



Government of
Northwest Territories

IDENTIFICATION

Department		Position Title	
Territorial Health and Social Services Authority		Chief Operating Officer	
Position Number(s)		Community	Division/Region(s)
87-11124		Norman Wells	Regional Operations/Sahtu

PURPOSE OF THE POSITION

Reporting to the Chief Executive Officer (CEO), the Chief Operating Officer (COO) is accountable for providing strategic leadership to the Sahtu Region (SR), a Region of the Northwest Territories Health and Social Services Authority (NTHSSA). This includes primary oversight for program and service delivery and strategy implementation in the SR.

As a member of the NTHSSA Executive Leadership Team, the COO contributes to planning, implementing, monitoring, and evaluating the overall health and social services strategy for the NTHSSA. In collaboration with other members of the NTHSSA Executive Leadership Team, the COO serves as a champion for the development of an organizational culture of quality, safety, inquiry and patient/client focus.

The COO, in collaboration with the NTHSSA Executive Leadership Team, champions the transformation agenda of the Government of the Northwest Territories (GNWT), including the goals of ensuring optimal effectiveness and efficiency through shared services and reduced duplication, integrated program planning, design and evaluation, improved quality of service, and accountability for performance and outcomes.

In accordance with the priorities and directions established by the Department of Health and Social Services (DHSS), the COO works within the legislative and policy frameworks of the GNWT.

SCOPE

The NTHSSA is the single provider of all health and social services in the NWT, with unique collaborative arrangements in the Hay River and Tłıchǫ regions. It covers 1.2 million square kilometers and serves approximately 43,000 people, including First Nations, Inuit, Metis, and non-aboriginals. Health and social services include a 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 Tłıchǫ Community Services Agency (TCSA) will operate under a separate board and Hay River Health and Social Services Authority (HRHSSA) will in the interim operate as a separate authority, 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.

The COO reports directly to the NTHSSA CEO, along with five other regional COOs; the Executive Director Clinical Integration; the Executive Director, Corporate and Support Services; the Chief Financial Officer; the Territorial Medical Director; and the Chief Medical Information Officer.

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. As a key member of the Executive Leadership Team, the COO will collaborate on the integration of health and social services programs throughout the Northwest Territories to ensure efficient and effective service delivery.

The COO works collaboratively with members of the NTHSSA Executive Leadership Team as required to implement an interdisciplinary culturally sensitive and patient-centered approach to care and ensure that territorial policies, standards and service quality levels are achieved at the local and territorial level.

The COO, in collaboration with the Executive Director, Clinical Integration, will also work collaboratively with the DHSS to ensure that programs and services provided by the SR are consistent with NTHSSA and Departmental directions, priorities, policies, standards, regulations and legislative requirements. The roles, and/or their delegates, that will require closest collaboration are:

- Director of Policy and Legislation, accountable for establishing legislation, regulations, and policies that define the scope of services, as well as service delivery, privacy and official language requirements for funded programs and services.
- Director of System Strategy, Performance and Accountability, accountable for requirements relating to evaluation, reporting, and monitoring of outcomes achieved by programs and services.

- The Director of Health Services accountable for territorial strategy and standards for primary and secondary health services provided directly to all NWT residents.
- The Assistant Deputy Minister of Health Programs, accountable for territorial strategy and standards for health, seniors and continuing care services.
- The Assistant Deputy Minister of Families and Communities, accountable for territorial strategy and standards for statutory services, child and family services, aboriginal health and community wellness.
- Chief Public Health Officer of the NWT, accountable for public health, including surveillance, disease prevention and control, and public health emergencies.

The SR provides programs in primary health care, public health, home care, long term care, community wellness, child welfare, family services, and wellness promotion/prevention to the five Sahtu communities. These communities include Norman Wells, Fort Good Hope, Colville Lake, Tulita and Deline. In addition, the Sahtu region provides diagnostic and referral services to other secondary and tertiary services in the NWT hospitals, referral services for mental health and addictions, and children and family services. The SR also operates an 18 bed long term care facility.

The COO is also accountable for ensuring that the programs and services are delivered according to NTHSSA protocols, clinical standards, and operating procedures to ensure effective and safe program delivery.

The COO has primary oversight and accountability for patient centered care delivery with a focus on quality and safety, and developing and executing the long term strategy for the SR.

