



IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Regional Manager, Primary Care	
Position Number	Community	Division/Region
67-11601	Fort Smith	Primary Care/Fort Smith

PURPOSE OF THE POSITION

The Regional Manager, Primary Care, plays a lead role in implementing the Northwest Territories Health and Social Services Authority (NTHSSA) strategic objectives for the consistent delivery of quality primary care services, health promotion and disease prevention within the Fort Smith Region. Under the strategic guidance of the NTHSSA, the position will implement, monitor, and provide reporting on the delivery of, health promotion and disease prevention within their region as well as primary care services and public health programming.

This position provides overall management of the following programs within the Fort Smith Region: Visiting Specialists Clinics; Primary Care Clinic, Community Health Representative, and Medical Records.

SCOPE

The NTHSSA is the single provider of all health and social services in the Northwest Territories (NWT), with the exception of Hay River and Tłı̄chǫ regions, covering 1.2 million square kilometers and serving approximately 43,000 people, including First Nations, Inuit, Metis, and non-aboriginals. Health and social services includes the full range of primary, secondary and tertiary health services and social services including family services, protection services, care placements, mental health, addictions, and developmental activities, delivered by more than 1,400 health and social services staff.

While the Tłı̄chǫ Community Services Agency (TCSA) will operate under a separate board and Hay River Health and Social Services Agency (HRHSSA) will in the interim, the NTHSSA will set clinical standards, procedures, guidelines and monitoring for the entire Northwest Territories. Service Agreements will be established with these boards to identify performance

requirements and adherence to clinical standards, procedures, guidelines and policies as established by the NTHSSA.

Under the direction of the Minister of Health and Social Services, the NTHSSA is established to move toward one integrated delivery system as part of the government's transformation strategy.

The NTHSSA is responsible for the effective delivery of regional Primary Care services to residents of Fort Smith, Inuvik, and Yellowknife. The NTHSSA provides and supports the delivery of health and social services across the lifespan on an outpatient and outreach basis in order to enhance healthy communities and well-being through excellence, accountability, and respect for regional diversity, and works with communities to promote healthy lifestyles.

Since 2013, the NWT health and social services system has been engaged in a strategic renewal process. This began with System Transformation, a multi-year, community engagement-driven process to develop a model for an integrated health and social services system. The resulting changes to the system's governance structure have enabled a one-system approach, allowing for greater efficiency and integration while better respecting the unique contexts and strengths of the NWT's distinct regions and cultures.

Building off the results and momentum of System Transformation, the strategic renewal effort has now begun a process of Primary Health Care Reform to shift the system and its care models towards a team and relationship based approach that is driven through public participation, community feedback, and data, and built upon a foundation of trust and cultural safety. Using a community development approach, we are changing the way we work with people and communities, at every level of the health and social services system, to enable public participation in priority setting, planning, and design that integrates the social determinants of health.

This position is located in the Fort Smith Region and is responsible for the overall daily management of primary care programs as well as special clinic oversight and management, and regional leadership in health promotion and disease prevention. Direct reports include the following positions: Community Health Nurse, Primary Care, Nurse Practitioners, Licensed Practical Nurses, Region, Program Assistant, Primary Care, Administrative Support Staff, Case Manager, and Medical Record. This position provides operational support and direction to a multi-disciplinary work force, and through recruitment and retention efforts ensures adequate staffing for the provision of safe, competent, and consistent health care to clients in the Fort Smith Region. Responsible to oversee the patient/client experience, the incumbent is also responsible for recruiting, hiring and managing a skilled workforce. The decisions and recommendations made by the incumbent may have a direct impact on the effectiveness and efficiency of human resources, program and service delivery, and financial budgets.

This position, reporting directly to the Chief Operating Officer (COO), will work closely with their COO and with the NTHSSA Territorial Manager supporting this program area, to ensure that client/patient needs are being supported and addressed within their regional catchment area; and to identify and address program challenges and opportunities for improvement,

establish program objectives for the region, and to report on and contribute to the evaluation of the effectiveness and efficiency of the program delivery in the region. They will also contribute to the development of the program area across the territory through their participation on cross-territory initiatives and projects.

