



IDENTIFICATION

Department	Position Title	
Health and Social Services	Manager, MHA System Quality and Integration	
Position Number	Community	Division/Region
49-11616	Yellowknife	Mental Wellness and Addictions Recovery/HQ

PURPOSE OF THE POSITION

The Manager, Mental Health and Addictions (MHA) System Quality and Integration is responsible to manage the quality of mental health and addiction services to ensure that services remain effective and responsive to changing mental health practice and the needs of NWT residents. The incumbent develops short and long-term quality and integration plans, develops and implements standards, and develops and oversees monitoring criteria regarding the administration of mental health and addictions programs in the Authorities. The application of standards and monitoring mechanisms are critical to ensure that MHA programs are operating according to national and jurisdictional standards and best practice. Quality and compliance mechanisms are supported through legislation, accreditation processes, audits, surveys and through agreements with each NWT Health and Social Services Authority.

SCOPE

Since 2013, the NWT health and social services system has been engaged in a strategic renewal process. This began with System Transformation, a multi-year, community engagement-driven process to develop a model for an integrated health and social services system. The resulting changes to the system's governance structure have enabled a one-system approach, allowing for greater efficiency and integration while better respecting the unique contexts and strengths of the NWT's distinct regions and cultures.

Building off the results and momentum of System Transformation, the strategic renewal effort has now begun a process of Primary Health Care Reform to shift the system and its care models towards a team and relationship based approach that is driven through public participation, community feedback and data, and built upon a foundation of trust and cultural

safety. Using a community development approach, we are changing the way we work with people and communities, at every level of the health and social services system, to enable public participation in priority setting, planning, and design that integrates the social determinants of health.

The integration of mental wellness and addiction recovery is an important component of ongoing system transformation and reform.

The legacies of colonization and residential schools have impacted Indigenous health outcomes and the way health and social services are delivered and accessed.

MWAR divisional staff are expected to honor and promote a culturally safe environment at all times and to interact with clients and families, community members, partners and colleagues in a tactful, respectful and humble manor that is free of racism and discrimination.

The Manager, MHA System Quality and Integration; along with the Manager, MHA Strategic Programs; the Senior Project Manager, MHA; and the Administrative Assistant; reports to the Director, Mental Wellness and Addictions Recovery. The incumbent manages a team of four (4.5) FTEs (MHA Specialist, Quality and Integration; Mental Health and Addiction Specialist; Mental Health Specialist, Addictions; Clinical Mental Health Program Specialist; and a part-time (.5) Office Manager- NWT Mental Health Act Review Board and Mental Health Act. The Manager, MHA System Quality and Integration provides expert advice and makes recommendations to the Director, MWAR; ADM, Programs; and the Deputy Minister and Minister of Health and Social Services on matters related to the quality of design, delivery and utilization of mental health and addiction services.

Working closely with Primary Health Care Reform, Corporate Planning Research and Evaluation, Policy Legislation and Communications, and the Authorities, the incumbent ensures that the MHA system demonstrates the highest level of quality assurance, risk management, and integrated services so that individuals seeking MHA support receive effective, evidenced based, outcome driven, relationship based care. The incumbent is responsible for the development, implementation and continuous improvement of MHA Standards and Procedures related to the Community Counselling Program, including the Child and Youth Care Counsellor Initiative with Education, Culture and Employment (ECE); Primary Health Care Reform as it relates to MHA; the Mental Health Act; and any further standards and procedures related to quality and integrated care. The incumbent is responsible for ensuring program adherence to legislation and policy, and program consistency with government and department strategic priorities. The Manager, MHA System Quality and Integration works collaboratively with the Northwest Territories Health and Social Services Authority (NTHSSA), the Tlicho Community Services Agency, and the Hay River Health and Social Services Authority to ensure that quality improvement activities, new initiatives, and MHA action plans are appropriately implemented, monitored, and evaluated.

