



IDENTIFICATION

Department	Position Title	
Health and Social Services	Manager, interRAI Implementation	
Position Number	Community	Division/Region
49-15230	Yellowknife	Seniors and Continuing Care Services / HQ

PURPOSE OF THE POSITION

The Manager, interRAI Implementation is responsible and accountable for the development, coordination, successful deployment and adoption of the Resident Assessment Instrument (interRAI) and Continuing Care Information System (CCIS) across the Northwest Territories in the Continuing Care Service (CCS) areas of Home and Community Care (HCC) and Long-Term Care (LTC).

SCOPE

Located in Yellowknife, the Manager, interRAI Implementation (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 Health and Social Services (HSS) System. The Manager also works closely with Management teams across Government of the Northwest Territories (GNWT) Departments to advance planning, integration, and communication related to HCC and LTC services standards and policies.

The Manager leads the development and implementation of interRAI and CCIS; a complex, time critical project, develops evaluation criteria for assessing project outcomes, and documents various stages of the project development and implementation to provide quality and valid delivery of the implementation plan. The Manager applies project management methodology including, but not limited to project planning and execution, budget management, risk assessment and management, stakeholder engagement and communication, monitoring, reporting and evaluating progress of the implementation project. The position is responsible to ensure all project objectives and deliverables fall within the applicable scope, timelines and budget for the project.



The Manager will provide leadership utilizing project and change management principles and an in-depth knowledge of systems management at both the strategic and operational levels. In addition, this role will also provide team oversight, direction and coordination to ensure the integration of both information technology and clinical processes for project implementation.

The successful project outcome, of full interRAI implementation, will directly impact decisions at the system and operational levels regarding delivery, accessibility, sustainability and the quality of health services for home care and long term care in the NWT.

To be successful, the Manager leads effective coordination and collaboration with a variety of internal and external stakeholders including but not limited to: Continuing Care Senior Managers in the Department of Health and Social Services and 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 Tłı̨chǫ Community Services Agency (TCSA), and AVENS, other GNWT departments, project consultants, project vendors, Canadian Institute for Health Information (CIHI), nursing consultants, informatics consultants, privacy consultants and Home Care (HC) and Long Term Care (LTC) Managers, territorial quality risk management and strategic Learning and Talent Development, to ensure the effective implementation and sustainability of InterRAI, as a key initiative of the Government of the Northwest Territories (GNWT) Seniors and Continuing Care Services (SCCS) Division.

The GNWT has committed to the implementation of an information technology application containing interRAI assessment instruments within the Continuing Care Service areas of HCC and LTC across the NWT. The implementation plan is a five year project with preplanning, implementation and sustainability planning and post implementation and evaluation phases. The implementation of interRAI aligns with the GNWT commitment to support elders to age in place to ensure adequate supports are available to those who can no longer do so, and to use data to provide quality, efficient and sustainable health services.

InterRAI is an organization of researchers and practitioners who have developed clinical assessment tools which are standardized, evidenced based and tested to establish validity and reliability. The interRAI assessment instruments generate real time electronic reports, flag client risks and provide clinical protocols to help develop care plans based on assessment findings. The use of the interRAI assessment instruments provides access to data for monitoring, reporting and evaluating the distribution and utilization of Continuing Care Services. The use of a standardized electronic client assessment tool that supports care planning for LTC admission and matching of resources to the needs of HCC clients will reduce adverse client outcomes and improve continuity of care.

Implementation of the interRAI assessment tools and CCIS on a new IT system will change the business and clinical practices in HCC and LTC and the Manager must help operational



managers with the change management processes that will occur at the front line. The Manager must initiate and sustain regular collaboration and communication in person, by phone and in writing with stakeholders within various levels of government and at the service delivery and operations level. This requires skills in complex communications and an ability to work effectively with a range of stakeholders.

The application of interRAI and CCIS is 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 mechanisms are supported through the development of a quality framework that reflects legislation, strategic priorities, standards, accreditation processes, surveys and contribution agreements with the HSSAs and require continuous monitoring and evaluation to ensure compliance.

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 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 leads the development of standards and policy documents related to interRAI and CCIS, 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 is also responsible and accountable for administering, monitoring and reporting on the utilization of the federal and GNWT 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 interRAI and CCIS are aligned with HCC and LTC standards, services and programs.
- Facilitating communication and engagement with stakeholder organizations.
- Collaborating with HSSA partners to achieve culturally safe and integrated delivery of interRAI and CCIS through HCC and LTC services across the NWT.

