



## IDENTIFICATION

Department	Position Title	
Health and Social Services	Manager, Continuing Care	
Position Number	Community	Division/Region
49-13365	Yellowknife	Seniors and Continuing Care Services / HQ

## PURPOSE OF THE POSITION

The Manager, Continuing Care is responsible and accountable for the planning, monitoring and reporting of Home and Community Care and Long Term Care, core health and social services across the Northwest Territories (NWT), to ensure that services remain effective and responsive to the needs of NWT residents and changing practice.

## SCOPE

Located in Yellowknife, the Manager, Continuing Care (Manager reports to the Director of Seniors and Continuing Care Services at the Department of Health and Social Services (DHSS)). The Manager is a member of the DHSS Management team and works closely with the NWT Health and Social Services Authorities (HSSAs) and their Management teams across the HSS System. The Manager also works closely with Management teams across GNWT Departments to advance planning, integration, and communication related to HCC and LTC services and policies.

The Manager leads the development and implementation of regulations, standards, policies, performance monitoring and strategic frameworks, and the monitoring of Home and Community Care (HCC) and Long Term Care (LTC) services delivered by the three Health and Social Services Authorities (HSSAs); Northwest Territories Health and Social Services Authority (NTHSSA), the Hay River Health and Social Services Authority (HRHSSA), and the Tłıchʼo Community Services Agency (TCSA). The application of standards and monitoring mechanisms are critical to ensure that HCC and LTC are operating according to national and jurisdictional standards and best practice, adhere to legislation and policies, and are consistent with government and department strategic priorities. Quality and compliance mechanisms are supported through legislation, accreditation processes, audits, surveys and through contribution agreements with the HSSAs.



The Manager supports the Minister of Health and Social Services to achieve their mandate by ensuring a continuum of culturally safe health and social services are available according to the continuing care needs of seniors, persons with disabilities, and individuals with chronic and palliative health conditions who are not able to care for themselves or participate in activities of daily living independently. This requires a collaborative approach and extensive engagement with various internal and external stakeholders, such as service users and families, advocacy groups, non-government organizations, Indigenous governments and communities, and federal and national agencies.

The Manager leads numerous complex projects including territorial reviews of HCC and LTC planning and leads planning and implementation of strategic initiatives within HCC programs and LTC facility and staff planning. This requires coordination and integration of activities with other divisions of the Department of Health and Social Services (DHSS), the HSSAs, other GNWT Departments and external agencies. The Manager is also responsible for developing business plans, administering and reporting on federal health funding for HCC and LTC services in alignment with established GNWT policies, priorities and strategic frameworks.

The DHSS is the largest, most broadly based department in the GNWT. The HSS System is comprised of the departmental structure and three HSSA's that deliver a complex array of programs and services and oversees several contracted service providers within the NWT and in other jurisdictions, when services are not currently available in the NWT.

One significant challenge faced by governments is that mainstream organizations, like HSS 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.

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

Transformative change within Continuing Care (CC) services (which is inclusive of HCC and LTC and Supportive Living) has been initiated in response to a looming demographic shift in the population aged 60+ both at a national and territorial level, and growth in the number of persons with disabilities. These changes are intended to refocus services to support a philosophy of "aging in place" by becoming more responsive to the needs of seniors, individuals



with chronic and palliative health conditions and disabilities and their caregivers, so individuals can be supported in their own homes and communities. Individuals receiving these services often have other health and social care and support needs, including chronic health conditions and mental health and addictions issues, which requires coordination across HSS and GNWT programs.

The Manager provides expert advice and makes recommendations to the Director, Seniors and Continuing Care Services; ADM, Programs; the Deputy Minister and Minister of Health and Social Services on matters related to the design, delivery and utilization of HCC and LTC services.

The Manager leads the development of standards and policy documents related to HCC and LTC, briefing materials, information items, strategies and presentation materials for senior management and the Minister. Demand for HCC and LTC are politically driven, which requires the Manager to provide timely and accurate advice and responses. The Manager leads the development of federal funding proposals to address federal and territorial priorities within HCC and LTC services and is accountable for administering, monitoring and reporting on the utilization of this funding.

