



## IDENTIFICATION

Department	Position Title	
Health and Social Services	Manager, Facility Planning	
Position Number	Community	Division/Region
49-12815	Yellowknife	Infrastructure Planning / HQ

## PURPOSE OF THE POSITION

The Manager, Facility Planning is responsible for strategic infrastructure planning, budgeting, financial management, design management, monitoring, commissioning and the ongoing protection of the Health and Social Services System's assets (facilities, leases and equipment) to ensure critical assets are available in accordance with applicable codes, standards, and accreditation requirements for the safe delivery of health and social services programs and services to the people of the Northwest Territories.

## SCOPE

Located in Yellowknife, the Manager, Facility Planning (Manager) reports to the Director of Infrastructure Planning and is responsible for Health and Social Services (HSS) System infrastructure planning. While HSS infrastructure is subject to the same National Building Codes and health and safety requirements as other public infrastructure, it must also be developed in a manner that sustains human life. The systems are not only intended to remain operational in the event of an emergency but to be available when all other infrastructure fails. Articulating a particular clinical requirement or a level of service to be delivered in a facility has a direct impact on the facility technical requirements and ultimately the level of care appropriately delivered in a facility. Clinical program decisions are the responsibility of the HSS system and not determined otherwise.

The Department of Health and Social Services (the Department) is one of the largest and programmatically diverse Departments in the Government of the Northwest Territories (GNWT), with a budget of over \$636M. It operates in a complex model where services are delivered out of the Department and through a combination of arms-length government agencies (Health and Social Services Authorities). Non-governmental organizations (NGOs) and community and Indigenous governments also play a key role in the delivery of promotion, prevention and community wellness activities and services on behalf of the Department and



the Authorities. The HSS System is the largest public service employer with over 2,200 positions.

The Department and Authorities work together as one integrated territorial health and social services system with the Authorities functioning under a single governance structure. The Northwest Territories Health and Social Services Authority (NTHSSA) is responsible for delivering health and social services in five regions: Beaufort Delta, Dehcho, Sahtu, Fort Smith and Yellowknife. It is also responsible for the operation of the Stanton Territorial Hospital. The Hay River Health and Social Services Authority (HRHSSA) remains outside of the NTHSSA, as does the Tłı̨chǫ Community Services Agency (TCSA) as per the terms of the Tłı̨chǫ Land Claims and Self-Government Agreement.

Under the GNWT's Capital Planning process, a Planning Study is required for Financial Management Board (FMB) approval of major capital projects over \$2M. This study ensures that projects have a clearly defined, scope, budget, and schedule. Upon completion, the Planning Study is presented to the Peer Review Committee and Deputy Ministers Steering Committee. Once approved by the committee the Department submits the project for inclusion in the Departmental Infrastructure Acquisition plan. This position is critical in completing departmental planning studies and determining the projects that are included in the HSS Infrastructure Acquisition Plan.

The position works extensively with representatives from the Department, Authorities, Communities, authorities having jurisdiction, designers, and private sector contractors / suppliers. This includes providing professional support for the Health System's Regional Managers of Facility Operations on how infrastructure decisions, such as which equipment is purchased or what systems need professional servicing, affects daily operations.

The position encompasses a complex stakeholder environment often requiring travel to regions and communities across the entirety of the Northwest Territories (NWT). The Manager is highly accessible to local politicians, Indigenous community leaders, bands, self-government organizations, contractors and must be able to respond to issues under close scrutiny. The position works within a Legislative and Policy framework and carries out its responsibilities in accordance with GNWT acts, regulations, policies, and departmental procedures that include such things as the *Financial Administration Act*, *Public Service Act*, the Public Service Regulations, and various Government Policies. The Manager will be required to prepare detailed briefing information on complex subjects and issues within short timeframes.

The Manager has overall responsibility as the chairperson of the Multi-Disciplinary Team with specialised expertise under CSA Z317.13 Infection Prevention and Control During Construction. CSA Z317.13 determines the infection control measures necessary to prevent/minimize the likelihood of nosocomial infections in patients that can result in extended hospital stays, complications after surgeries and negative outcomes.