The legacies of colonization and residential schools have impacted Indigenous health outcomes and the way health and social services are delivered and accessed. The incumbent is required to honor and promote a culturally safe environment at all times. Practicing from a trauma informed care perspective is expected and the position requires that interaction with clients and families is tactful, respectful and humble. This position requires the ability to handle several complex issues concurrently while maintaining attention to detail. The incumbent is expected to remain calm, controlled and professional, regardless of the situation, and demonstrate compassionate care that is free of racism and discrimination, to clients, families, community members, and other members of the health care team. The incumbent is required to be motivated and innovative in the area of continuing education and practice, such as engaging in self-reflection, to encourage the professional growth of self and others.

RESPONSIBILITIES

1. Lead, implement and manage the delivery of quality-based Primary Care Services in the Fort Smith Region of the NTHSSA.

- Provide leadership and direction to regional staff and programs to ensure that all primary care clients/patients served by the Fort Smith Region receive equitable, efficient, appropriate, accessible, timely and safe primary care.
- Collaborate with the Territorial Manager, Primary Care Services (TM, PCS) to identify current and future delivery requirements in Primary Care Services through consistent territory-wide program development.
- Advises and informs the regional COO with regard to program and service delivery, quality plans, outcomes, opportunities, risks, threats, and including but not limited to incidents affecting or potentially affecting the safety and/or wellbeing of primary care clients/patients and/or staff, and the integrity of the Fort Smith Region and of the NTHSSA.
- In collaboration with the COO, recommends strategic initiatives, and identifies opportunities to sustain or improve the primary care program and service delivery, including opportunities to improve chronic disease prevention and management, for review and consideration by the NTHSSA.
- Lead the development of, and implement a primary care work plan for Fort Smith that aligns with territorial primary care and the NTHSSA strategic direction, policies, and procedures for primary care.
- Work collaboratively with the NTHSSA leadership to contribute to the development and implementation of, performance indicators, measures for improvement, and reports on outputs and outcomes on a periodic basis as determined by the NTHSSA.
- Collaborate with the COO, and the TM, PCS to develop regional procedures for Primary Care program areas.
- Communicate with the COO, the TM, PCS and other members of the Clinical Integration Team to share program priorities and goals.

- Collaborate with the COO, Regional Managers of Primary Care, and Regional Managers within related disciplines in the NTHSSA, the TCSA and the HRHSSA, to ensure a quality primary care program that is delivered consistently across regions and jurisdictions.
- Proactively work with the patient, family and other regional and territorial staff to enhance the patient experience and to address concerns and complaints.
- Collaborate with regional and territorial managers for standardization, consistency and best practices implementation.

2. Lead Regional Accreditation Teams in the domain of Primary Care Services. These standards include but are not limited to Primary Care Services, Infection Prevention and Control, and Managing Medications.

- Work collaboratively with the Regional/Territorial Primary Care Quality and Client Experience Team to implement program and policy updates to align with the Accreditation Canada Standards of Excellence.
- Communicate and ensure integration of standards, policies and procedures for Primary Care Services and programs into day to day practice as they relate to the Accreditation Canada process.
- Work collaboratively with the Regional/Territorial Quality and Client Experience Team to ensure team members receive an orientation and education on Accreditation Canada's Program and the Accreditation Process.
- Implement team action plans, based on results of any work required to align with program standards, and recommendation from onsite Accreditation Canada Surveys.
- Report work plan process to the COO, Regional/Territorial Accreditation Team, and TM, PCS.
- In collaboration with the COO, gather data and information to track program indicators set by the NTHSSA leadership team.
- Ensure and promote clients' and families' involvement in planning and service design, as well as quality and safety issues at the organization level, including quality improvement and client safety activities.
- Foster respectful, compassionate, culturally appropriate, and competent care that is responsive to the needs, values, beliefs, and preferences of clients and their family members.
- Support mutually beneficial partnerships between clients, families, and health care service providers.
- Collaborate with the COO, territorial, and regional management to standardize policies, procedures, metrics and program services.