The Manager accomplishes this by:

- Working with server users, advocacy groups, non-government organizations, Indigenous governments and communities and federal and national agencies to identify gaps in existing resources.
- Reviewing, implementing and monitoring regulatory, policy, standards and program changes.
- Collaborating with national organizations and provincial and territorial jurisdictions to identify and implement leading practices in HCC and LTC programs.
- Collaborating and coordinating with colleagues across GNWT departments and agencies to ensure HCC and LTC services are aligned with other programs with overlapping service users.
- Facilitating communication and engagement with stakeholder organizations.
- Monitoring and reporting on territorial HCC and LTC services.
- Leading, monitoring and reporting on progress on strategic initiatives such as implementation of the Home Care Review recommendations and LTC bed projections.
- Funding programs and activities that enhance the health, independence, inclusion and safety of HCC and LTC service users.
- Collaborating with HSSA partners to achieve culturally safe and integrated delivery of HCC and LTC services across the NWT.

Working closely with the Community Culture and Innovation, Cultural Safety and Anti-Indigenous Racism, Corporate Planning Research and Evaluation, Policy, Legislation, and



Intergovernmental Relations and Territorial Health Services Divisions of the Department of Health and Social Services and the HSSAs, the Manager ensures that HCC and LTC services demonstrate the highest level of quality assurance, risk management, and integration of services; this ensures that individuals seeking these services receive effective, evidenced based, outcome driven, relationship based and client centered care and support.

The Manager is responsible for the development, implementation and continuous improvement of Standards and policies for HCC and LTC services, and for ensuring these services adhere to legislation and policy and are consistent with government and HSS system strategic priorities. The Manager also leads the development of performance measurements to ensure that Department, HSSAs and contracted service providers are focused on results that meet the HCC and LTC needs of residents in the NWT.

The Manager is responsible and accountable to lead, plan, develop, implement, manage, coordinate and evaluate strategic system-level projects and initiatives to improve HCC and LTC services that are driven by political priorities of the GNWT. This will require the Manager to engage with communities, stakeholders and Indigenous governments and work collaboratively and strategically with other GNWT departments and the federal government to enhance HCC and LTC services and to design programs and evaluation tools to ensure improvement objectives are being met.

The Manager works collaboratively with the HSSAs to ensure that new initiatives related to quality improvement and actions resulting from territorial reviews are appropriately implemented, monitored and evaluated. The Manager, through research on best practices nationally and internationally, will lead quality HCC and LTC initiatives within the NWT. The Manager is further responsible to identify elements within HCC and LTC services that need to be updated and improved, develop Financial Management Board (FMB) submissions when system wide resources are required to ensure system quality improvement and to develop appropriate processes and protocols to successfully embed quality improvement and integration within service delivery. Through the use of planning, monitoring and evaluation techniques, the Manager ensures that HCC and LTC services are designed and delivered to meet the needs of NWT residents and consistent with an Integrated Services Delivery Model.

The Manager works individually and concurrently on multiple projects of varying complexity that often involve multiple stakeholders within and outside of the HSS system. The Manager completes many of their tasks by leading teams and consulting with stakeholders. The Manager applies advanced project management methodology, including, but not limited to, project planning, design and execution, risk management and contingency planning, communications management, and monitoring and evaluation strategies, to ensure the successful completion of projects.

The Manager is responsible for managing contribution agreements with HSSAs and non-



government organizations including establishing relationships with stakeholders; working with Finance department to set up agreements; and monitor activity and reporting.

The Manager is responsible for representing the GWNT on Federal/ Provincial/ Territorial committees related to HCC and LTC. The Manager is responsible for participating in committees; disseminating information to relevant stakeholders; coordinating common briefings; preparing the Minister or Deputy Minister with materials and speaking notes for annual meetings; and liaising with Policy, Legislation, and Intergovernmental Relations.

The Manager is 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.

## **RESPONSIBILITIES**

### **1. Leads the planning, development and implementation of quality improvement, quality assurance, integration, and risk management activities to oversee the delivery of HCC and LTC services and provide expert advice on program requirements.**

