Provides direction, guidance, and exemplary leadership to the staff.
 - Manages the staff, within the allocated resources and in accordance with the Territorial Acts and Regulations, NTHSSA Policies and adherence to Professional Regulations, Standards and Protocols while following an inter-disciplinary model to maintain and enhance the health and wellness of the people of the NWT.
 - Collaborates with the Director, Operations and Allied Health, colleagues, the Regional/HSSA Managers, and other relevant counterparts of the STH to ensure safe, effective, and efficient coordination of DI to clients/patients.
 - Collaborates with the dyadic leadership, and the physicians of the STH to ensure safe, effective, and efficient coordination of DI to clients/patients.
 - Participates in regular meetings with the Territorial Manager, Laboratory and Diagnostic Services to plan programming and models of care delivery.
 - Conducts audits.
 - Communicates program goals and activities to all required parties; provides direction and guidance to staff involved in programs and services.

- Participates in the recruitment, placement, and orientation of staff, and participates in developing strategies for staff retention.
 - Supports the educational needs of all staff via conferences, workshops, distance education programs and clinical practicums.
 - Conducts employee performance evaluations of direct reports and manages performance issues.
 - Participates on various committees to help ensure the provision of quality services and coordination of services on local and regional level.
 - Implements action plans in collaboration with Territorial Manager, Laboratory and Diagnostic Services in response to program indicators performance.
 - Works collaboratively with regional and territorial managers to integrate care, ensure the safe implementation of DI processes in all facilities, and to improve the client/patient experience.
 - Identifies the human resources required to maintain/enhance current service(s) and/or to plan for the delivery of future services and pending HR challenges.
 - 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 NTHSSA STH in Labour Relations to ensure harmonious working relationships with the Union of Northern Workers (UNW) and management are maintained. Represent Stanton Territorial Hospital and the NTHSSA to promote the harmonious working relationships with internal and external groups.**
- Works with the Director, Ops & Allied Health in handling first level grievances in coordination with Human Resources (HR) and UNW.
 - Leads meetings with the UNW local representatives as the need arises and/or on a regular basis to discuss issues/concerns and work together to resolve.
 - Collaborates with Human Resources to assist staff with accommodation plans and progress.
 - Provides effective and timely performance feedback, mentoring, and coaching.
- 5. 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 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 improve quality service under safe conditions, is the right thing to do and makes good business sense.
- 6. As the Territorial Specialist, assesses the variability in DI 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 DI Services staff and managers.
 - Assists with the development of a system for continuous quality improvement activities within the DI Services.
- 7. Evaluates DI 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, TCSA, and HRHSSA.
 - Monitors outcomes related to leadership, practice, education and research.
- 8. 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 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.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

Although universal precautions are in place, the incumbent will continually be exposed to low doses of ionizing radiation, and will be monitored on a quarterly basis. If readings exceed acceptable safely levels the incumbent will be removed from the environment for a specified period of time.

Daily, the incumbent may be exposed to communicable/infectious diseases; blood and body fluids, and hazardous materials (sharps, needles, toxic cleaning and sterilizing chemical solutions, and radiation).

Sensory Demands

The sensory attention required varies in intensity, duration, and frequency and is dependent on the workload and acuity. The nature of distraction in the environment that may affect the care during the working process may include: reading, observing, focused listening, poor lighting, touching, attending to the nuances of sound, inspecting, tabulating data, manual manipulation, and proofreading.

Mental Demands

Failure of DI services and/or Radiology services can have a significant and profound impact on health outcomes for patients, including death. This position will be responsible for ensuring the accurate and timely processing of patient exams, and for ensuring safe care, and will need to manage/address unknown factors, uncontrolled work-flow and overlapping demands.

The incumbent will be required to deal with a variety of medical and non-medical personnel who have expectations beyond the incumbent's control (i.e. courier deliveries, equipment failures, staff shortage in related divisions, etc.).

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of professional, ethical and legal components of practice in the areas of Diagnostic Imaging and Laboratory Medicine.
- Knowledge of radiology.
- Knowledge of quality control process in order to control, troubleshoot and repair equipment as necessary and to do quality control testing as required by Safety Code 35.
- Knowledge of biological, physical and behavioural sciences are 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

- Knowledge of education principles related to adult learners required to develop and deliver subject specific training and development
- Knowledge and ability to efficiently operate a Radiology Information System (RIS).
- Knowledge of the Collective Agreement between the Government of the Northwest Territories (GNWT) and bargaining unit, UNW to ensure that all articles are adhered to and that equality is maintained while client service is not compromised.
- Interpersonal communication skills; both written and verbal.
- Organizational behaviour skills.
- Ability to be sensitive to the geographical and cultural needs of the people and understand how community and culture impacts the delivery of health care.
- Ability to work cooperatively as a team member with the ability to motivate staff and get them to work together as a team.
- Ability to lead and manage change.
- Public consultation and communication skills.
- Ability to build effective teams by being able to motivate and guide others to promote excellence in clinical practice.
- Computer skills, including data management.
- Knowledge of the Canadian health delivery structure and systems.
- Analytical, critical thinking and problem solving skills.
- Facilitation and presentation skills.
- Skilled in total quality management or continuous quality improvement processes.

Typically, the above qualifications would be attained by:

A Medical Radiation Technology Program; certification with the Canadian Association of Medical Radiation Technologists (CAMRT), and five (5) years of medical radiology experience and two (2) years of supervisory experience. Experience in clinical areas is also required.

Completion of a Health/Business Master's Program and/or a Management or Leadership Program would be an asset.

ADDITIONAL REQUIREMENTS

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

Stanton Regional Requirements

Within Stanton, the Manager of Diagnostic Imaging Division must be able to acquire within a reasonable time frame and remain current with the following training and certifications:

- Basic Cardiopulmonary Resuscitation
- Fire training
- Fit Testing
- Privacy and confidentiality
- Workplace Hazardous Materials Information System (WHMIS)
- Biohazardous Waste and Biosafety and Biosecurity Level 1 training
- Workplace Violence and Disruptive behaviour Training

- Labour Relations
- Duty to accommodate
- Occupational Health and Safety Supervisor Safety
- Emergency Response
- Aboriginal Cultural Awareness Training
- Human Resources Information System (PeopleSoft)
- Staffing workshops- eRecruit
- Infection Control

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