The position retains overall authority and responsibility for managing a team responsible for all final project programming and design decisions which ultimately determines the size and complexity of the facilities. The size of the team varies dynamically with project workload. The Departmental average capital budget over the past ten years has been \$60M annually. Historically Infrastructure projects have been in the range of \$20M to \$350M each, with approximately 10 large capital and 20 small capital projects occurring simultaneously. The incumbent will experience the changing priorities of Stakeholders, boards, and agencies with respect to the budget and schedule constraints.

A 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 HSS settings, present day anti-Indigenous racism or systemic racism, impacts access to services, quality of care and health outcomes for Indigenous peoples. This 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. As such, it is critical that the GNWT, Department, Division and the incumbent put in all efforts to eliminate these issues and offset their consequence.

The HSS system is committed to addressing 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 in order to develop and maintain ongoing and trusting relationships. Facilities have long been planned without the participation of the Indigenous populations they serve. With a population of 51% Indigenous Peoples in the NWT, this includes utilization of all HSS facilities in our inventory, with a vast majority in those outside of Yellowknife. With the GNWT commitment to Indigenous engagement, the Manager ensures that all current and future facilities planned, designed, and constructed will occur with the participation of the Indigenous residents they serve.

The work of the Infrastructure Planning Division includes recognition that government facilities, such as residential schools and Indian hospitals, have caused significant trauma for Indigenous peoples. The incumbent will acquire an understanding of this dark period of Canadian history, as well as the deleterious health outcomes it has caused to the Indigenous populace. The physical design of facilities can perpetuate harm as they are reminders of colonial and racist institutions for Indigenous peoples. Ensuring that facilities are developed in a culturally appropriate manner facilitates a welcoming and culturally safe environment. This builds on the evidence that the physical space can itself be medicine. The Manager's role is to ensure the Optimal Healing Environment (OHE) is woven into the fabric of the infrastructure system in the NWT, and to particularly concentrate on the integration of Indigenous culture and values.



Travel is anticipated monthly but varies with seasonal access routes and can intensify when winter road access is available or vice versa.

## **RESPONSIBILITIES**

### **1. Manage the development of the Departmental Infrastructure Acquisition Plan.**

- Develop the Departmental Asset Inventory and 20 Year Needs Assessment and perform the associated long term cost analysis and projections.
- Develop the Departmental 3- and 5-Year Capital Plan based on in-depth research and analysis.
- Develop the Departmental capital project rationale and substantiations including detailed cost benefit analysis.
- Manage stakeholder engagement on the Development of the Infrastructure Acquisition Plan with a diverse range of complex stakeholder groups in an environment with tremendous expectation and need but limited capital and operational resources.
- Recommend to the Minister the utilization of the departmental Small Capital allocation and prepare the associated briefing material.
- Recommend to the Minister the utilization of the departmental Large Capital and prepare the associated briefing material.

### **2. Manage Departmental corporate capital planning process including the research, analysis, and development of:**

- Needs analysis, population projections, demographics, service standards.
- Operational planning; staffing, hours of operation, service delivery.
- Functional programming; building size, room areas and their relationships.
- Technical and functional evaluations of existing facilities.
- Site analysis; alternative locations, preferred site.
- Development options; renovation, addition, new building, lease, more efficient use of existing facilities, disposal of surplus assets.
- Schematic alternatives design of the preferred development option.
- Stakeholder engagement processes to assess sometimes conflicting or contradictory positions/demand with a diverse range of complex stakeholder groups.
- Manage the completion of lessons learned and post occupancy reviews on HSS projects.

