



## **IDENTIFICATION**

<b>Department</b>	<b>Position Title</b>	
Northwest Territories Health and Social Service Authority	Chief Operating Officer	
<b>Position Number</b>	<b>Community</b>	<b>Division/Region</b>
48-4969	Inuvik	Regional Operations / Beaufort Delta

## **PURPOSE OF THE POSITION**

The Chief Operating Officer is accountable for providing strategic leadership to the Beaufort Delta Region (BDR), one of six regions of the Northwest Territories Health and Social Services Authority. This includes primary oversight for program and service delivery and strategy implementation in the region. This position plays a leading role in the development of a territorial strategy that will set expectations for quality, efficiency, and consistency in the delivery of all health, continuing care, and social services delivered within the Northwest Territories, in accordance with the policy, direction, and legislative requirements established by the Department of Health and Social Services.

## **SCOPE**

The Northwest Territories Health and Social Service Authority (NTHSSA) is the single provider of all health and social services (HSS) in the NWT, with unique collaborative arrangements in the Hay River and Tłı̄ch̄o regions. It covers 1.2 million square kilometers and serves approximately 43,000 people, including First Nations, Inuit, Metis, and non-indigenous. HSS include a 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 HSS staff.

While the Tłı̄ch̄o Community Services Agency (TCSA) and Hay River Health and Social Services Authority (HRHSSA) will operate under a separate board, the NTHSSA will set clinical standards, procedures, guidelines and monitoring for the entire Northwest Territories (NWT). Service Agreements will be established with these boards to identify performance requirements and adherence to clinical standards, procedures, guidelines and policies.

Under the direction of the NTHSSA Leadership Council, the NTHSSA is established to move toward one integrated delivery system as part of the government's transformation strategy.

The Chief Operating Officer (COO), in collaboration with the NTHSSA Executive Leadership Team, champions the transformation agenda of the Government of the Northwest Territories (GNWT), including the goals of ensuring optimal effectiveness and efficiency through shared services and reduced duplication, integrated program planning, design and evaluation, improved quality of service, and accountability for performance outcomes. As a member of the NTHSSA Executive Leadership Team, this position contributes to planning, implementing, monitoring, and evaluating the overall HSS strategy for the NTHSSA, with a particular focus on relationship building and collaboration with local indigenous leaders and the Beaufort Delta Regional Wellness Council. In collaboration with other members of the NTHSSA Executive Leadership Team, the COO serves as a champion for the development of an organizational culture of quality, safety, inquiry and patient/client focus.

Located in Inuvik, the COO reports directly to the Chief Executive Officer- NTHSSA, and works collaboratively with other members of the NTHSSA Executive Leadership Team as required to implement an interdisciplinary culturally sensitive and patient centered approach to care and ensure that territorial policies, standards and service quality levels are implemented and achieved within their operating region.

The COO, in collaboration with the NTHSSA Executive team, will also work collaboratively with the Department of Health and Social Services (DHSS) to ensure that programs and services provided by the region are consistent with NTHSSA and Departmental directions, priorities, policies, standards, regulations and legislative requirements.

The BDR, the most diverse and remote region in the NWT, includes eight communities. The largest, Inuvik, has a population of 3,500 and has a wide range of primary and secondary health and social services. Inuvik is also a regional centre for the residents of the seven outlying BDR communities and is a referral option for the Sahtu region. The smallest BDR community has a population of about 130 people. The Region is home to two distinct indigenous claimant groups as well as a non-indigenous population, creating a complex political and stakeholder environment. The BDR provides comprehensive health and social programs and services to residents of the eight communities within the Region, as well as a range of services to residents of the Sahtu Region.

The BDR COO is accountable for the day-to-day operational leadership of the Beaufort-Delta regional facilities including a 47 bed hospital and long-term care facility and eight community health centers.

The COO provides leadership to a cohesive, multi-disciplinary team. This team delivers a broad range of programs and services, which include:

- primary health care,
- acute care,
- extended care,

- public health,
- home care,
- community wellness,
- psychiatry, mental health and addictions,
- wellness promotion/prevention.

In addition, the BDR provides diagnostic, obstetric and emergency/elective surgery; referral services for specialist services both in and out of the NWT; referral services for residential mental health and addictions.

The primary healthcare team includes community and hospital-based nurses, general practice physicians and general practice specialists. Medical services are provided onsite by visiting physicians to all of the outlying communities in the BDR. Social Workers provide community and regionally-based mental health/addiction services as well as referrals to other facilities and jurisdictions.

The COO is also accountable for ensuring that the programs and services are delivered according to NTHSSA protocols, clinical standards, and operating procedures to ensure effective and safe program delivery.

As such, the COO has primary oversight and accountability for patient centered care delivery with a focus on quality and safety, and developing and executing the long term strategy for the Beaufort-Delta region.

The COO is accountable for planning, implementing, monitoring, and evaluating strategic business and operational plans for all aspects of the region. The COO is also accountable for ensuring that the programs and services are delivered according to NTHSSA protocols, clinical standards, and operating procedures to ensure effective and safe program delivery.

