



IDENTIFICATION

| Department | Position Title | |
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| Northwest Territories Health and Social Services Authority | Director, Inpatient, Critical Care and Mental Health Services | |
| Position Number | Community | Division/Region |
| 48-4249 | Yellowknife | Stanton Territorial Hospital |

PURPOSE OF THE POSITION

The Director, Inpatient, Critical Care and Mental Health Services (Director) is responsible to ensure that the strategic objectives of the Northwest Territories Health and Social Services Authority (NHTSSA) are successfully implemented in the Stanton Territorial Hospital (STH) departments that provide clinical oversight of all inpatient, critical care, and mental health service areas at STH. By setting the direction to facilitate the day-to-day operations and delivery of quality services within their portfolio, the Director is also responsible for the provision of leadership to develop a culture of safety and accountability and to ensure staff are supported in meeting operational requirements of their respective departments and the STH as a whole.

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 Tłı̨chǫ 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 1,800 health and social services staff.

STH is an accredited facility, located in Yellowknife, NWT. STH is the referral center for approximately 43,000 NWT residents and 6,000 residents from the Kitikmeot Region of Nunavut.

Located in Yellowknife, the Director reports to the Chief Operating Officer-STH (COO) and is as a member of the NTHSSA Senior Management team. The Director is a key executive management role, responsible and accountable to provide vision and leadership to the strategic



planning, direction, delivery and evaluation of outpatient and support services administration and overall operations of STH.

This role is vital to the territorial bed management and flow of patients and plays a key role supporting clinical decision making related to repatriations from various jurisdictional care partners.

This position works within a legislative and policy framework and carries out its responsibilities in accordance with the Government of Northwest Territories (GNWT) acts, regulations, policies and health authority procedures which include but are not limited to the *Canada Health Act*, the *Hospital Insurance and Health and Social Services Administration Act*, the *Medical Care Act*, the *Medical Professions Act*, and the GNWT Medical Travel Policy.

This position will work closely with their COO and with the NTHSSA Territorial Directors, to ensure that patient needs are being supported and addressed; and to identify and address program challenges and opportunities for improvement, establish program objectives for the territorial hospital, and to report on and contribute to the evaluation of the effectiveness and efficiency of the program delivery of the hospital. They will also contribute to the development of the program area across the territory through their participation in cross-territory initiatives and projects.

STH is a 100-bed acute care hospital that serves as the Territorial Hospital for NWT and the Kitikmeot region of Nunavut. STH provides healthcare services to adults and children on an inpatient/outpatient and outreach basis in order to restore health with dignity. These services include: Emergency, Acute Inpatient and Ambulatory Care; Diagnostic; Rehabilitative Services; Ophthalmology, Cancer Care, Renal Care, Indigenous Wellness, Psychiatry and Mental Health, Surgery, and Specialist Services including Travel Clinics and an Emergency Response Plan.

The Director is responsible for an overall budget of approximately \$43 million, contributing to the overall STH budget.

Like other healthcare institutions throughout Canada, STH exists in a climate of rapid change, fiscal restraint, and high staff turnover rates and faces the constant challenge to attract experienced healthcare professionals and meet the demand for increase in services and resources.

An appreciation of the economic impacts of health services, the role of the Department and Health and Social Services (DHSS) and the NTHSSA in service delivery and the interplay with political decisions are critical to success in this position.

Under the umbrella of Inpatient, Critical Care and Mental Health Services, the portfolio includes the following programs: Emergency and Intensive Care Services, Acute Inpatient



Medicine and Surgical Services, Inpatient Mental Health Services, Maternal Child Services, Transitional Care Team Services, Patient Care Coordination Services. The Director Outpatient, Specialty and Support Services has thirteen (13) direct reports, and approximately 285 indirect reports. Direct reports include:

The **Manager Medicine and Surgery** provides management expertise and is responsible for leadership for Medical Services including an in-patient Medicine Unit and an in-patient Surgery unit.

The **Manager, Mental Health Services** provides management expertise and leadership to Mental Health Services for an in-patient Psychiatry Unit; this position provides oversight for the Behavioral Health Workers that support emergency and inpatient areas as well as the transitional care planning team responsible for facilitating coordinated care for patient discharge. This position also provides oversight to the transitional care and planning team to facilitate discharge planning between STH and communities within NT and the Kitikmeot Region of NU.

