



IDENTIFICATION

| Department | Position Title | |
|--|---------------------------|--|
| Northwest Territories Health and Social Services | Director, Health Services | |
| Position Number | Community | Division/Region |
| 48-5457 | Yellowknife | Health Services/Territorial Operations |

PURPOSE OF THE POSITION

The Director, Health Services is accountable for providing senior leadership to and strategic direction to Health Services for the Northwest Territories Health and Social Services Authority (THSSA) including but not limited to primary care, hospital care (acute care services), and allied health services. This position establishes territory-wide program and service plans, including program standards, policies and procedures and operational reporting requirements for insured health services delivered within the six regions of the NWT, in accordance with the policy direction and legislative requirements established by the Department of Health and Social Services (DHSS).

SCOPE

Located in Yellowknife, the Director, Health Services reports to the Executive Director, Clinical Integration (ED, CI). This Director provides expert advice and guidance to the ED, CI and the Senior Leadership Team to facilitate the provision of effective health services across the NWT.

This role leads a collaborative process to establish common and consistent practices for Health Services that will ensure a common standard of quality care for patients and clients across the NWT. The Director is responsible for providing territorial functional leadership, subject matter expertise, and procedural/policy guidance for Health Services to all NTHSSA Regions, and for liaising with the Tlicho Community Services Agency and the Hay River Health and Social Services Authority, in the delivery and review of health programs.

The NTHSSA is the single provider of all health and social services in the NWT, with the exception of the Hay River and Tłı̨chǫ regions, covering 1.2 million square kilometers and serving approximately 43,000 people, including First Nations, Inuit, Metis, and non- aboriginal people. Health and social services is defined as the full range of primary, secondary and tertiary health services and social services including child and family services, protection services, care placements, mental health,

addictions, and developmental activities, delivered by more than 1,400 health and social services staff.

Under the direction of the Department of Health and Social Services, the NTHSSA is established to move toward one integrated delivery system as part of the government's transformation strategy. As a key member of the Leadership Team, the DLDIS will lead the integration of health services across six health & social services regions (previously Health and Social Services Authorities) and ensure efficient and effective service delivery. (The DLDIS will also establish a close working relationship with the Tłı̨chǫ Community Services Agency (TCSA), and the Hay River Health and Social Services Authority (HRHSSA), to facilitate uniform program and service delivery across the NWT). It should be noted that the TCSA and HRHSSA must each procure a range of health services through the NTHSSA, dependent on their own individual scope of services. Therefore, health services must at all junctures include the TCSA and HRHSSA in territorial planning. The DHSS plays an important role in this integration between NTHSSA, TCSA, and HRHSSA because it establishes the common policy framework and common standards for the entire system. Operational consistency and collaboration across these three authorities is required in order to provide a quality based, integrated Health and Social Services System for the NWT. The DLDIS is accountable for working collaboratively with leaders in the other authorities to enable effective operational planning and service delivery for health services across the NWT.

The scope of health services includes but is not limited to: medicine, surgery, maternal/child, midwifery, emergency and critical care, dialysis, lab/DI, pharmacy, rehab, primary health care (clinics and health centres), oral health, ophthalmic services, home and community care, , long term care, and out of territory placement services, and allied health services. The DHS, will provide functional leadership to all of these areas to ensure a fully coordinated health system for NWT clients/patients. Also included are the establishment of contractual arrangements with non-government organizations (NGOs) and Service Providers, for the provision of health system components (i.e. dental services, NGOs delivering seniors care, etc.). The DHS will provide co-leadership for mental health services in conjunction with the Director, Child, Family and Community Wellness (DCFCW). Together, these Directors and their relevant staff will ensure a fully integrated mental health and addictions system across the NWT. Within this network of mental health services, the DHS will be responsible for mental health leadership in Primary and Acute Care. As a member of the THSSA Senior Leadership Team, the DHS contributes to the development of the overall strategy for health and social services delivery throughout the territory, particularly with respect to health services. The DHS leads the planning, monitoring, and evaluation of health services, ensuring alignment with the overall health and social services strategy for the THSSA, in collaboration with the COOs, CEOs and their respective staffs to ensure the most effective provision of health services. In collaboration with other members of the THSSA Senior Leadership Team, the DHS serves as a champion for the development of an organizational culture of quality, safety and inquiry.

The DHS will work collaboratively with the COOs, CEOs and appropriate groups of professional and non-professional staff within each region in the NWT to ensure that territorial policies, standards and quality expectations are met at both the regional and territorial levels. The Director will ensure their staff are trained and adhere to patient privacy and information sharing regulations as defined in the GNWT Health Information Act.