- Regional number of employees: approximately 270
- Regional number of physicians: approximately 9
- Number of physical sites: 20
- Total regional budget: \$46 million
- **Compensation & Benefits** (\$ 36.8 million
- **Operations & Maintenance** (\$ 8.2 million
- **Grants, NGO Contracts & Contributions** (\$ 1 million

The COO serves as the lead management support for the Beaufort Delta Regional Wellness Council (RWC), an advisory body to discuss with the public, issues, concerns and other matters related to the regional delivery of health and social services, and identify strategies to improve the effectiveness of this delivery. The RWC serves as a critical link in supporting health and wellness activities at the community level.

## **RESPONSIBILITIES**

The Chief Operating Officer is accountable to the NTHSSA CEO for providing strategic and operational direction and leadership in the execution of health and social services delivery in the Beaufort Delta region.

### **Leadership**

- Leads all regional employees and key stakeholders in the alignment of the NTHSSA vision and values.
- Champions the NTHSSA philosophy and reputation to assist in building trust and confidence of the territorial HSS system.
- Works collaboratively and constructively with leadership counterparts and team members from Territorial Operations on service delivery planning and evaluation for all program areas.
- This will require effective and timely communication with employees, colleagues and local leadership.

### **Strategic Development and Implementation of Change**

- Assists the NTHSSA leadership team to identify regional HSS issues and trends, and their impact on short and long term planning.
- Assists the NTHSSA leadership team in the development of the Territorial Strategic Plan, objectives, priorities, action plans and outcomes.
- In collaboration with the NTHSSA clinical integration team and in consideration of how leading practices (e.g. Accreditation Canada) best apply at the regional level, implements the model for delivery of health and social programs provided by the region and quality improvement strategies.
- Implements program plans, standards, policies, procedures and guidelines in collaboration with the NTHSSA clinical integration team, as well as recommending and supporting the development of clinical tools and resources to be used for program delivery in the region.
- Implements NTHSSA and/or DHSS mechanisms to support monitoring of programs and services to ensure compliance with program expectations and requirements.
- Plans, implements, and monitors a culture of quality and safety in the region in accordance with NTHSSA and DHSS directives, Territorial and National legislation, regulations and standards, including requirements for public health, emergency preparedness, privacy, patient and staff safety, infection control, and Accreditation Canada.
- Provides direction on the service volumes and clinical outcomes that are expected for each program and service delivered by the region, in consideration of the resources available to support service delivery and established NTHSSA benchmarks.
- In alignment with NTHSSA priorities, strategic and operational plan, develops and implements an operational plan for the region that ensures allocation of resources to achieve established objectives.
- Establishes conditions that support a healthy workplace, optimal performance and development of staff through performance management, human resource planning, creation of positive learning environments and planning for change.

### **Relationships and Partnerships**

- Builds productive and collaborative working teams and relationships with multiple key stakeholders in order to achieve goals. This includes relationships with local Indigenous governments, community governing organizations, and Non-Government Organizations.
- Maintains a positive working relationship with the Yellowknife Regional Wellness Council and ensures their advice meaningfully informs regional service delivery. The COO is the primary contact and support for the Regional Wellness Council Chairperson and will support the council as necessary.
- Ensures effective and timely regional communications in line with NTHSSA communications strategy, in collaboration with the NTHSSA corporate services team.
- Prepares proposals, reports, and other communications as required by the NTHSSA CEO and DHSS colleagues.
- Provides innovative leadership to a broad range of program partners and stakeholders in a time of substantial change and opportunity with the GNWT.

### **Team Leadership and Staff Engagement**

- Maintains a culture of respect, accountability, integrity, safety and empowerment within and among all program teams within the region.
- Leads the Regional team in the establishment of an environment of culturally safe, patient centered care, team work, safety and innovation.
- Fosters a positive, engaging, learning culture, ensuring up to date knowledge, regulatory and technical skills.
- Fosters a culture that supports the attraction, retention and engagement of all levels of staff.
- Ensures individual and team developmental opportunities are identified and that performance is monitored and effectively supported for success.

### **Quality, Safety and Patient Care**

- Works in a matrix relationship with the Territorial Operations Clinical Integration branch to ensure quality and safety and effective patient care.
- Identifies clinical support, people and talent, and development needs to support the delivery of programs and services.
- Leads staff to ensure that all program and service requirements are implemented efficiently and effectively at the regional level.
- Provides direction to staff to plan, implement, monitor, and evaluate effective resourcing models for the delivery of services, utilizing a multi-disciplinary team approach.
- Delegates authority, resources and activities appropriately for achievement of the NTHSSA vision, mission, and values.
- Promotes resourcefulness in using existing resources and leveraging progress already made when overseeing the development of tools, resources and requirements for programs and services.