- Establishes a territorial work plan, aligned with the HSS system strategic plan and business plan, that defines the quality improvement, quality assurance, integration, and risk management activities that will be undertaken, including key outputs, outcomes, and indicators of success to ensure appropriate delivery of HCC and LTC services.
- Leads the implementation of the work plan, collaborating with key system stakeholders to ensure that actions are completed in accordance with anticipated timelines.
- Develops performance monitoring frameworks for HCC and LTC programs; conducts audits/inspections to ensure compliance and works closely with the HSSAs on the development, implementation and monitoring of their respective improvement plans.
- Leads and collaborates with the HSSAs and key system stakeholders including frontline staff, on the impact of HCC and LTC standards, procedures and policies, to ensure that they are meeting their intended objectives.
- Conducts research on HCC and LTC best practices, promising practices and quality and integration approaches that could be appropriate for the unique NWT environment.
- Researches, reviews, and recommends new or improved legislation, regulations, standards, policies and guidelines for new or improved programs or services.
- Manages quality and integration initiatives in partnership within the CC unit and other key stakeholders, to ensure their timely and successful completion.
- Gathers and analyses current data regarding HCC and LTC delivery in the NWT and makes recommendations.
- Provides direction, support and advice to the HSSAs 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.
  - Identifies gaps and issues requiring quality improvement, quality assurance, integration and risk management processes and works collaboratively with system stakeholders.
  - Provides expert advice for the consideration of the Director, the Assistant Deputy Minister, the Deputy Minister and at times the Minister of Health and Social Services on the design and delivery of HCC and LTC programs and services.
  - Ensures that communications flow effectively within project teams, across departments, to senior managers and stakeholders.
  - Manages contribution agreements with HSSAs and non-government organizations to deliver respite services, vision loss rehabilitation services, and community support and advocacy services for persons with disabilities; and monitors and reports on services delivered.
- 2. Leads strategic planning of HCC and LTC services that includes the monitoring and reporting on the status and outcomes of GNWT strategic plans and activities for HCC and LTC programs and initiatives.**
- Ensures tracking of all associated activities for HCC and LTC program development and implementation and assigned GNWT Mandate activities to support aging in place.
  - Proactively monitors all associated cross departmental activities related to HCC and LTC programs through regular contact with cross departmental colleagues.
  - Analyzes issues, bringing them to the attention of the Director, SCCS, with recommendations for issue resolution.
  - Prepares briefing notes, status updates, information items, and presentation materials for Deputy Minister of Health and Social Services and Interdepartmental Deputy Ministers Committee.
  - Leads the work with communications unit to develop communication plans, key messages and press releases if required.
  - Identifies current and future program delivery requirements in HCC and LTC services, following an interdisciplinary service delivery model and in collaboration with the HSSAs and regional stakeholders.
- 3. Provides expert advice and leads the collaboration and coordination across HSSAs to support the Minister and senior leadership in achieving their mandate on issues related to HC and LTC.**
- Remains current on HCC and LTC programs and models of service, to interpret for the Department the implications of policies in other jurisdictions, other GNWT departments and central agencies.
  - Advises senior officials concerning urgent and emergent issues and related public policy matters.
  - Monitors intergovernmental discussions.



- Represents the GNWT on Federal/Provincial/Territorial (FPT) committees and working groups related to HCC and LTC and other program related issues (i.e. dementia, palliative care).
- Connects with applicable HSSAs and other GNWT departments to coordinate briefings and responses to ensure timely and accurate representation of GNWT interests at Federal/Provincial/Territorial meetings.
- Supports the Minister and prepares briefing and meeting materials.
- Implements evaluation mechanisms to determine program delivery effectiveness in meeting goals and objectives and conducts program evaluation and analyzes data.

**4. Provides leadership and guidance to the CC Unit and manages human and financial resource activities in order to ensure strategic objectives of the HCC and LTC unit are met and that staff are able to effectively operate in a secure and rewarding work environment.**

- 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.
- Leads, coaches and mentors the team to achieve business plan goals and cross departmental initiatives.
- Collaborates with the Director on the preparation of the annual business plan, main and capital estimates, monitoring and forecasting expenditures, quarterly variance reporting, year-end activities and contracting functions.
- Manages and leads staff in accordance with GNWT human resource policy, practice, and procedures.
- Completes annual performance planning and human resources planning (i.e. succession planning, career counseling to staff and provision of training opportunities to assist staff in achieving career potential).
- Models and encourages best practices in the areas of HCC and LTC program monitoring, auditing and reporting.
- Leads the administration of contracts and contribution agreements to achieve outcomes of the CC unit.
- Acts as the key HCC and LTC services leader within the Department.
- Delegates, coordinates and monitors the distribution of work to CC unit staff.
- Manages human resource capacity of the CC unit to ensure core functions and projects are carried out in a timely manner; this entails approving staff leave, determining need for additional resources, and leading staffing competitions in alignment with Human Resource policies and procedures.
- Administers GNWT and federal funding of approximately \$9,500 000 in accordance with GNWT financial policies and processes to support operation of the CC unit and to achieve strategic priorities in HCC and LTC services.



