



## IDENTIFICATION

Department	Position Title	
Health and Social Services	Assistant Deputy Minister, Finance, Policy, Planning and Communications	
Position Number	Community	Division/Region
49-16822	Yellowknife	Directorate/HQ

## PURPOSE OF THE POSITION

The Assistant Deputy Minister, Finance, Policy, Planning and Communications (ADM) is accountable for providing professional and comprehensive advice, strategic direction and leadership for the Finance, Policy, Planning and Communications Branch of the Department of Health and Social Services (DHSS). The ADM is responsible for leading and directing the development and management of activities in all areas of DHSS related to financial planning and management, policy and legislative development and interpretation, communications, and strategic planning, and reporting and program evaluation.

The ADM is responsible for providing executive management oversight, leadership and support to the Deputy Minister (DM), Minister of Health and Social Services (Minister), Executive Council, the DHSS and the health and social services system in relation to financial management; legislation and policy development; and program planning and performance designed to improve system sustainability and results. The ADM is responsible for leading an integrated and aligned approach to the core elements of the health and social services system's planning processes, including budget and business planning, strategic and operational planning. The ADM leads program and service evaluation, maintenance and development of legislative and policy frameworks, public and internal communications planning, and the preparation of Cabinet and Financial Management Board proposals for legislative, policy and program changes. The ADM also oversees the Department's participation in a variety of government-wide initiatives and supports both the DM and the Minister in federal/provincial relations pertaining to health and social services.

## SCOPE

The DHSS mandate is to promote, protect and provide for the health and well-being of the people of the Northwest Territories. The vision of the Health and Social Services system is: Best Health, Best Care, for a Better Future.



The DHSS is the largest Department in the GNWT, with a budget of over \$595 million and 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 (Authorities)). 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 Tłıchǫ Community Services Agency (TCSA) as per the terms of the Tłıchǫ Land Claims and Self-Government Agreement.

Non-governmental organizations and community and Indigenous governments play a key role in the delivery of programs and services on behalf of the Department and the Authorities. DHSS and the Authorities also rely on provincial governments and non-NWT service providers in the delivery of programs and services not available in the NWT. The health and social services system is the largest public service employer in the GNWT with over 1500 positions.

The role of the Department is to support the Minister in carrying out the GNWT's mandate by: setting the strategic direction for the health and social services system through the development of legislation, policy and standards; establishing approved programs and services; establishing and monitoring system budgets and expenditures; and evaluating and reporting on system outcomes and performance. The Department remains responsible for ensuring that all statutory functions and requirements are fulfilled. The Authorities are responsible for developing and submitting annual budgets and operational plans to inform the Minister of the planned objectives and activities to operationalize the strategic direction. The Department plays a central role in working with the Authorities to further their accountability by ensuring budgets and plans are accurate, aligned with Departmental direction, and will achieve the mandate.

Health and social services systems across Canada are facing dynamic and continual pressures related to cost escalation, increasing service needs and demands and challenges with workforce recruitment and retention. The NWT has among the highest per capita costs in Canada for the delivery of services. Factors related to demographics, geography, challenging population health statistics, colonization and historical impacts of residential school and reliance on accessing specialized services in other jurisdictions pose a real challenge to sustainability and have contributed to an environment of accumulating deficits. As a result, efforts to focus on cost management, while also balancing efficiency and effectiveness of care and improved outcomes for clients, are critical.

The incumbent must display exceptional skills in planning, systems and critical thinking and the use of data and best practices to improve system performance. The incumbent must



establish and maintain excellent interpersonal relationships with a range of internal and external partners and stakeholders including GNWT ADMs and DMs; CEOs and Senior Managers within the Authorities; and Senior Managers within federal, provincial, Indigenous and other levels of government.

The incumbent must work within a complex matrix management environment that presents the following challenges:

- the requirement to design, develop and operationalize new programs and policies in a context of scarce resources,
- the requirement to manage competing and contradicting demands for cost savings while still meeting public and political expectations requiring new investment, guided by principles of patient/client focus and continuous quality improvement,
- the requirement to collaborate with Authorities in a way that balances supporting them with capacity building and ongoing system transformation, with maintaining their decision making and accountability abilities and responsibilities.
- the requirement to manage response to a significant volume of demand on the system and expectations for timely delivery in the face of frequent staff changes, shifting priorities and public expectations.

The position is critical to ensuring the NWT has an effective presence on federal, provincial, and territorial (FPT) initiatives. DHSS is actively engaged in the following FPT committees: Ministers and DMs of Health; Minister and DMs Responsible for Persons with Disabilities; Ministers and DMs responsible for Social Services; Ministers and DMs Responsible for Seniors. The ADM leads regular meetings with Senior Managers with Indigenous Services Canada, Health Canada and other federal departments and agencies, in particular with respect to engagement, collaboration and negotiations related to establishing and managing funding agreements to support GNWT priorities and initiatives

## **DIMENSIONS**

Reporting Positions: 4 direct  
Financial: \$8.3 million (Direct)

## **RESPONSIBILITIES**

1. Uphold and consistently practicing personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace. Practice and ensure that any subordinate management and supervisory roles also prioritize staff mentorship and on-the-job training, including staff development in annual general objectives.
2. Responsible and accountable to the DM and Minister for providing the strategic direction with respect to the planning, design and implementation of programs and services of the



Finance, Policy, Planning and Communications Branch to ensure the efficient, effective and sustainable use of HSS resources.