The Manager works collaboratively with the HSSAs to ensure that interRAI and CCIS; new initiatives related to quality improvement and actions resulting from territorial reviews, are appropriately implemented, monitored and evaluated. 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 interRAI and CCIS 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 stages within the interRAI and CCIS workplans 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 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 and Information Services.

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 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. Lead the overall planning, development and implementation of quality improvement, quality assurance, integration, risk management activities and post implementation phases of the interRAI and CCIS project (Project) and provide expert advice on program requirements.**
 - Establish a territorial work plan, aligned with CIHI standards and the HSS System strategic and business plans, 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 delivery of the Project.
 - Lead the implementation of the work plan, collaborating with key system stakeholders to ensure that actions are completed in accordance with anticipated timelines and expected project outcomes and deliverables.
 - Implement and lead evaluation mechanisms to determine Project program delivery effectiveness in meeting goals and objectives and conducts program evaluation and analyses.
 - Manage contracts with the vendor and monitor and report on services delivered.



- Lead departmental/interdepartmental working groups and committees.
- Lead and collaborate with the HSSAs and key system stakeholders including frontline staff, on the impact of the Project on current HCC and LTC standards, procedures and policies, to ensure that they are meeting their intended objectives.
- Conduct and oversee research on how the Project will impact HCC and LTC best practices, promising practices and quality and integration approaches that could be appropriate for the unique NWT environment.
- Research, review, and recommend new or improved legislation, regulations, standards, policies and guidelines for new or improved programs or services.
- Manage quality and integration initiatives in partnership within the CC unit and other key stakeholders, to ensure their timely and successful completion.
- Provide 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.
- Identify gaps and issues requiring quality improvement, quality assurance, integration, communication, change management, and risk management processes and work collaboratively with system stakeholders.
- Work collaboratively with stakeholders, including Indigenous governments, organizations, and communities, to align the interRAI and CCIS implementation with principles of Indigenous data sovereignty. Advocate for sustainable practices that respect and protect Indigenous rights to data ownership, control, access, and possession (OCAP).
- Provide 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 the Project and the impact to HCC and LTC programs and services.
- Advise senior officials concerning urgent and emergent issues and related public policy matters.
- Support the Minister and prepare briefing and meeting materials.
- Ensure that communications flow effectively within project teams, across departments, to senior managers and stakeholders.
- Connect 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.
- Represent the GNWT on Federal/Provincial/Territorial (FPT) committees and working groups related to interRAI (i.e. Canadian Institute for Health Information).

2. Lead strategic planning and all aspects of coordination of the Project that include the monitoring and reporting on the status and outcomes of workplans, communication with key stakeholders, collaboration with stakeholders on CCIS and interRAI sustainability planning, and ensure alignment with GNWT strategic plans, legislation, CIHI standards.



- Ensure tracking of all associated activities for the Project development and implementation.
- Proactively monitor all associated federal and cross departmental activities through regular contact with CIHI and cross departmental colleagues.
- Elicit business, functional, technical and commercial requirements with stakeholders using a variety of techniques including but not limited to facilitating workshops, document analysis, interviews, readiness assessments, joint meetings, coordinating meeting schedules.
- Lead the coordination between the clinical and technical aspects of the project.
- Collaborate with the Information Services division team on future integration capabilities of CCIS and interRAI with the Electronic Health Record (EHR) project.
- Analyze issues, bringing them to the attention of the Director, SCCS, with recommendations for issue resolution.
- Prepare briefing notes, status updates, information items, and presentation materials for Deputy Minister of Health and Social Services and Interdepartmental Deputy Ministers Committee.
- Lead the work with the communications unit to develop communication plans, key messages and press releases if required.
- Identify current and future program delivery requirements in HCC and LTC services and in collaboration with the HSSAs and regional stakeholders.

3. Lead change management efforts associated with the Project within the HSS environment.

- Champion enterprise-wide culture of eHSS interoperability through adoption of systems standardization where possible.
- Incorporate shared visioning and other change management strategies in the day-to-day operations of Project Management Services, and in individual projects.
- Engage key stakeholders in change process, understand the impact on both internal and external stakeholders and manage risks and benefits accordingly.
- Continually analyze the change process and make necessary adjustments to maximize effectiveness.
- Lead the development of change management, communications and engagement planning as standard component to the Project for HCC and LTC for cross departmental initiatives and within SCCS to identify the scope of engagement required.
- Implement change in a planned and systematic fashion, utilizing project management tools.
- Support operational managers with the change management processes that will occur at the front line.



