



IDENTIFICATION

| Department | Position Title | |
|----------------------------|----------------------------------------|------------------------------|
| Health and Social Services | Manager, Facility Operational Planning | |
| Position Number | Community | Division/Region |
| 49-17375 | Yellowknife | Infrastructure Planning / HQ |

PURPOSE OF THE POSITION

The Manager, Facility Operational Planning is responsible for the Department of Health and Social Services (Department) Infrastructure Operations Project Planning initiatives. This position provides advice to the Department and the Health Authorities to ensure the ongoing protection and availability of infrastructure operations within the health and social services system in accordance with legislation, standards, and criteria within which the service delivery agents can provide programs to the residents of the Northwest Territories (NWT).

SCOPE

Located in Yellowknife, the Manager, Facility Operational Planning (Manager) reports to the Director, Infrastructure Planning, and provides health operations and financial advice to both the Department and the Health Authorities. The Manager develops and implements financial and administrative business process improvements and operations associated within the Division and the infrastructure it is required to plan. The incumbent assists the Director and the Division in strategic planning for funding of health and social services facilities, bio-medical equipment/health technology lifecycle management, mobile equipment, leased facilities and any other infrastructure required for the delivery of health and social programs and services.

The Department is the largest and most programmatically diverse Department in the Government of the Northwest Territories (GNWT), with a budget of over \$636M, and operating 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 Health and Social Services (HSS) System is the largest public service employer with over 2,200 positions.



The Department and Authorities work together as one integrated territorial HSS 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 (STH). The Hay River Health and Social Services Authority (HRHSSA) remains outside of the NTHSSA, as does the Tłıchʼo Community Services Agency (TCSA) as per the terms of the Tłıchʼo Land Claims and Self-Government Agreement.

The Manager oversees the execution of a multimillion-dollar capital and O&M budget, providing operational oversight and evaluation of HSS facilities. The role directs operational planning and monitoring for 80+ facilities and leased spaces across the NWT, leading a team that implements operational plans, ensuring successful delivery of operational objectives. 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.

The position works extensively with representatives from the Department, Boards, Communities, Colleagues and Private sector, and the work is conducted, to a large extent, in a team environment, including the Division, Health and Social Services, Boards, Department of Infrastructure and many other stakeholders. As well, this position monitors health operations as they relate to facility design in any or all boards and communities at any one time, in addition to working on several major planning projects. A challenge for the incumbent will be to interact with a diverse variety of clients and stakeholders, especially when needs and preferences exceed available budgets.

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 honor 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. 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 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 incumbent experiences a frequent need for intense analytical work; and project management that is impacted by tight deadlines, work volume, and imposed unexpected and competing demands. Complex facilities must be correctly designed, built, and operationalized to ensure safe program delivery. Decisions can have a direct impact upon patient safety.

The incumbent will be required to travel to regions and communities.

RESPONSIBILITIES

1. Manage the development of the ongoing NWT Health and Social Services Department's Capital Projects Facility Operational Plans and Functional Program Review processes.

- Develop the Departmental Facility Operational Planning Process, outlining the short and long-term facility operational requirements.
- Prepare reports to the Director providing recommendation of plans and alternatives for achieving the long term "vision" for the NWT health and social services infrastructure system.
- Prepare reports analyzing the infrastructure operational requirements and financial impact of new and/or changing programs or legislation.

2. Manage the development of Needs Assessment and Operational Plans for all major health and social services facility projects to ensure the Facilities in the NWT health and social service system are optimized operationally and have developed to support the strategic direction and programs of the DHSS.

- Determine the operational requirements for the programs to be delivered, in collaboration with project teams, board staff and program managers, Department of Infrastructure or consultants.
- Develop options and make recommendations for new and/or alternative approaches.
- Assist with Functional Programming development as required for operational optimization.
- Evaluate cost estimates of proposed facilities and/or projects
- Prepare reports to Senior Management providing alternatives for changes to Needs Assessments and Operational Plans, required due to funding limitations, outlining financial and program implications.