The incumbent, through research on best practices nationally and internationally, will lead quality mental health and addictions initiatives within the NWT. This includes: MHA actions plans, DHSS 2-year-cycle compliance audits of the Community Counselling Program, including

Child and Youth Care Counsellors; as well as working closely with CPRE on the CCP Client Satisfaction survey which tends to occur every 2-3 years. The incumbent is further responsible to identify elements within the MHA system that need to be updated and improved, develop Financial Management Board submissions when system resources are required in order to ensure system quality improvement, and to develop appropriate processes and protocols required to successfully embed quality improvement and integration within service delivery.

Through the use of planning, monitoring and evaluation techniques, the incumbent ensures that Mental Health and Addictions services are designed and delivered to meet the needs of NWT residents. Working closely with the Authorities, the Manager is accountable for the planning, monitoring, implementation and/or refinement of mental health and addictions services consistent with an Integrated Services Delivery Model. Along with the Director, Mental Wellness and Addictions Recovery; the Manager, MHA Strategic Programs; and the Social Epidemiologist; the incumbent contributes to the Department of Health and Social Services Annual Report.

The Mind and Spirit Mental Health and Addictions Strategic Framework was introduced in 2016 and focuses on four key directions:

- A Focus on Prevention and Early Intervention
- A Recovery-Oriented System
- Personal Experience and Outcomes
- A Whole of Government Approach.

Two detailed action plans flow from this framework: the Child and Youth Mental Wellness Action Plan released in 2017, and the Mental Wellness and Addiction Recovery Action Plan released in 2019. The incumbent is responsible for the effective and efficient management of human, budgetary and material resources to support Quality and Integration work under the framework and these and future action plans.

The position requires extensive engagement, consultation, collaboration and partnering with other divisions within the Department of Health, such as Child and Family Services; other social envelope departments, such as ECE; with Health and Social Services Authorities (NTHSSA, TCSA, and HRHSSA); Territorial and Community Organizations; Indigenous groups and organizations; and Nunavut as required (Shared Services Agreement}. The incumbent will further undertake feedback processes with individuals in order to evaluate client experience.

The position involves working individually and concurrently on multiple projects of varying complexity that often involve the DHSS and all health and social services authorities. The incumbent completes many of their tasks by leading teams and consulting with stakeholders. Through the use of project teams, the Manager, MHA Quality and integration identifies priorities, develops short and long-term plans for identified projects, and coordinates and/or reviews project work assigned to the members. The incumbent is guided by and contributes to strategic and operational objectives of the MHA Division and the Department and has broad latitude in the management and conduct of the projects they undertake. The incumbent

further participates in Federal/Provincial tables in which quality improvement, quality assurance; MHA research, MHA best practice, and risk management are key subjects of discussion.

This position also leads the development of performance measurements to ensure that Department, Authority and contracted services are focused on results that meet the mental health and well-being needs of residents in the NWT.

RESPONSIBILITIES

1. Provide leadership and guidance to the Quality and Integration team and manage human and financial resource activities in order to ensure that staff are able to effectively operate in a secure and rewarding work environment.

- Act as the key MHA Quality and Integration leader within the Department.
- Coordinate and monitor the distribution of work within the MHA Quality and Integration team.
- Ensure two-way communications with all staff and ensure that staff is fully informed on all matters related to their work and their role within the Quality and Integration team, larger MHA Division, and the Department.
- Conduct staffing competitions as required.
- Provide support and guidance to the MHA Quality and Integration staff to assist them to accomplish tasks, responsibilities, and individual goals as described in individual, team, Divisional, and Departmental work plans.
- Provide acknowledgment and feedback to staff as appropriate (complete performance evaluations on an annual basis).
- Initiate and follow through with disciplinary action in a positive and constructive manner as required.
- The incumbent is responsible for the administration of contracts, contribution agreements and Human Resources upwards of, and which at times may exceed, (approximately \$2,00,000) for territorial mental health and addiction services.

2. Oversee MHA system quality improvement, quality assurance, integration, and risk management and provide expert advice on program requirements regarding mental wellness and addiction services.