### **3. Conduct project and design reviews of major capital projects over \$2M to ensure all elements or building systems are compatible and that building program and design criteria adequately meet client department's program needs and to ensure that design meets legislated building codes (National Building Code, National Fire Code, National Fire Protection Association, etc.), standards (CSA Standards - CSA 2317 - Infection Control Standards for Health Facilities, etc.), and GNWT policies (Local/Northern Involvement, NWT Manufactured Products, etc.).**



- Ensure that projects are properly defined and planned before proceeding with design.
- Determine what preliminary work must be done prior to commencing design, i.e. soils studies, environmental assessments.
- Ensure the detailed design meets client needs within planning parameters such as available budget, schedule and facility program.
- Prepare RFPs (Request for Proposal) for Architectural/Engineering (A/E) consultant services and ensure that contract awards are consistent with GNWT policies.
- Coordinate the review of design submissions for appropriateness, accuracy and adherence to technical standards (Good Building Practice for Northern Facilities, National Building Code, Canadian Standards Association, National Energy Code, National Plumbing Code, National Fire Code, etc.) with the Department of Infrastructure, consultants and project management staff.
- Identify any undesirable features or potential operating and maintenance problems associated with the designs and recommend changes where required.
- Ensure the facility is designed specifically for the actual climate and other physical parameters of the site and is designed for the minimum capital cost consistent with lowest life cycle cost.
- Review and accept or reject calculations and designs submitted by consultants or others for conformance to codes and regulations, departmental standards, objectives and good practice (i.e. Good Building Practice for Northern Facilities).
- Draft terms of reference for specialist consultants' reports and review contents of reports for responsiveness.
- Manage A/E agreements for completion of design and specifications.
- Lead the client/community consultations or presentations to departmental steering committees.

**4. Direct the completion of Project Briefs (to define a project's scope of work) for capital and Operations and Maintenance (O&M) projects under \$2M in accordance with legislated building codes and standards, and GNWT policies.**

- Describe the facility needed to accommodate the services and operations including a synopsis of the project, location, what is being constructed or renovated, who will benefit, why the project is being undertaken, estimated cost, estimated start and completion dates.
- Describe the intended outcome of the project.
- Provide reference to GNWT capital standards, or standards in other jurisdictions.
- Provide facility functional and operational plan.
- Describe the site including legal and topographic surveys and geotechnical reports.
- Provide information on functional and technical analysis of existing buildings, where applicable, recommending design considerations (simplicity, economy, scale, image), project delivery method (design/bid/build, construction management or design/build).



- Provide an overall project schedule, establishing priorities, coordinating design reviews with Technical Support Services, and providing technical support to project staff during construction and commissioning.

**5. Manage Departmental capital budget and financial reporting.**

- Ensure divisional capital budget compliance with Financial Management Board (FMB) requirements.
- Complete financial research analysis and maintain the Capital Variance for approval.
- Recommend and prepare capital budget transfers documentation in accordance with the *Financial Administration Act*.
- Prepare FMB submissions as required to address budget requirements/changes associated with capital projects.

**6. Manage and report on capital project portfolio performance.**

- Report regularly to the Director on the status of infrastructure projects and accomplishments of the Infrastructure Acquisition Plan.
- Monitor the ongoing status of the current projects.
- Review change orders and project funding requests and advise the Director.
- Prepare reports to the Director providing alternatives and options for dealing with program and financial problems identified.
- Provide direction to the Department of Infrastructure on project management issues.

**7. Develop HSS System facility standards and control continuity of implementation.**

- Participate in standards development as a part of National Organizations such as the Canadian Standards Association.
- Consult with stakeholder groups and program managers to determine program requirements with respect to technical requirements.
- Identify/collect/review/assess risk with regard to standards compliance in facility development.
- Assume overall responsibility for facility adherence to standards.
- Determine the applicability of and practical limitations to the implementation of existing and proposed GNWT standards in various community settings and responding with technically appropriate alternatives (interior and exterior finishes, health facility layout/orientation, material).

**8. Manage human and financial resources of the facility planning unit in accordance with GNWT financial and human resource legislation, regulation, policies and procedures, and the Collective Agreement to recruit, develop and retain a multi-disciplinary team and to ensure the effective use and expenditure of resources.**

- Report regularly to the Director on facility planning section accomplishments.
- Determine which facility programs should be undertaken in-house or by a Consultant.



- Provide leadership to the facility planning unit by distributing workload, establishing standards for performance and providing direction to individual staff.
- Encourage and plan professional development of staff.
- Manage conflicts and resolve disputes within the unit.
- Responsible for financial management and monitoring of O&M and capital budgets for projects within area of responsibility.
- Ensure that the team's technical knowledge and expertise is provided to others who require access to that expertise.
- Recruit, develop and retain a multi-disciplinary team.
- Provide leadership by distributing workload, establishing standards for performance, and providing direction to staff.
- Conduct employee performance appraisals including encouraging and planning for their professional development.