The Director will work collaboratively with the Director of the Information Services Centre to ensure coordinated planning of technology and information needs for the delivery of health services, and with the Director, Strategic Human Resource Planning to identify any human resources planning and development needs. Further, the Director will ensure their staff use currently available communication technologies in the provision of services, and will have a role as a positive change champion of eHealth initiatives. The Director will also work collaboratively with the Directors of Public Health Services, Primary Care, Health Services, Social Services, and Quality, Safety and Client Experience to ensure an integrated approach to service planning occurs within the territory.

The Director will be accountable to the EDCI for ensuring quality services are delivered to clients/patients, and that all Health Services provided and/or procured by the Authority are in alignment with DHSS priorities, policies, standards, regulations and legislative requirements. He/she will work collaboratively with appropriate staff from the DHSS Territorial Health Division as needed to ensure this responsibility is fulfilled.

The Director will work collaboratively with the Department of Health and Social Services (DHSS) to ensure that programs and services provided by the NTHSSA are consistent with Departmental directions, priorities, policies, standards, regulations and legislative requirements. Areas that will require closest collaboration will include:

- DHSS Policy and Legislation, accountable for establishing legislation, regulations, and policies that define the scope of services, as well as service delivery, privacy and official language requirements for funded health programs and services.
- DHSS System Strategy, Performance and Accountability, accountable for requirements relating to evaluation, reporting, and monitoring of outcomes achieved by health programs and services.
- DHSS Health Programs, accountable for territorial strategy and standards for health, seniors and services, as it pertains to health services.
- DHSS Chief Public Health Officer of the NWT, accountable for public health, including surveillance, disease prevention and control, and public health emergencies, as it pertains to health services.

This position carries out its responsibilities in accordance with 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 Director must work within the terms of any agreements reached with unions. This position carries out its responsibilities in accordance with the Public Service Citizen-Centered Approach to provision of services, including using Citizen-Centered Service Improvement Tools and Techniques to continuously enhance service delivery.

The Incumbent reports directly to the ED, CI, along with the Director, Public Health Services, the Director, Quality, Safety, and Client Experience, and the Director, Child, Family and Community Services. The DHS leads a team providing leadership to Health Services areas throughout the Territory. The incumbent is responsible and accountable to ensure Health Services meet or exceed territorial and national standards.

The Director has four (4) direct Managerial reports, some of whom have dual accountability for regional delivery of health services in addition to their territory-wide responsibilities. They are:

- Territorial Manager, Acute Care Services;
- Territorial Manager, Allied Health Services.
- Territorial Manager, Midwifery
- Territorial Manager, Cancer Care

RESPONSIBILITIES

1. Establishes and advises on the model for delivery of health services provided by the NTHSSA, in a manner consistent with the direction established by the DHSS, best practices, and with sensitivity to the need to allow for local variation to best accommodate population health needs and service delivery challenges
2. Leads the development of operational program plans, standards, policies, procedures and guidelines for health services, and makes recommendations to support the development of clinical tools and resources to be used for program delivery throughout the NTHSSA.
3. Establishes and ensures regional compliance with quality standards for health services delivered by the NTHSSA, as required by the DHSS, and in consideration of the resources available, best practices, regulatory bodies, and applicable legislation.
4. Leads territory-wide planning, in collaboration with regional COOs for health services delivered by the NTHSSA, with sensitivity to the need to allow for local variation in order to best accommodate regional and territory-wide population health needs and key delivery challenges. This includes collaborative agreement of service delivery priorities, development of staffing models, and territory-wide resource planning to optimize service delivery impact in a multi-disciplinary team environment.
5. Advises Senior Leadership on the service volumes and clinical outcomes that are expected for health programs delivered by the authority, in consideration of the resources available to support service delivery.
6. Establishes metrics to facilitate quantitative and qualitative outcomes in collaboration with Department and COOs/CEOs, and leads the auditing, monitoring, and evaluation of health services.
7. Develops and implements quality improvement priorities and approaches for health services delivered by the authority and supports the regions in the delivery of quality improvement initiatives.
8. Ensures the compliance of the NTHSSA to DHSS reporting requirements for the programs and services being delivered and assists regions with reporting responsibilities, to ensure

that appropriate monitoring and tracking of service delivery volumes, quality and outcomes takes place.