The **Manager, Critical Care Services** provides management expertise and leadership to the Emergency Department, in patient Intensive Care Unit, and Respiratory Therapy Department.

The **Manager, Maternal Child Services** provide management expertise and leadership to the Maternal and Child Services to an inpatient Obstetrical Unit and an inpatient Pediatric Unit, including Northern Women's Health Program and the Northern Options for Women program.

Patient Care Coordinators (five indeterminate and four relief positions) are responsible for patient flow and managing all hospital functions after regular business hours.

This Director is also the lead STH representative and liaison for the NTHSSA Territorial Operations including acute care services.

The Director works collaboratively with the Territorial Directors to ensure an integrated approach to service planning occurs within the territory. The incumbent works collaboratively with relevant staff from the NTHSSA Clinical Integration Branch and the Department of Health and Social Services (DHSS) Territorial Health Division as needed to ensure this responsibility is fulfilled.

RESPONSIBILITIES

- 1. Upholds and consistently practice 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. Oversees the strategic direction to administer and facilitate quality-based day to day operations of STH Inpatient, Critical Care and Mental Health Services portfolio:

- Analyzes internal and external situations and data to facilitate planning, decision-making and progress.
- Is a key contact for consultation on any bed management, bed flow, emergency surge and repatriation concerns that affect STH bed capacity.
- Requires consistent collaboration and consultation with MedResponse partners to ensure bed equity, while confirming all regional health services centres are providing patient care to their scope in order to preserve STHs bed capacity.
- Maintains a territorial systems perspective in bed management decisions and supports the Patient Care Coordinators in decision making processes.
- Leads discussion on repatriation concerns from a territorial hospital perspective that requires escalation to executive leadership.
- Collaborates with the COO, and the Territorial leadership for the services within their portfolio to identify current and future delivery requirements through consistent territory-wide program development.
- Demonstrates systems thinking in the planning and implementing of service improvements, monitoring, and evaluating service delivery.
- Responsible for the implementation of standards and processes for measuring success and tracking quality service delivery and outcomes.
- Fiscally responsible for the delivery of services and programs within the portfolio.
- Serves on various committees, both internally and externally, to facilitate the provision of quality services and the coordination of service on a local, regional and national level.
- Oversees and directs the preparation of operational plans, capital plans and operating budgets.
- Initiates and maintains relationships with key stakeholders in the DHSS, NTHSSA, HRHSSA, TCSA, and other government, community groups and other related external agencies.
- Works as a member of the Senior Executive team and share in the overall corporate management of STH.
- Provides consultation and advice to the COO and NTHSSA Executive.
- Oversees and directs the preparation of operational plans, capital plans and operating budgets for their portfolio.
- Oversees the planning, development and design of new programs and services.

3. Provides direction and oversight to STH Accreditation Teams in the domain of Inpatient, Critical Care and Mental Health 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.
- Oversees team action plans, based on results of any work required to align with program standards, and recommendation from onsite Accreditation Canada Surveys.
- In collaboration with the COO and program managers, reviews 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, territorial, and regional management to standardize policies, procedures, metrics and program services.
- Engages teams in quality improvement/work planning to support client, patient, family focused care, including periodic visits to all units.
- Creates an environment which supports staff engagement, creativity and innovation in quality improvement programs and the delivery of services.
- Supports ongoing monitoring, coordinating and reporting of quality and utilization data within the program.
- 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.

4. Coordinates, manages and supports the development of decision support to meet the needs of the organization.

- Develops strategies for ensuring that staff is allocated throughout the facility to ensure quality patient care efficiency and equitable workload.
- Assists with acquiring all necessary resources (funding, space, time, information and equipment) which are consistent with Patient Services goals.
- Provides leadership to all human resources functions, including planning, recruitment, orientation, orientation education, evaluating manager and staff performance, labour relations and job issues. This includes providing guidance in resolving complex human resource issues.

5. Supports utilization management to ensure resources are used in the delivery of services and programs to promote efficiency and effectiveness.

- Co-chairs, with the Area Medical Director, the committees established to review and revise clinical practices, SOPS etc.
- Develops frameworks and processes for the effective management of services to ensure



appropriate and equitable access to care.