- Accountable for monitoring, evaluating, and reporting to relevant NTHSSA divisions, as well as other regulatory bodies as required, on the quality and outcomes of programs and services delivered by the region within established deadlines and reporting frameworks.
- Ensures that appropriate action is taken in situations of non-compliance with program standards and expectations, or when results/outcomes are not as expected, and reports on progress to relevant Territorial Program leadership and/or the CEO.
- Provides leadership in planning, implementing, monitoring, and evaluating systems to ensure regional compliance with Accreditation Canada required organizational practices and standards, in collaboration with territory-wide Accreditation Canada initiatives led through the NTHSSA clinical integration team.
- Provides leadership in planning, implementing, monitoring, and evaluating regional emergency preparedness plans, in collaboration with territory-wide emergency preparedness planning
- Ensures that regional systems and/or processes are in place to support corporate services functions including finance, facilities management, and human resources.

### **Financial Accountability**

- Ensures that financial operations with the Yellowknife region are aligned and compliant with applicable NTHSSA financial policy and the GNWT Financial Administration Act.
- Ensures the deployment of the regional resources, including facility and asset management is in line with approved budgets, plans, financial delegations, and relevant ethical and professional standards.
- Ensures effective participation with the planning, development, monitoring and ongoing reporting of the regional operating and capital budgets and operating plans.
- Ensures that regional systems and/or processes are in place to support corporate services functions including finance, facilities and asset management, and human resources.
- Anticipates the need for capital investment and new service proposals and works in collaboration with the NTHSSA leadership team to develop comprehensive business plans.

### **WORKING CONDITIONS**

#### **Physical Demands**

No unusual demands.

#### **Environmental Conditions**

No unusual conditions.

#### **Sensory Demands**

No unusual demands.

## **Mental Demands**

The COO will be required to travel outside of Inuvik on a regular basis (1-2 times per month). Travel will be by small aircraft or by lengthy driving and the incumbent will experience extremes in driving and weather conditions.

There will be considerable demands placed upon this position by internal and external stakeholders to quickly develop solutions and achieve results. As well the COO will be required to negotiate consensus among a variety of independent stakeholders in the health and social services system. The COO will be required to remain available to their management team or other NTHSSA executive team members outside of regular business hours or to ensure that a delegate is available to respond to urgent matters. They may be required to provide short-term COO coverage to other NTHSSA regions or other executive roles upon the request of the CEO.

The COO will be expected to coordinate and facilitate an orderly, integrated response to regional needs in a period of change and fiscal restraint, while still maintaining team motivation, vision, commitment, and effectiveness. The advocacy role of NGOs and special interest groups places a high demand on the COO to respond to political inquiries and media requests with timely and accurate information in a very public way.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledgeable, conversant, and current in primary health care; population health, public health; home care; medical health; mental health; and adult, family and community social service delivery models and practices. This includes having sound understanding of, and being accountable for compliance with, statutory mental health and child protection requirements. Ability to lead and manage at a senior level in an inter-disciplinary, changing, and diverse environment, including an ability to lead and manage off-site operations.
- Understanding of contemporary leadership and management styles and philosophies as a framework for visionary and results-oriented leadership.
- Written and oral communication skills, including the ability to deal with a wide array of people in a non-judgmental, age-, gender-, sexuality-, and culturally-sensitive manner.
- Ability to work with groups and teams, including an understanding of group dynamics.
- Ability to build strong partnerships and strategic alliances based on mutual trust and respect.
- Critical thinking and decision-making skills.
- Knowledge of health and social services legislation, programs, services and policies.
- Financial, human resources, and facility management skills.
- Ability to lead organizational change.
- Knowledge and understanding of human personality, attitude formation and change.
- Knowledge of self: motivations, strengths, weaknesses and biases.

- Possess a strong vision driven by continuous quality improvement and results, while still remaining open and approachable.
- Negotiation skills.
- Community development knowledge, skills, and ability, with theoretical and practical knowledge of community development issues and best practices.
- Skilled communicator who recognizes the political and traditional significance of the Chiefs and Councils. The COO must be sensitive and responsive to the differing political elements of each community.

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

A Master’s Degree in a health, public or business administration, or social sciences (equivalent at the Masters Level will be considered) with a minimum of 7 years senior level management experience.

Or

An undergraduate degree in a related field (nursing, social work, health administration, public administration, business administration, or equivalent), with a minimum of 10 years senior level management experience.

**ADDITIONAL REQUIREMENTS**

The following qualifications/experiences are considered assets:

- Certified Health Executive;
- Certified in LEADS in a Caring Environment Framework (LEADS);
- Certified Human Resources Professional;
- Certified in the Service Improvement Planning and Implementation (SIPI) Methodology;
- Certified in a Project Management Methodology (PMI or PRINCE2 Practitioner);
- Certified in Prosci Change Management Process (Prosci ADKAR Model);
- Professional designation and experience in one of the health & social services professions;
- Advanced knowledge of accounting and/or finance; and
- Previous experience in a First Nations environment.

**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:**

Required

Preferred