4. Provide leadership and guidance to the interRAI unit and manage human and financial resource activities in order to ensure strategic objectives of the Project are met and that staff are able to effectively operate in a secure and rewarding work environment.

- Establish 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.
- Lead, coach and mentor the team to achieve business plan goals and cross departmental initiatives.
- Collaborate 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.
- Manage and lead staff in accordance with GNWT human resource policy, practice, procedures and the GNWT Competency Model.
- Complete 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).
- Model and encourage best practices in the areas of HCC and LTC program monitoring, auditing and reporting.
- Lead the administration of contracts and contribution agreements to achieve outcomes of the unit.
- Act as the key Project services leader within the Department.
- Delegate, coordinate and monitor the distribution of work to unit staff.
- Manage human resource capacity of the 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.
- Administer GNWT and federal funding in accordance with GNWT financial policies and processes to support operation of the unit and to achieve strategic priorities.
- Ongoing planning, establishing and monitoring of contracts and or contribution agreements, completing annual financial and activity reporting to federal funding agencies, supporting funding submissions for the appropriation of annual budgets and carryover funds.
- Motivate and lead unit staff to work in alignment with the GNWT's and Health and Social Services System's mission, vision, goals, and strategic plan, ensuring all unit and project work effectively supports these priorities.



5. Lead engagement planning to ensure the Project is in adherence with HCC and LTC program, services and administrative standards and is meeting the needs of the HSSAs, Indigenous governments and individuals accessing these programs and services.

- Use a collaborative approach in providing support and advice to the HSSAs and in developing, monitoring, review, and evaluation plans and processes.
- Build and maintain collaborative relationships both internal and external to the GNWT.
- Lead the development of change management, communications and engagement planning as standard components to the Project for HCC and LTC for cross departmental initiatives and within SCCS to identify the scope of engagement required.
- Monitor and report on engagement activities as part of standard reporting.
- Consult with other department divisions for advice (Policy, Legislation and Intergovernmental Relations Division, Information Services and the Office of the Chief Privacy Officer) and guidance to ensure adherence to approved guidelines, protocols and processes for engagement with communities and Indigenous governments.
- Provide 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.
- Establish and maintain territory-wide program Project standards and guidelines; clinical practice, education and research for staff who are employed by the HSSAs.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental 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 *NWT Health Information Act* and how these apply to carrying out the duties of the position, development of a health information system, and program and service delivery within the HSS System.
- Knowledge of and/or the ability to acquire knowledge of the GNWT and HSS System's mission, vision, goals, and strategic plan, and possesses the ability to align all project work and staff to effectively support these priorities.
- Knowledge of and ability to analyze and interpret relevant GNWT legislation, standards policies and procedures, and CIHI standards.
- Knowledge of and ability to define and reinforce the scope and requirements for diverse and concurrent projects and to provide the management of contracts.
- 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 in leading and managing complex transformation initiatives and projects from a holistic, integrated systems perspective, including financial analysis and project planning and methodologies.
- Knowledge and skills relating to methodologies for developing reports, presentations, organization, project performance reporting.
- Knowledge of socio-political and cultural contexts of the NWT.
- Knowledge of electronic health information systems and ability to learn the functionality and intended purpose of standardized health documentation systems.
- 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.
- Knowledge of and/or the ability to acquire knowledge of Indigenous data sovereignty principles and how to integrate these principles into the interRAI and CCIS work.
- Leadership, project planning and resource management, and presentation skills.
- Engagement, negotiation and change management skills.
- Decision making skills and the ability to set priorities.
- Research skills and the ability to develop policies and strategies.
- Oral and written communication skills.
- Communication skills and the ability to recognize and respond to Departmental needs.
- Interpersonal skills and the ability to lead and motivate staff.
- Computer skills including Microsoft Office, project management software and tools, email and Internet.
- 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 lead and work effectively in small and large groups, and within an interdisciplinary team environment.
- Ability to acquire knowledge and reinforce government policies, protocols, cabinet and other related processes in all project and project team management.
- Ability to problem solve and foster interpersonal collaboration and conflict resolution.
- Ability to commit to actively upholding and consistently practicing inclusive leadership, personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace.
- 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 a health discipline or business administration, and five (5) years of relevant experience that also includes 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