

## IDENTIFICATION

| Department                 | Position Title                               |  |
|----------------------------|--|--|
| Health and Social Services | Project Manager, Early Childhood Development |  |
| Position Number            | Community                                    | Division/Region                        |
| 49-10756                   | Yellowknife                                  | Community, Culture and Innovation / HQ |

## PURPOSE OF THE POSITION

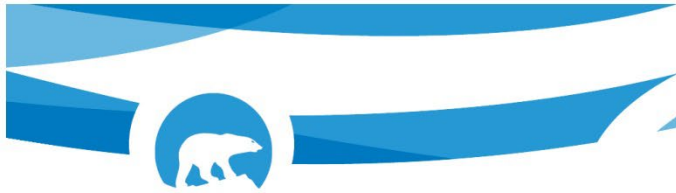
The Project Manager, Early Childhood Development is responsible and accountable for using principles of human-centered design and innovation, and project management methods, theories, and techniques to ensure that the projects within the Early Childhood Development (ECD) portfolio are delivered on time, within budget, and with high quality and value for the clients of the Health and Social Services system (HSS system).

The position plays a critical role in the strategic planning, development, implementation, and monitoring of these innovation projects that seek to transform the ECD system in alignment with integrated service delivery, primary health care reform and in response to children, family and community needs.

## SCOPE

The Northwest Territories (NWT) health and social services system (HSS system) oversees the provision of a comprehensive range of services to a population of 45,493 people, including 20,035 Indigenous people, across an extensive geographic area of 1.2 million square kilometers, with the supports of approximately 1,400 health staff working in the Department of Health and Social Services (DHSS), Northwest Territories Health and Social Services Authority (NTHSSA), Tẖchq̱ Community Services Agency (TCSA), and Hay River Health and Social Services Authority (HRHSSA).

The NWT HSS system has the second highest per capita expenditures in Canada, and with a complex legislative landscape and multiple Federal funding arrangements to navigate. Efforts to support improved population wellness across multiple systems are faced with growing pressures, including rising costs and budgetary constraints, stretched human resources, and



rising population needs and expectations. Addressing these barriers requires new and innovative ways of working, grounded in Indigenous health priorities and a focus on supporting Indigenous self-determination in health.

One significant challenge faced by governments is that mainstream organizations, like health and social services, cannot be separated from the legacy of colonialism and anti-Indigenous racism in Canada. In health and social services settings, present day anti-Indigenous racism and systemic racism impact access to services, quality of care, and health outcomes for Indigenous peoples. Systemic racism also results in a system that inherently privileges the ideas, needs and norms of the dominant white settler population, including the privileging of western knowledge over Indigenous approaches and ways of knowing.

The HSS system is committed to addressing and eliminating anti-Indigenous racism and promoting cultural safety and anti-racism. DHSS staff are expected to honour and promote a culturally safe and anti-racist environment at all times and to interact with clients, families, community members, partners and colleagues in a relationship-based approach. This involves being tactful, respectful, self-aware, and humble to develop and maintain ongoing and trusting relationships.

Systemic racism is the manifestation of racism within organizations like governments, where racist ideas become part of policies and practices. In Canada, there is increasing awareness of systemic racism in health and social services, especially against Indigenous people. In the NWT, the HSS system is focusing on cultural safety and anti-racism to address this problem through the 2016 commitment to action document, “Building a Culturally Respectful Health and Social Services System” and the 2019 document, “Cultural Safety Action Plan”. Cultural safety means Indigenous people feel safe and respected, free of racism and discrimination, when using health and social services.

To address the longstanding and complex issues and inequities in the HSS system, a new approach was developed by the Community, Culture, and Innovation (CCI) division to support a made-in-the-NWT integration model for health and social services driven by community priorities and based on trust and equity. This involves Primary Health Care Reform (PHCR) which is changing the system to work with people and communities using a community development approach. PHCR supports several community-based initiatives described as highly collaborative environments where system partners, community members, and Indigenous governments are working toward a shared vision of establishing new ways of working to achieve culturally safe and relationship-based care needed to improve the health of the NWT population.

The Community, Culture and Innovation division and Cultural Safety and Anti-Racism (CSAR) division work together in a health learning and innovation lab to apply a systemic approach to tackle complex problems and advance cultural safety in the NWT. In the health learning and innovation lab, teams generate and adapt new models, policies, resources and facilitate collaborative and brave spaces, training, as part of their day-to-day efforts to advance equity. Most importantly, Indigenous knowledge and healing practices are prioritized, and Indigenous community relationships drive the divisions' ongoing learning.

The Community, Culture and Innovation division is responsible for developing and overseeing NWT HSS system wide initiatives to embed cultural safety, social determinants of health, community development, and public participation within the overall delivery of care for NWT residents. They identify strategic priorities by collaborating with the NWT HSS System, Government of the Northwest Territories (GNWT) Departments, community partners and Indigenous government organizations, and provide leadership, guidance, direction, and support across the system to promote person-centered care and innovation based on Indigenous community priorities and data, with a focus on trust and equity.