DIMENSIONS

- Regional number of employees: 67
- Regional number of physicians: 2
- Regional Casual Staff: 15
- Number of physical sites: 8
- Compensation & Benefits \$11 million
- Operations & Maintenance \$4 million
- Grants & Contributions \$15 million
- Total Annual Operating Budget \$15 million

RESPONSIBILITIES

The COO is accountable to the NTHSSA CEO for providing strategic direction and leadership in the execution of health and social services delivery in the SR.

The COO is responsible and accountable for:

Leadership

- Leads all SR employees and key stakeholders in the alignment of the NTHSSA vision and values.
- Champions the NTHSSA philosophy and reputation to assist in building trust and confidence of the territorial health and social services system.

Strategic Development and Implementation of Change

- Assists the NTHSSA leadership team to identify regional health and social service issues and trends, and their impact on short and long term planning.
- Assists the NTHSSA leadership team in the development of the Territorial Strategic Plan, objectives, priorities, action plans and outcomes.
- In collaboration with the NTHSSA clinical integration team and in consideration of how leading practices (e.g. Accreditation Canada) best apply at the regional level establish the model for delivery of health and social programs provided by the SR, and quality improvement strategies.
- Establishing program plans, standards, policies, procedures and guidelines with the NTHSSA clinical integration team, as well as recommending and supporting the development of clinical tools and resources to be used for program delivery in the SR.
- Establishing mechanisms to support monitoring of programs and services to ensure compliance with program expectations and requirements.
- Planning, implementing, and monitoring, a culture of quality and safety in the SR, in accordance with NTHSSA and DHSS directives, Territorial and National legislation, regulations and standards, including requirements for public health, emergency preparedness, privacy, patient and staff safety, infection control, and Accreditation Canada.
- Directing on the service volumes and clinical outcomes that are expected for each program and service delivered by the SR, in consideration of the resources available to support service delivery.
- In accordance with NTHSSA priorities and strategic plan, developing and implementing an operational plan for the region that prioritizes needs to accommodate diverse interests with limited resources.

- 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.

Relationships and Partnerships

- Build productive and collaborative working teams and relationships with multiple key stakeholders in order to achieve goals. This includes local relationships with Aboriginal governments, community governing organizations and Non-Government Organizations.
- Maintain a positive working relationship with the Sahtu regional wellness council and ensure their advice meaningfully informs regional service delivery.
- Ensure effective and timely regional communications in line with NTHSSA communications strategy, in collaboration with the NTHSSA corporate services team.
- Prepare proposals, reports, and other communications as required by the NTHSSA CEO and DHSS colleagues.
- Provide innovative leadership to a broad range of program partners and stakeholders in a time of substantial change and opportunity with the GNWT.

Team Leadership and Staff Engagement

- Maintain a culture of respect, accountability, integrity, safety and empowerment within and among all departments of the SR.
- Leads the SR team in the establishment of an environment of culturally sensitive patient centered care, team work, safety and innovation
- Fosters a positive, engaging, learning culture, ensuring up to date knowledge, regulatory and technical skills.
- Fosters a culture that supports the attraction, retention and engagement of all levels of staff.
- Ensures individual and team developmental opportunities are identified.
- Ensure that regional systems and processes are in place to support corporate human resource management.

Quality, Safety and Patient Care

- Identifying clinical support, people and talent, and development needs to support the delivery of programs and services.
- Leading staff to ensure that all program and service requirements are implemented efficiently and effectively at the regional level.

- Provides direction to staff to plan, implement, monitor, and evaluate effective resourcing models for the delivery of services, utilizing a multi-disciplinary team approach.
- Delegates authority, resources and activities appropriately to staff for achievement of the NTHSSA vision, mission, and values. In particular, the COO holds Delegated Authority for child protection and will liaise directly with the DHSS and with the Director Social Services in the NTHSSA to ensure critical matters are handled appropriately.
- Promoting resourcefulness in using existing resources and leveraging progress already made when overseeing the development of tools, resources and requirements for programs and services.
- Accountable for monitoring, evaluating, and reporting to the NTHSSA, as well as other regulatory bodies as required, on the quality and outcomes of programs and services delivered by the SR.
- Ensuring that appropriate action is taken in situations of non-compliance with program standards and expectations, or when results/outcomes are not as expected.
- Providing leadership in planning, implementing, monitoring, and evaluating systems to ensure regional compliance with Accreditation Canada required organizational practices and standards, in collaboration with territory-wide Accreditation Canada initiatives led through the NTHSSA clinical integration team.
- Providing leadership in planning, implementing, monitoring, and evaluating regional emergency preparedness plans, in collaboration with territory-wide emergency preparedness planning led through the NTHSSA clinical integration team.
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Financial Accountability

- Ensures the deployment of the SR resources are in line with budgets, strategic plans, legislation and relevant ethical and professional standards.
- Ensures effective participation with the planning, development, monitoring and ongoing reporting of the SR operating and capital budgets and operating plans.
- Anticipates the need for capital investment and new service proposals and works in collaboration with the NTHSSA leadership team to develop comprehensive business plans.