- Establishes a territorial work plan, aligned with the system strategic plan, that defines the quality improvement, quality assurance, integration, and risk management processes that will be undertaken, including key outputs, outcomes, and indicators of success and works collaboratively with the HSSAs to ensure appropriate delivery of MHA services.
- Leads the implementation of the work plan, collaborating with key system stakeholders to ensure that actions are completed in accordance with anticipated timelines.
- Oversees the 2-year-cycle Community Counselling Program compliance audits and works closely with the Authorities on the development, implementation, and monitoring of their respective improvement action plans.

- Consults with the NTHSSA, TCSA and HRHSSA and key system stakeholders including frontline staff, on the impact of standards, procedures, and policies, to ensure that they are meeting their intended objectives.
- Works closely with CPRE on the Community Counselling Program Satisfaction Survey, incorporating data as required, based on a quality and customer satisfaction perspective, and develops subsequent action plans for improvement.
- Works closely with ECE on the CYCC Initiative and the CYCC monitoring and evaluation project.
- Conducts research on MHA best practices, promising practices and quality and integration approaches that could be appropriate for the unique NWT environment. Provides recommendations to the Director, Mental Wellness and Addictions Recovery regarding potential initiatives for consideration.
- Manages quality and integration initiatives in partnership with the Senior Project Manager, MHA, and other key stakeholders, to ensure their timely and successful completion.
- In consultation with the Director, MWAR and CPRE establishes system performance indicators and monitoring/evaluation processes in collaboration with the NTHSSA, and reviews the results of ongoing quality reviews by the NTHSSA concerning system performance.
- Gathers and analyses current data regarding mental health and addiction service delivery in the NWT, and makes recommendations.
- Provides direction, support and advice to the NTHSSA, HRHSSA and TCSA on the most appropriate approaches to be taken to address quality/integration/and risk management issues as a whole, or within specific regions.
- Supports HSSA system accreditation, and provides advice and guidance to the NTHSSA, HRHSSA, and TCSA.
- Oversees Departmental responsibilities related to the Mental Health Act, Mental Health Act Review Board, and the Director's legal counsel, including oversee an implementation review of the new Mental Health Act.
- Ensures the "Director" under the Mental Health Act, and their legal counsel, are alerted to any significant incidents in which there may be potential risk to individuals.
- Provides training for Authority staff, and other service providers to ensure that the rights of people with mental illness are protected under the Mental Health Act.
- Identifies gaps and issues requiring quality improvement, quality assurance, integration and risk management processes and works collaboratively with system stakeholders, managers and frontline staff to address these gaps and needs.
- Provides expert advice for the consideration of the Director, Mental Wellness and Addictions Recovery, the Assistant Deputy Minister, the Deputy Minister and at times the Minister of Health and Social Services on the design and delivery of Mental Health services.
- Researches, reviews, and recommends new or improved legislation, regulations, standards, policies and guidelines for new or improved programs or services.
- Works closely with the Social Epidemiologist and oversees and monitors data released for the DHSS MHA Dashboard on system quality indicators.

3. Manages complex projects related to Mental Health and Addictions integration with Primary Health Care Reform (PHCR).

- As a member of the PHCR committee, and MHA working groups as required, functions as the lead for MHA on PHCR.
- Works closely with committee members and the Authorities on PHCR projects.
- Provides expertise in mental health and addictions recovery in the areas of relationship based and person centred care, recovery oriented care, and a trauma informed approach to care.
- Oversees the Quality and Integration team and directly related PHCR work;
- Leads quality and integrated relationship based care initiatives within the MWAR Department Division, in collaboration with PHCR.
- Develops and implements MHA standards in relation to PHCR and relationship based care.
- Monitors MHA PHCR initiatives and projects for effectiveness and contributes to the overall success of PHCR.

4. Leads the business planning, development, implementation, and ongoing management of a Community Counselling Program Information Management System (CCIS) to support quality MHA services and client safety.

- Manages the business case, RFP, solution phase, configuration and implementation phases of a CCIS for MHA, and provides ongoing oversight.
- Under the Digital Care initiative, works closely with Information Technology staff and the CCIS Steering Committee to ensure appropriate MHA digital quality processes and protocols.
- Develops standards, procedures and policies as they relate to the CCIS.
- In collaboration with the Authorities, oversees training initiatives on the new CCIS system for existing staff and ongoing for new MHA recruitment.
- Collaborates with the Social Epidemiologist and Business Analysts to gather data from the CCIS and other data sets, for quality and reporting purposes, and analyzes and reports on the results, as well as provides recommendation for next steps.
- Assists with the development of business cases to Cabinet, to support the implementation of new products on the CCIS as required.