9. Addresses compliance issues with program standards and expectations, or when results/outcomes are not as expected, in collaboration with regional COOs and regional leaders for health services.
10. Supports the development of communities of practice, engaging those teams and professions jointly involved in delivering health services within and between the regions to ensure that high quality, accessible and effective services are being delivered to the people of the NWT. Leverages expertise available within the regions to share knowledge and progress already made in the development of tools, resources, and requirements for health programs.
11. Engages external resources, service providers and solicits professional advice relating to clinical activities, ensuring that evidence and best practice considerations have been incorporated into program and service expectations.
12. Works collaboratively with regional leaders and Director of Talent and Organizational Development to identify skills and training development needs and priorities, to ensure that professional development opportunities are in place to support quality delivery of health services.
13. Liaises with Department of Health & Social Services, and other departments and agencies as needed, to plan for and enhance the delivery of health services in the Territory.
14. Participates, as a member of the Senior Leadership Team, in the development of NTHSSA strategic planning, particularly with respect to health services and their integration into wider delivery of health and social services in the NWT.
15. Provides innovative leadership to a broad range of health services program partners and stakeholders in a time of substantial change and opportunity with the GNWT.
16. 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.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental Demands

Travel to all regions on a regular basis throughout the year is required. There will be considerable demands placed upon the Director by internal and external stakeholders to quickly develop solutions and achieve results. The demands on the local and national health and social services system may hamper the incumbent's ability to meet these demands. In addition, there is a need to negotiate a consensus among a variety of independent stakeholders in the health and social services system, including professional associations and health and social services authorities, educational institutions and the public.

KNOWLEDGE, SKILLS AND ABILITIES

- Advanced training and demonstrated leadership skills in the area of health services and/or health and social services.
- Demonstrated skills in senior leadership level health and social services administration.
- Knowledge of the health and social services system within the NWT, including the different departmental programs, program delivery models, and the socio-cultural and political environments in the NWT.
- Advanced knowledge of health, public health and social services legislation, regulation and policy.
- Proven Knowledge of the Health Information Act, how it applies to carrying out the duties of the position, how it applies to the overall HSS system.
- Advanced knowledge of program planning and evaluation methods in the health and social service sectors.
- Advanced knowledge and understanding of best practices in quality, safety, and client experience in health and social services sectors. These are inclusive of international and national best practices as published by agencies and think-tanks (e.g. Institute for Healthcare Improvement, Accreditation Canada, Canadian Patient Safety Institute, Provincial Agencies in Health Quality (e.g. Saskatchewan Health Quality Council, Health Quality Council, Health Quality Council of Alberta, BC Patient Safety and Quality Council, Manitoba Quality Network, New Brunswick Health Council, Patient Canada), as well as advanced knowledge and understanding of quality, safety, and client experience academic literature and current national trends.
- Advanced knowledge and understanding of the methods for incorporating program and service delivery evidence into practice.
- Demonstrated management and interpersonal skills in order to lead and guide others to accomplish tasks and meet desired targets. Effective communication, coaching and motivational skills in order to share a clear vision and optimize human resource performance in a time of significant ambiguity and change will be required.
- Excellent organizational, time management, analytical, facilitation and presentation skills.
- Ability to analyze, evaluate and interpret a wide range of information and apply it

- within the unique social, economic and political environments of the NWT.
- Proven citizen-centered client service focus and critical thinking skills, with an ability to see the bigger picture.
 - Ability to effectively lead and motivate both professional and non-professional staff, including those who have accountabilities to other employers or to professional associations.
 - Proven understanding of the Collective Agreement, competency-based performance, and labour relations within the context of the GNWT employment environment.
 - An ability to build and maintain good working relationships with colleagues throughout the GNWT, the health and social services system nationwide and with partners outside the government.
 - Sensitivity to geographic and cultural needs of people, understanding how community and culture impact the delivery of health care.
 - Advanced ability to operationally utilize (application administrator level) eHealth, mHealth and/or information and communication technologies as they relate to provision of services.

Typically, the above qualifications would be attained by:

This level of knowledge, skill and ability is typically acquired through the completion of the following:

1. A Master's Degree in nursing, public health, health administration, health sciences, (equivalent degrees at the Master's Level in a health discipline will be considered), with 5 years of clinical experience, 10 years of progressively more responsible experience in Health Administration and 5 years management experience or;
2. An undergraduate degree in a related field (nursing, rehab, health related field), with a minimum of 5 years of clinical experience, 12 years of progressively more responsible experience in Health Administration and 7 years management experience.

The following qualifications will be considered an asset:

- Certified Health Executive;
- Certified in the Service Improvement Planning and Implementation (SIPI) Methodology;

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:

- Required
- Preferred