WORKING CONDITIONS

Physical Demands

Physical demands are as expected in a typical office environment.

Environmental Conditions

The COO will be required to travel outside of the Sahtu region on a regular basis (1-2 times per month). Travel will be by small aircraft or by lengthy driving in potentially less than optimal road or extreme weather conditions. It is not unusual to be weathered in or delayed by transportation issues when on duty travel to the communities.

Sensory Demands

This position often requires a high degree of concentration and need to listen attentively in order to resolve complex and/or sensitive situations that get escalated to this highest leadership level for the region.

Mental Demands

There will be considerable demands placed upon the incumbent by internal and external stakeholders to quickly develop solutions and achieve results. This can cause significant levels of mental stress, especially given the 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, the need to negotiate a consensus among a variety of independent stakeholders in the health and social services system adds further stress.

There is pressure on the COO to coordinate and facilitate an orderly, integrated response to regional needs in a period of change and fiscal restraint, while still maintaining team motivation, vision, commitment, and effectiveness. The advocacy role of NGOs and special interest groups places a high demand on the COO to respond to political inquiries and media requests with timely and accurate information in a very public way.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledgeable, conversant, and current in primary health care; population health, public health; home care; medical health; mental health; and adult, family and community social service delivery models and practices. This includes having sound understanding of, and being accountable for compliance with, statutory mental health and child protection requirements.
- Proven ability to lead and manage at a senior level in an inter-disciplinary, changing, and diverse environment, including an ability to lead and manage off-site operations.
- Understanding of contemporary leadership and management styles and philosophies as a framework for visionary and results-oriented leadership.
- Exceptional written and oral communication skills, including the ability to deal with a wide array of people in a non-judgmental, age-, gender-, sexuality-, and culturally-sensitive manner.
- Proven ability to work with groups and teams, including an understanding of group dynamics.
- Ability to build strong partnerships and strategic alliances based on mutual trust and respect.
- Excellent critical thinking and decision-making skills.
- Sound knowledge of health and social services legislation, programs, services and policies.
- Sound financial, human resource, and facility management skills.
- Proven ability to lead organizational change.
- Knowledge and understanding of human personality, attitude formation and change.
- Knowledge of self: motivations, strengths, weaknesses and biases.
- Possess a strong vision driven by continuous quality improvement and results, while still remaining open and approachable.
- Strong negotiation skills.
- Community development knowledge, skills, and ability, with theoretical and practical knowledge of community development issues and best practices.
- The COO must be a skilled communicator who recognizes the political and traditional significance of the Chiefs and Councils. The COO must be sensitive and responsive to the differing political elements of each community. Fort Good Hope, for example, governance includes the Deninu Band, the Metis Council and municipal governing body.

Typically, the above qualifications would be attained by:

This level of knowledge, skill and ability is typically acquired through the completion of the following:

1. A Master's Degree in health, public, or business administration, or social sciences (equivalent degrees at the Master's Level will be considered), with a minimum of 7 years senior level management experience.
or
2. An undergraduate degree in a related field (nursing, social work, health administration, public administration, business administration, or equivalent), with a minimum of 10 years senior level management experience.

The following qualifications/experiences will be considered an asset:

- Certified Health Executive;
- Certified in LEADS in a Caring Environment Framework (LEADS);
- Certified Human Resources Professional;
- Certified in the Service Improvement Planning and Implementation (SIPI) Methodology;
- Certified in a Project Management Methodology (PMI or PRINCE2 Practitioner);
- Certified in Prosci Change Management Process (Prosci ADKAR Model);
- Professional designation and experience in one of the health & social services professions;
- Advanced knowledge of accounting and/or finance; and
- Previous experience in a First Nations environment.

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

Appointment under Child and Family Services Act

The incumbent will be appointed to the role of Assistant Director of Child and Family Services. Maintenance of this appointment is mandatory for this position.