The CCI division is dedicated to promoting the health and well-being of Indigenous people and communities through collaborative efforts between three units: Indigenous Health and Community Wellness, Systemic Design and Integration, and Learning Health Systems. The teams strive for sustainable impact by fostering a culture of continuous learning and improvement through feedback and reflection, supporting team members to feel heard and valued, and embracing new challenges to enhance skills and knowledge. To maintain their commitment to excellence, the teams continuously adapt and enhance their approach.

The Systemic Design and Integration unit works to define, diagnose, design, test and scale health and social services initiatives related to early childhood development and PHCR, by building purposeful relationships with Indigenous communities, promoting cultures of continuous quality improvement and innovation, and starting from a foundation of equity.

Located in Yellowknife, the Project Manager, Early Childhood Development (the Project Manager) reports to the Manager, Systemic Design and Integration (Manager).

The Project Manager will develop plans and oversee the implementation of a broad range of projects, actions and initiatives that are critical to the success of the *Early Childhood Development Portfolio of Actions (2021-2024)*. The Portfolio of Actions is the roadmap for actions that support the organization, accountability, and sustained momentum towards the transformation of the ECD system in alignment with integrated services delivery, primary health care reform and in response to children, family and community needs. This includes



testing of new ideas or prototypes to advance this commitment, including: developing and implementing criteria to create culturally appropriate HSS environments for children and families; establishing information materials and a virtual hub for families to access information when they need it; and, supporting equitable access to culturally safe ECD programs and services by working closely with CSAR division.

As the innovative work of the CCI division evolves, the Project Manager will be responsible for additional projects and activities to support transformation of the ECD system, including integrated service delivery and the organizational culture shift towards cultural safety, anti-racism, and relationship-based care.

The position collaborates across boundaries and finds common ground with a wide range of stakeholders including Indigenous communities, divisions within HSS, government departments, and health authorities. The Project Manager plays a critical role in keeping projects on track, managing contracts and sub-projects and ensuring a coordinated and consistent approach to all activities with projects completed efficiently and effectively and the outcomes meeting all project requirements.

The Project Manager applies person-centered design, quality improvement science, and project management methodology to projects and initiatives within the ECD system. They work on all phases of project management, including but not limited to: project planning, risk management and contingency planning, privacy impact assessments, preparing reports, communication, monitoring and project and program evaluation techniques.

The scope of work can involve politically sensitive issues, where decisions often have long range impacts on the health and social service system. The incumbent is skilled at facilitating collaborative spaces where difference and diversity are valued, that build trust through relationship, and foster creativity, learning and iteration. The Project Manager can identify key components, underlying issues and systematically analyze root-cause problems. They use a variety styles, tactics and tools appropriate to the context and environment to support shared decision making and collective action.

During engagement activities and training sessions the incumbent will assemble and transport meeting supplies and assist with the set-up of meeting locations.

This position requires the incumbent to travel to communities in the Northwest Territories.



## **RESPONSIBILITIES**

### **1. Manages the development of project implementation plans for the HSS system on the ECD Portfolio of Actions and other CCI priorities aligned with ECD and integrated service delivery.**

- Develop implementation plans for review and approval by the Manager, Systemic Design and Integration, project executive sponsors, ECD governance structure, including project teams, and working groups.
- Work with partners across the HSS system to identify current processes and challenges.
- Research best practices and benchmark projects using those best practices.
- Use creativity and expertise to develop new tools and approaches to advance the project(s) where no precedence, best practice or benchmark exists.
- Provide strategic advice to the Manager and other Project Leads on the review and approval of implementation plans(s).
- Identify and document positions and duties impacted by implementation.

### **2. Manages and provides project management expertise to support and oversee the work of the assigned ECD content specialist team and to ensure that all work and activities are consistent with approved objectives, plans, budgets and timelines.**

- Develop implementation plan(s) and schedule(s) in consultation with the Manager and the content specialists.
- Use project management tools (e.g. project charters, project plans, dashboards, GANTT charts) and quality improvement tools (e.g. fish bone diagrams, flow charts, PDSA cycles) to support project teams throughout all phases of a project from design to implementation.
- Oversee the work progress of each area of the plan and manage the work schedule.
- Contribute to the development of a communication strategy and ensure it is successfully implemented.
- Manage implementation project tracking system and project plans.
- Ensure all cross system and/or inter-departmental activities are accurately tracked and reported on.
- Facilitate collaborative work planning using innovative tools and engagement approaches.

### **3. Develops, implements, and manages project monitoring and accountability, ensuring evaluation frameworks, project metrics and reporting are in place to track and monitor projects.**

- Ensure project metrics and reporting mechanisms are in place for the day-to-day and overall management of projects to allow regular reporting of project status.