- 3. Manage the portfolio of leases and office accommodations to ensure adequacy for delivery of programs and services.**
 - Coordinate O&M projects relating to office accommodations and leased office and program delivery space in collaboration with the Department of Infrastructure.
 - Lead the coordination of Stakeholders from the HSS Authorities and the Department of Infrastructure during the planning, design, and construction of existing and new leased assets across the NWT.
 - Maintain an inventory of leases assets for the Department and Authorities.
- 4. Monitor current capital projects in progress to ensure alignment of Operational Plans and financial progress, develop and update Operational Standards and Criteria for all HSS facilities and equipment to ensure that there are appropriate, affordable, and equitable infrastructure across the NWT health and social services systems.**
 - Monitor the ongoing status of the current projects, in collaboration with the DHSS project staff.
 - Assist project teams with the review of change orders and project funding requests and advise Director.
 - Prepare reports to the Director providing alternatives and options for dealing with program and financial problems identified.
 - Provide direction to the DHSS on project management issues.
 - Research standards from other jurisdictions.
 - Consult with user groups and program managers to determine program requirements with respect to space requirements.
 - Develop costing models to apply to and determine the appropriate and affordable capital standards.
 - Understand and apply national standards and legislation (e.g. *Canada Health Act*) as applicable.
- 5. Manage the coordination and evaluation of an inventory of all HSS facilities and equipment in the NWT health and social services system to provide an information base for operational planning decision making and to anticipate future operational requirements.**
 - Coordinate with the DHSS, ongoing operational 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.
- 6. From a facility operational planning perspective assist the Director with the management, development, and implementation of the Department's long-range (20-year) and annual Capital Plan Programs as they pertain to current and future anticipated operational needs.**



- Develop, monitor and maintain an effective departmental operational planning process, which provides for effective consultation and liaise with all stakeholders within and outside INF and provide a clear status on all projects.
- Participate in the development of 20-year, five-year and annual Capital Plans and needs assessment to meet the strategic operational objectives of the Department in consultation with various relevant GNWT departments, agencies and regions and other stakeholders.
- Organize and coordinate the development of the Department's component of the GNWT's long-term Capital Need Assessment (CNA), paying particular attention to priorities in the first five years and reviewing the CNA for verification and identification of the highest priority projects.
- Coordinate and review the development of the Department's Project Substantiations for review by the Financial Management Board (FMB).
- Review Project Substantiations with Project Teams to ensure adherence to objectives and requirements in preparation for submission to the Peer Review Committee.
- Take a pro-active communication role to familiarize divisions and regions with GNWT infrastructure planning and acquisition processes, historic funding levels and development of new capital initiatives and funding sources.
- Support the Director in liaising with the Management Board Secretariat staff on FMB submissions and other matters pertaining to capital planning on behalf of HSS
- Utilize and instruct departmental staff on the use of the government's capital planning process and related IT (Information Technology) systems.
- Develop and manage selective capital programs and lead all risk assessments.
- Provide the administrative framework for the current year's Capital Plan.
- Monitor and analyze expenditures on a monthly basis and, in consultation with applicable project managers and Directors, recommend required adjustments and projections to meet the Department's budget targets.
- Support the Director in preparing FMB submissions, Minister and Deputy Minister authorizations, briefing notes, progress reports and other documents pertaining to departmental Capital Plans.
- Prepare the annual Departmental Capital Report.
- Prepare briefing books for FMB and Standing Committee reviews.
- Work closely with the Department of Finance planners, the INF Corporate Services Division and the Strategic Infrastructure Division.
- Coordinate with project teams to complete monthly variances in accordance with FMB requirements.

7. Manage the coordination of optimal facility operationalization as project facilities near occupancy and construction completion approaches.

- Lead project team with selection and procurement of FFE appropriate for facility operations as required.



- Manage coordination of facility occupation by end users post construction.
- Ensure all final project details to ensure optimal occupation of HSS infrastructure projects.
- Manage post-occupancy evaluations of occupied HSS facility projects as required.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental Demands

No unusual demands.

KNOWLEDGE, SKILLS AND ABILITIES

- Project management skills/knowledge of health facility operational theories and principals.
- Knowledge of operational 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, etc.)
- 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 in the areas of health facility operations.
- Skilled decision-making ability to manage timely progress within established objectives.
- Interpersonal skills to facilitate and lead project decision-making, manage conflicts, negotiate solutions and resolve disputes to promote collaborative planning.
- Skilled in using computer software applications (particularly spreadsheets, database and statistical applications)
- Ability to monitor and analyze expenditures monthly and, in consultation with applicable project managers and Directors, recommend required adjustments and projections to meet the Department's budget targets.



- Ability to acquire an understanding of NWT health and social programs and services,
- Ability to adapt and show initiative.
- Ability to coordinate the development of 20-year, five-year and annual Capital Plans and needs assessment to meet the strategic objectives of the Department in consultation with various relevant GNWT departments, agencies and regions and other stakeholders.
- Ability to 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 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 Architecture, Engineering, and/or Business Administration and seven (7) years of relevant experience, that 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