5. As a member of the Management team, supports the Directorate and works with the Director, Mental Wellness and Addictions Recovery on the development and implementation of mental health strategic directions and planning, and is responsible for leading the development and implementation of actions under the action plans.

- Researches current best practices in mental health, including mental illness, training and professional development of northern mental health providers, trauma informed and recovery oriented care, suicide prevention, e-mental health solutions, dual diagnosis and Indigenous mental wellness, etc..
- Consults with Authorities and territorial NGOs regarding priorities and strategies for improving mental health and addictions recovery services in the NWT.
- Along with the Manager, MHA Strategic Programs contributes to the development, writing, and implementation of a mental health and addictions recovery strategic plans

and related documents, including vision, priorities, and recommended strategies for improving mental health and addiction recovery services in the priority areas.

- When required presents to a wide range of audiences on general and technical briefings related to MHA quality and integration projects and initiatives.
- Provide direct support and advice to the Executive Committee.
- Attend Management Committee meetings and follow-up on designated action items.
- Respond to draft policies, legislation and procedures within the Department and on a government wide basis.
- Supports the MWAR division, directorate and/or the Minister through investigating and/or addressing issues, developing correspondence, writing briefing notes, developing submissions or position papers.

WORKING CONDITIONS

Physical Demands

No unusual demands

Environmental Conditions

No unusual demands.

Sensory Demands

No unusual demands.

Mental Demand

No unusual demands.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of MHA relevant legislation, standards, procedures, and policies specific to MHA and the Mental Health Act;
- Knowledge of legal requirements in MHA and the Mental Health Act and an ability to communicate and interact with counsel on the nuances of legal requirements;
- Program design and development;
- ATIPP, HIA, information sharing, data sharing, confidentiality and privacy requirements;
- Government protocols, cabinet, and other related political processes;
- Quality improvement, quality assurance, and risk management processes;
- Human Resources processes;
- Information technology, information systems, information management;
- Business planning and financial reporting processes, budgeting, forecasting, allocation;
- NWT communities, indigenous governments, cultural considerations, NWT environment;

- Clinical and best practice knowledge of mental health and addictions recovery;
- History of Northwest Territories including impacts of colonization, and residential schools in Indigenous people, including trauma;
- Cultural safety and cultural humility and the relation to mental health and addictions recovery programs and services;
- Integrated service delivery program models and approaches;
- Statistics, statistical reporting, methodologies;
- Labor relations;
- Demonstrated leadership skills;
- Project and small team management knowledge and skills,
- The incumbent must have superior project planning, communication, and presentation skills;
- Contract negotiations;
- Clinical decision making;
- Organizational skills, multi-tasking;
- High level reading, oral and writing skills;
- Wide range of negotiation skills, including managing conflicts with individuals and groups, and including indigenous organizations, inter-jurisdictional committees, etc.;
- Assessment skills related to MHA issues, operations, practice
- Strategy development;
- People management;
- Conflict management/resolution;
- A high level of adaptability;
- Engagement of others;
- Planning and strategic development;
- Monitoring and evaluation;
- Policy development/writing;
- The ability to concurrently lead or coordinate multiple and diverse projects;
- High level leadership skills and abilities;
- Ability to implement complex systems and processes for QI, QA, and risk management;
- Accountability;
- Emotional intelligence;
- To write clear, engaging and succinct policies, directives, briefing notes;
- Engagement/persuasion of others ;
- Communications/marketing;
- Ability to build and utilize professional relationships to meet objectives.

Typically, the above qualifications would be attained by:

The knowledge, skills and abilities outlined above would generally be acquired through completion of a Master's degree in a mental health-related field, and at least 5 years directly-related experience, including management experience.

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: Select language

- ☐ Required
- ☐ Preferred