- Work with assigned analytics leadership, the Learning Health system unit, and external partners as appropriate to ensure that new programs or program changes have approved evaluation frameworks developed to monitor and assess the success of innovative changes and to allow the reporting of program improvements to Senior Leadership.
- 4. Administers and manages required project contracts and subcontracts.**
    - Administer and manage project related contracts and sub-projects, including contracts with major organizations, consultants and contractors, as well as individual service contracts as required.
  - 5. Works with the Manager, Systemic Design and Integration and the Director, CCI to provide regular project reporting to HSS system executives, Leadership Council and Regional Wellness Councils, and the Indigenous Advisory Body as required.**
  - 6. Provides expert advice and support to proposals, activities and prepares information for FMB and/or Executive Council submissions as required for the implementation of projects/initiatives.**
    - Administer and manage required project contracts, subcontracts, and contribution agreements with organizations, consultants and contractors, as well as individual service contracts as required.
    - Complete correspondence, reports and briefing notes to ensure effective understanding of strategic priorities and complex issues.
    - Utilize efficiently project management tools with workplans, projects and initiatives.
    - Manage projects and initiatives to ensure they are meeting stated deadlines, budget requirements and deliverables.
  - 7. Contributes to the efforts of the CCI division by showcasing public service excellence, upholding values and priorities identified by Indigenous people and communities, and, committing to a continuous practice of self-reflection and whole person development.**
    - Contribute expertise and represent the CCI Division in internal and external forums, public participation activities, and priority-setting discussions to identify issues and innovative actions required to transform and integrate the HSS system.
    - Foster an environment of community and continuous learning, discovery, joy and solidarity by facilitating and participating in collaborative spaces for divisional staff to carry out day to day work and onboarding.
    - Establish and/or participate in local and cross-jurisdictional communities of practice to enhance training, knowledge exchange and translation, scaling, and sustainability of key initiatives.





- Contribute to curriculum development and act as a trainer and facilitator for the promotion and delivery of cultural safety and anti-racism training.
- Provide feedback on a variety of written documents from across the HSS system that reflect anti-Indigenous racism, social determinants of health, social justice, body sovereignty, health equity and a human-centered design approach
- Develop an awareness of individual positionality within the work, and a commitment to the necessary and ongoing inner and organizational work required to show up meaningfully with humility.
- Showcase a growth mindset and navigate discomfort with curiosity and confidence.
- Seek opportunities to develop and maintain knowledge and practice of Indigenous values and cultures, in a manner appropriate to the individual and position.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual demands.

### **Environmental Conditions**

No unusual conditions.

### **Sensory Demands**

No unusual demands.

### **Mental Demands**

Regular travel to NWT communities (8-10 trips per year) is required.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of and/or the ability to acquire and apply knowledge of the HSS systems within the NWT, including programs, delivery models, and the socio-political and cultural environments.
- Knowledge of and skills relating to public participation, health improvement, and project management methodologies.
- Knowledge of project management standards, techniques and methodologies including;
  - Skilled in developing project charters and creating and managing integrated project plans
  - Ability to concurrently lead or co-ordinate multiple projects.
  - Skilled in the use of project management tools.
  - Knowledge and skills relating to resource management for the successful delivery of projects.



- Ability to maintain an understanding of the social determinants of health for Indigenous peoples, and the context and enabling environments in which programs and services operate.
- Ability to maintain an understanding of CSAR frameworks.
- Skilled in complex and progressive project management in a public service environment.
- Interpersonal, negotiation, collaboration and communication skills including;
  - Ability to develop, manage and coordinate effective teams and committees.
  - Skill in supporting steering committees and creating and maintaining multiple working groups.
  - Skill in building relationships within and between divisions of an organization.
  - Fluency and confidence in inspiring teammates and partners with user-driven rationale.
  - Storytelling.
  - Ability to manage conflict.
  - Motivational skill to sustain commitment and momentum toward project goals.
  - Ability to produce effective written and oral presentations.
- Financial management skills, including project cost tracking and variance reporting.
- Skills relating to risk, issues and stakeholder management.
- Skills and abilities in the application of change management.
- Ability to synthesize research findings and to uncover and articulate insights that will inform and inspire design.
- Ability to shape and lead strategic, systems thinking based upon insights gathered through person-centered research and engagement.
- Ability to think strategically and problem-solve.
- Ability to manage compressed deadlines and multiple deliverables.
- Ability to challenge longstanding norms that perpetuate inequities within the workforce.
- 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:**

A degree in business administration, science, engineering or public administration and three (3) years of relevant project management experience which includes working in the Canadian health and social services system and participating with Indigenous communities and organizations.

Equivalent combinations of education and experience will be considered.



## **ADDITIONAL REQUIREMENTS**

### **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