3. Lead and manage the logistics of regional primary care service delivery, public health service delivery in the community of Fort Smith, including but not limited to the management and support of staff and scheduling, and the management of capital resources required to meet regional operational needs.

- Provide subject matter expertise, guidance, direction, and exemplary leadership to the Regional Primary Care Services staff.
- Effectively and efficiently manage a budget, human and capital resources in order to facilitate a successful primary care program, public health and community health and

service delivery. Variance reporting as required.

- Manage the primary care program within the allocated resources and in accordance with Territorial Acts and Regulations, NTHSSA Policies and adherence to Professional Regulations, Standards and Protocols while following an interdisciplinary model to maintain and enhance the health and wellness of the people of the NWT.
- Collaborate with the COO, Regional Managers, and any relevant counterparts of the Fort Smith Region to ensure the safe, effective and efficient coordination of primary care to clients and patients.
- Collaborate with Territorial Manager, Primary Care and Territorial Clinical Lead, Dental Services to implement, and monitor an oral health strategy. Provides local oversight of oral health staff.
- Collaborate with the dyadic leadership and the physicians of the Fort Smith Region to ensure the safe, effective and efficient coordination of primary care to clients and patients.
- Participate in regular meetings with the TM, PCS to plan programming and models of care delivery.
- Communicate program goals and activities to all required parties; provide direction and guidance to staff involved in programs and services.
- Participate in the recruitment, placement, and orientation of staff, and participates in developing strategies for staff retention.
- Support the educational needs of all staff via Telehealth, conferences, workshops, distance education programs and clinical practicums.
- Conduct employee performance evaluations and proactively manages performance issues.
- Participate on various committees to help ensure the provision of quality services and coordination of services on local and regional level.
- Develop, implement and oversee a scheduling plan of primary care services for the regional service area.
- Work collaboratively with regional and territorial managers to integrate care, and to improve the client/patient experience.
- Actively promote the use of telehealth as a service option in the NTHSSA service delivery area, evaluates and report on use, and oversees scheduling and management of regional telehealth resources.
- Implement action plans from TM, PCS in response to program indicators performance.
- Collaborates with the COO, the TM, PCS, and patients to implement a consistent, equitable, culturally sensitive and evidence based Chronic Disease Program.

4. Lead, implement and oversee the delivery of quality-based Health Promotion and Disease Prevention activities within the Fort Smith Region of the NTHSSA.

- Provide leadership and direction to Community Health Nurse(s), Primary Care and the Community Health Representative, staff and programs to ensure health promotion and disease prevention activities are responsive to the needs of the clients/patients, communities served by the Fort Smith Region.
- Collaborate with relevant Territorial Managers to identify current and future program delivery needs and opportunities through territory-wide program development.

- Advise and inform the Regional COO with regard to program and service delivery, quality plans, outcomes, opportunities, risks, threats, and including but not limited to incidents affecting or potentially affecting the safety and/or wellbeing of clients/patients and/or staff, and the integrity of the Fort Smith Region and of the NTHSSA.
 - In collaboration with the COO, the AMD and the Regional Manager, recommend strategic initiatives, and identify opportunities to sustain or improve the health promotion and disease prevention program.
 - Lead the development of, and implement a health promotion and disease prevention work plan for the region that aligns with the NTHSSA strategic direction, policies, and procedures for health promotion and disease prevention,
 - Work collaboratively with the NTHSSA leadership to contribute to the development and implementation of, performance indicators, measures for improvement, and reports on outputs and outcomes on a periodic basis as determined by the NTHSSA.
 - Communicate with the COO, and relevant Territorial and Regional Managers, to share program priorities and goals.
 - Collaborate with the COO, Regional Managers responsible for health promotion and disease prevention, and other Regional Managers within related disciplines in the NTHSSA, to ensure a health promotion and disease prevention program that is delivered consistently across regions and jurisdictions.
 - Collaborate with regional and territorial managers for standardization, consistency and best practices implementation.
- 5. Represent the NTHSSA Fort Smith Region in Labour Relations to ensure that harmonious working relationships with the Union of Northern Workers (UNW) and management are maintained.**
- Work with the COO in handling first level grievances in coordination with Human Resources and UNW.
 - Lead meetings with the UNW local representatives as the need arises and/or on a regular basis to discuss issues/concerns and work together to resolve same.
 - Collaborate with Human Resources to assist staff with accommodation plans and progress.
 - Provide effectively and timely performance feedback, mentoring and coaching.
- 6. Workplace Health and Safety: Employees of the Authority are committed to creating and maintaining a safe and respectful workplace for employees and patients/clients. Building a safe and respectful workplace is everyone's responsibility.**
- All employees and contractors have a professional and personal responsibility to perform their duties to health and safety regulations, standards, practices and procedures.
 - All stakeholders (management, staff, Union of Northern Workers, and Workers Safety and Compensation Commission) need to ensure our Workplace Health and Safety Committee works effectively, with a shared purpose of continuous quality improvement in health and safety.