3. Responsible for providing strategic direction and priority setting for financial and economic research and analysis related to HSS programs and services. This includes analysis of administrative and financial impacts of new and changing programs or legislation, and research and analysis of emerging trends and best practices affecting health and social services to determine if there are more economical and efficient methods of delivering programs and services; Responsible for critical finance functions for the Department including: budgeting and financial planning, monitoring and forecasting, main and capital estimates preparation, contract oversight and management, variance reporting, and year-end activities.
4. Responsible for fiscal oversight of the NWT HSS system through planning, development and monitoring of the overall departmental budget and the monitoring, analysis and evaluation of Authority financial operations, to ensure appropriate use of public funds in accordance with GNWT acts, regulations, policies and procedures.
5. Responsible for leading strategic planning and reporting for the HSS System to ensure alignment with legislative requirements, achievement of Government's mandate and effective integration of the planning and policy functions and with the broader health and social services system. This includes ensuring preparation of a strategic plan, business plan, and plans for evaluating policy and programs.
6. Responsible for ensuring the development and increased use of system performance indicators, client-focused and waste reducing business processes, enterprise risk management practices, integrated and non-siloed approaches to project planning and management, and legislative compliance monitoring.
7. Leading the department's policy and legislative agenda including overseeing the preparation of discussion and position papers.
8. Leading the development of briefing materials, speaking notes, ministerial statements, speeches and other products required to support the in meetings and communications with the Legislative Assembly and Executive Council, and with Indigenous and community governments with the other stakeholders, the media, and the general public.
9. Responsible for ensuring policy and program proposals advanced to Cabinet and FMB by the Department are evidence-informed, diligently prepared and have been founded on appropriate stakeholder and subject matter expert consultation, reflection of standards, and a strong understanding of cross jurisdictional approaches and best practices.



- 10.**Lead for all communications functions for the Department including the preparation of communications plans, products, consultation and engagement plans, supporting the effective management of public issues.
- 11.**Responsible for contributing to the effective management of the Health and Social Services System as a whole through positive collaboration with the DM and other senior officials of the Department, the Authorities, as well as other stakeholders.
- 12.**As a member of the Cross System Leadership Committee comprised of the Executive Directors from the NTHSSA, ADMs from DHSS, and Senior Managers representing the TCSSA and the HRHSSA, the ADM contributes to HSS system wide operational decisions and recommendations to the DM and CEO table to support implementation and monitoring of collaborative initiatives.
- 13.** Responsible for managing the Branch's human and financial resources in an effective manner that is consistent with the policies and procedures of the GNWT and the values and principles of the Department, including continued development of a representative workforce. This includes ensuring completion of annual performance plans and evaluations of staff and ongoing provision of performance feedback and ensuring a culturally safe and respectful environment.
- 14.**Represent the Department on GNWT Inter-Departmental initiatives and committees to reflect HSS system interests, input and impacts related to GNWT wide policy and program development.
- 15.**Engage and collaborate with federal departments and agencies, on behalf of the Department as Executive lead (such as the Auditor General of Canada) and lead significant third-party funding initiatives and agreements by guiding negotiations, monitoring expenditures and directing the reporting on agreements with federal funders including the Government of Canada (such as Indigenous Services Canada and Health Canada).
- 16.**Represent the Department and NWT HSS System on various FPT and other intergovernmental/pan-Canadian committees as required, both specific to the Financial, Policy & Planning branch as well as an Executive representative on behalf of the Department and HSS system.
- 17.**Responsible for representing the GNWT in official contacts with governments, private and public corporations/agencies, Indigenous organizations and the media as required.

## **WORKING CONDITIONS**



### **Physical Demands**

No unusual demands.

### **Environmental Conditions**

No unusual conditions.

### **Sensory Demands**

No unusual demands.

### **Mental Demands**

There will be considerable demands placed upon the incumbent by internal and external stakeholders to develop solutions and achieve results in the context of rising expectation and diminishing resources. There are demands on the local and national health and social services system which will somewhat hamper the incumbent's ability to meet these demands. In addition, there is a need to negotiate a consensus among diverse stakeholders in the health and social services system, including regional leaders, health and social services leaders outside the Authorities, NGOs, clients and the NWT residents.

### **KNOWLEDGE, SKILLS AND ABILITIES**

- Leadership skills in the area of public policy and/or health and social services
- Skills in senior leadership/executive level health and social services administration.
- Knowledge in financial management, policy development and program performance.
- Ability to acquire knowledge of the health and social services system within the NWT, including the different departmental programs, program delivery models, and the socio-cultural and political environments in the NWT.
- Ability to acquire knowledge of the complex interplay of political, economic and social forces at work in the NWT.
- Knowledge of health, public health and social services legislation, regulation and policy.
- Strategic thinking skills and judgement, to assess options and implications for long term goals, as well as demonstrated ability to research, analyze and synthesize multiple concepts and priorities.
- Ability to analyze, evaluate and interpret a wide range of information and apply it within the unique social, economic and political environments of the NWT.
- Ability to evaluate the performance of both corporate services and the staff providing them.
- Ability to build and maintain good working relationships with colleagues throughout the GNWT, the health and social services system nationwide and with partners outside the government.
- Management and interpersonal skills in order to lead and guide other to embrace change, accomplish tasks and meet desired targets.





- Communication, coaching and motivational skills in order to share a clear vision and optimize human resource performance in a time of significant ambiguity and change will be required.
- Organizational, time management, analytical, facilitation and presentation skills.
- Ability to be sensitive to geographic and cultural needs of people, understanding how community and culture impact the delivery of health care.
- Ability to appreciate the complex political, economic and social forces at work in the NWT.
- Ability to behave ethically, including respect for patient and worker privacy and confidentiality.
- 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 graduate degree in Management, Public Policy, Health Administration, Commerce or Business Administration with 10 years of management experience, including the provision of project management and management of staff and financial resources.

Equivalent combinations of education and experience will be considered.

**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