- Ongoing planning, establishing and monitoring of contribution agreements, completing annual financial and activity reporting to federal funding agencies, supporting funding submissions for the appropriation of annual budgets and carryover funds.

**5. Leads engagement planning to ensure HCC and LTC programs are meeting the needs of the HSSAs, Indigenous governments and individuals accessing these programs.**

- Uses a collaborative approach in providing support and advice to the HSSAs and in developing, monitoring, review, and evaluation plans and processes.
- Builds and maintains collaborative relationships both internal and external to the GNWT.
- Leads the development of engagement planning as standard component to HCC and LTC for cross departmental initiatives and within SCCS to identify the scope of engagement required.
- Monitors and reports on engagement activities as part of standard reporting.
- Consults with other department divisions for advice (Policy, Legislation and Intergovernmental Relations Division) and guidance to ensure adherence to approved guidelines, protocols and processes for engagement with communities and indigenous governments.
- Provides consultation and expert advice to HSSAs and other key stakeholders, internal and external to the department, on the implementation of policy and standards.
- Lead and facilitate strategic collaboration involving stakeholder working groups to ensure and enhance the quality of client care and support through the effective use of resources.
- Establishes and maintains territory-wide program HCC and LTC standards and guidelines; clinical practice, education, and research for staff who are employed by the HSSAs.

**6. Leads the Territorial Admission Committee for LTC and is responsible for the monitoring and analyzing of LTC data and program needs and manages the NWT LTC waitlist.**

- Leads the development and implementation of LTC standards and monitors utilization of LTC beds across the HSSA's.
- Works collaboratively with CC team and the HSSA's to develop, monitor and evaluate LTC referrals, admissions, deaths and all decision-making processes to ensure equitable and appropriate access to LTC.
- Leads the development of and continued monitoring of performance monitoring frameworks to ensure LTC data is being captured, reported and analyzed.
- Ensures accreditation and quality assurance is in place.
- Responsible for LTC data and working across governments in capital investment planning for LTC builds and for enhancement of LTC programs.





## **WORKING CONDITIONS**

### **Physical Demands**

No unusual demands.

### **Environmental Conditions**

No unusual demands.

### **Sensory Demands**

No unusual demands.

### **Mental Demands**

There will be considerable demands placed upon the Manager by internal and external stakeholders to develop solutions and achieve results. The position will also encounter tight deadlines and competing demands.

The Manager is exposed to serious and traumatic incidents and events concerning seniors and vulnerable populations and related to engagement with stakeholders on elder abuse and neglect.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of relevant legislation and regulations including but not limited to the *Hospital Insurance Health and Social Services Administration Act* and how it applies to carrying out the duties of the position and program delivery within the HSS system.
- Knowledge of and ability to analyze and interpret relevant GNWT legislation, policies and procedures.
- Knowledge of and ability to define the scope and requirements for diverse and concurrent projects.
- Knowledge of quality improvement, and risk management tools, strategies, techniques.
- Knowledge of the social determinants of health for seniors, persons with disabilities, and Indigenous peoples, and the context and enabling environments in which programs and services operate.
- Knowledge and skills relating to methodologies for developing reports, presentations, organization, project performance reporting.
- Ability to acquire knowledge of government protocols, cabinet and other related processes.
- Knowledge of socio-political and cultural contexts of the NWT.
- Ability to acquire knowledge of national, provincial/territorial, and local political



environments and other governments' social programs and policies and be capable of assessing possible implications for the NWT and the Department.

- Leadership, project planning, communication and presentation skills.
- Engagement, negotiation and change management skills.
- Ability to set priorities.
- Ability to conduct research and development of policies and strategies.
- Ability to manage organizational resources that focus on results and outcomes.
- Ability to develop strategic objectives, indicators and plans.
- Ability to think analytically, strategically, conceptually, and synthesize complex information.
- Ability to utilize effective communication skills, and to recognize and respond to Departmental needs.
- Ability to lead and work effectively in small and large groups, and within an interdisciplinary team environment.
- Ability to exercise tact and diplomacy.
- Ability to lead and motivate staff.
- Decision making skills.
- Oral and written communication skills
- Ability to use MS word, MS power-point, Excel, email and Internet.
- 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:**

Completion of a Bachelor's degree in a relevant health or allied health related discipline, with three (3) years of related experience including one (1) year of supervisory or team lead experience.

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:** Select Language

- ☐ Required  
☐ Preferred