- All Managers play an active role in workplace health and safety through their daily management: identifying prevention opportunities, ensuring staff are trained in Risk Monitor Pro or other incident reporting systems, investigating potential risk and accidents, and applying timely corrective measures.
 - A healthy workplace, where employees can provide quality service under safe conditions, is the right thing to do and makes good business sense.
- 7. Ensure quality management of health information for the Fort Smith Health Center.**
- Collaborate with the COO, and the Territorial Manager, Health Records to develop regional procedures for quality management of health information.
 - Supervise the day to day operations of the Fort Smith Medical Records Unit. This includes release of patient information, patient information and coding, and patient chart preparation.
 - Foster a positive working and learning environment for staff.
 - Oversee release of patient information activities within the Unit and ensure compliance with *Access to Information and Protection of Privacy Act*, and *Health Information Act* legislation.
- 8. Additional Responsibilities.**
- Directly support and remain active in any incident investigation involving primary care.
 - Responsible and accountable for the management, variance reporting and planning of assigned primary care budgets.
 - Provides leadership and expertise by actively participating in meetings, Regional Management Team and other program committees.
 - Represents the Fort Smith Region on NTHSSA committees and attends other planning or program meetings related to the operations of the GNWT and NTHSSA.
 - This position will also be expected and capable to act as the COO when required.
 - Performs other duties as assigned by COO for the purposes of ensuring the smooth and efficient operation of the NTHSSA – Fort Smith Region.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental Demands

Incumbent will experience unknown factors, uncontrolled work-flow and overlapping demand and will be exposed to numerous interruptions and emotionally disturbing experiences (on occasion).

Travel to small communities may be required. Travel may be by way or small aircraft or driving on winter ice roads.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of program management, including budget development, preparation, and control is required to ensure financial responsibilities are carried out effectively and efficiently.
- Knowledge of different disciplinary roles and scopes.
- Knowledge of how to design and facilitate a change process. The ability to build and work with groups and teams, planning and implementing change; skilled in group dynamics and conflict resolution.
- Knowledgeable in CNA Nursing Code of Conduct and RNANTNU Standards.
- Knowledge of total quality management or continuous quality improvement processes.
- Knowledge with word processing programs and spreadsheets.
- Knowledge and ability to use a variety of intervention and prevention methods, and determine which method is most appropriate at any given time.
- Ability to develop and maintain positive working relationships with individuals, agencies, elected community leaders, and employees in order to communicate program information, including the ability to obtain and respond to feedback from these individuals.
- Interpersonal skills including effective communication, coaching and motivation is essential in order to manage the human resources assigned to the position so human resources performance is at optimal capacity and assisting staff and stakeholders to accept change.
- Ability to build solid partnerships and alliances based on trust and to work with a variety of people from different backgrounds and personalities.
- Written and oral communication skills including listening, observing, identifying and reporting.
- Organizational, and time management skills to manage multi-disciplinary responsibilities in a timely and effective manner.
- Sensitive to the geographical and cultural needs of the people and understand how community and culture impact the delivery of health care.

Typically, the above qualifications would be attained by:

Bachelor of Health and Administration and a medical background or two (2) years of management/supervisory experience and three (3) years of recent experience in an acute or primary care setting.

Equivalencies may 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