- Provides leadership for ongoing utilization analysis and management information to management team.
- Collaborates with the NTHSSA Director, Health Services in developing key Authority benchmarks and performance measures related to operations in the portfolio.
- Collaborates with the NTHSSA Director, Health Services in the establishment and implementation of methods for capturing, testing and applying measurements that support operational efficiency and effectiveness.

6. Establishes a process to analyze and support program evaluation to provide appropriate services as the territorial referral center.

- In collaboration with the NTHSSA Director Health Services, develops and implements an evaluation framework and methodology for program evaluation of patient care services, clinic services and medical travel.
- Prioritizes programs for analysis to clarify the role and scope of service.
- Evaluates the service delivery model for STH and funding implication.
- Identifies options for consideration and impacts of resource allocation changes.

7. Provides leadership and management to the Inpatient, Critical Care and Mental Health departments to develop a culture of accountability and ensure staff are supported in meeting operational requirements.

- Maintains an effective organization structure that reflects STH 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 for the management of their department(s) 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 mentorship to Managers

8. Represents the NTHSSA STH in Labour Relations proceedings to ensure employee engagement is maintained. Represent STH Territorial Hospital and the NTHSSA as required.

- 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 Labour Relations.
- Collaborates with Human Resources to assist staff with accommodation plans and progress.
- Initiates and participates in hiring of direct reports in collaboration with Human Resources

9. Represents the Chief Operating Officer as required and shares after hours on call duties with the COO and other Directors.

WORKING CONDITIONS

Physical Demands

No unusual demands

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental Demands

The scope of the work can involve conflicting priorities, politically sensitive issues and tight deadlines. The incumbent deals with senior staff that may have divergent perspectives and demands. Decisions will impact long term planning and decisions.

As a member of the Senior Management Team, the Director is expected to take "call" on evenings and weekends, on a rotational basis, for issues arising that pertain to the service area in the portfolio and must be prepared to quickly resolve issues as they arise.

KNOWLEDGE, SKILLS AND ABILITIES

- Organizational skills including the ability to anticipate future needs and initiate, coordinate, and deliver a wide variety of programs and services that are patient centered.
- Strategic thinking skills and judgment, to assess options and implications for long term goals, as well as demonstrated ability to research, analyze and synthesize multiple concepts and priorities.
- Leadership abilities, and change management skills.
- Knowledge of current trends in nursing and clinical service delivery.



- Ability to collaborate and liaise with internal and external stakeholders in a focused and credible manner in order to establish effective working relationships.
- Knowledge of program and service development.
- Ability to evaluate the performance of both the patient care services provided by STH and the managers providing leadership to front-line staff.
- Knowledge of healthcare service is needed to be able to understand and evaluate whether standards for acceptable care are being met or exceeded.
- Ability to work with staff as both a team leader and team member to maintain a creative and supportive work environment where people are willing to work together and to support staff to achieve and exceed operational goals and objectives.
- Ability to acquire knowledge of the geographic environment and sensitivity to the cultural needs of remote communities.
- Professional and personal development skills.
- Knowledge of labour relations principles in a unionized environment.
- Ability to design and evaluate health delivery programs based on evidence and best practices including principles and practices of performance measurement.
- Financial management skills in budget planning, resource allocation, monitoring and controlling of budgets. Expertise in conducting financial analysis of projects
- Knowledge of leading program development and project management.
- Written and oral communication skills including presentations, briefing notes charts and graphs.
- Ability to write and present clear and concise reports/proposals in a wide range of topics and for diverse audiences.
- Communication and negotiation skills employed in establishing effective working relationships with health professionals, government officials, and colleagues.
- Ability to work with a wide range of computer applications and data collection sources in health administration.
- Able to work in undefined areas with little precedent or no precedent and take initiative to solve problems and organize work with minimal supervision.
- Ability to be flexible/adaptable to change.
- Skilled in leading the analysis of systems and process improvements to support organizational accountability and improvements.
- Ability to be sensitive to the geographical/cultural needs of the regions and understand how community and culture impact on the delivery of healthcare.
- 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 be:

- An undergraduate degree in nursing, coupled with a relevant Master's Degree (such as, but not limited to nursing, public health, health administration, or health sciences,
- a minimum of 8 years of management experience in Health Administration, including a minimum of 5 years of clinical experience.

Equivalent combinations of education and experience will be considered.

ADDITIONAL REQUIREMENTS

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

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

- 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