**9. Manage Departmental land acquisition process.**

- Work with the Department of Municipal and Community Affairs (MACA) and the Department of Lands in securing and the severance of reserve lands.
- Review and provide recommendations on requests for land associated with reserve lands.

**10. Manage the inventory and status of all HSS facilities and equipment in the NWT HSS system to provide an information base for capital planning decision making and to anticipate future capital requirements.**

- Coordinate with the Department of Infrastructure, ongoing technical assessments of facilities to develop a plan to address deficiencies.
- Coordinate with the Department of Infrastructure, ongoing functional assessments of facilities to ensure and review whether they are appropriate for the delivery of health and social services.
- Coordinate the maintenance of a database inventory of all HSS facilities and equipment, in collaboration with the health and social services boards.

**11. Promote Asset Management best practice.**

- Research, conduct analysis, and develop an Asset Management Framework for the HSS System.
- Support the use of Asset Management best practice throughout the HSS System.

**12. Prepare necessary reports, briefing notes, project management manuals, standards and guidelines, FMB submissions, and papers for Ministerial use to support the mandate of the Department and objectives of the Director.**

- Prepare planning study reports, briefing notes, and presentations.



- Research, conduct, analyze, and develop FMB submissions, Information Items, and other Ministerial papers.
- Prepare presentations to the Interdepartmental Working Group, Departmental Steering Committee, Ministerial Committees, Peer Review Committee, and the Deputy Minister Committee.
- Organize and participate in departmental conferences and workshops, such as Indigenous Engagement Design Workshops and the Project Management Conference.
- Organize and respond to Bring Forwards from the Minister in a timely and efficient manner.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual demands

### **Environmental Conditions**

The incumbent may experience extremes in temperature, noise, vibrations, and dust on construction sites while work is in progress. Exposure is possible to clinical areas during infection prevention and control inspections (as a part of the MDT).

### **Sensory Demands**

No unusual demands.

### **Mental Demands**

This position often presents pressing client-imposed deadlines and technology failure. The incumbent will travel to work sites in various NWT communities approximately 5 times per year, in small planes or by vehicle, and may experience extreme weather conditions.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge and skills relating to project management.
- Knowledge in the areas of health facility functional programming, facility planning, architecture, engineering and/or design, in a health and/or social services setting.
- Knowledge of and/or the ability to acquire and apply knowledge of the people, cultural, government and health and social services in the NWT and its political and business environment.
- Knowledge to evaluate technical information / options / proposals and to make recommendations or decisions.



- Knowledge of the geographic and cultural factors affecting client's needs and how this affects the delivery of capital projects.
- Knowledge of and/or the ability to acquire and apply knowledge of health and social programs and services, including knowledge of program requirements, workflow and patterns, facility technical / design standards and prevailing trends and practices (e.g. Roles of Nurse Practitioner, Community Health Representatives, Mental Health Workers).
- Interpersonal skills to negotiate with clients and consultants in order to resolve disputes and communicate complicated technical information.
- Analytical skills to manage or evaluate project results against objectives.
- Problem solving ability to manage or bring resolution to problems encountered during all phases of a project.
- Decision making ability to manage timely progress of projects within objectives.
- Facilitation skills to ensure that project teams work as a constructive and cohesive unit.
- Communicate effectively (both orally and written) to convey or solicit information related to projects and standards through a variety of means (e.g. briefing notes, project briefs, departmental or board presentations) for diverse audiences.
- Ability to provide guidance to others for the development and evaluations of designs and design standards.
- Ability to adapt and show initiative within the scope of the position.
- Computer skills including spreadsheets, database and statistical applications.
- Ability to resolve differences in technical options or opinions and recommendations between staff, staff and consultants, and consultants and contractors.
- 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 Engineering/Architecture and eight (8) years of relevant experience including one (1) year of supervisory or team lead experience.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

Incumbent must have Professional Engineer or Architect Status in the NWT or ability to obtain.



## 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