



IDENTIFICATION

Department		Position Title	
Executive and Indigenous Affairs		Director, System Improvement and Fiscal Reform	
Position Number	Community	Division/Region	
48-17424	Yellowknife	Health System Sustainability	

PURPOSE OF THE POSITION

The Director, System Improvement and Fiscal Reform (Director) is responsible for providing overall leadership, oversight, and advice on the development and implementation of a comprehensive system improvement and fiscal reform framework for the Northwest Territories' (NT) healthcare system.

The Director is responsible for leading and guiding the development and analysis of programmatic and fiscal performance measures and targets; and implementation of transformation activities that will improve the healthcare system's processes, and guide deficit reduction activities and strategic solutions to improve the efficiency and effectiveness of the delivery of the healthcare system with respect to collective operations and/or individual programs and services.

SCOPE

Located in Yellowknife, the Director reports to the Executive Director Healthcare System Sustainability and supports the government's priority to improve healthcare access by ensuring fiscal sustainability and efficiency in the health system.

The current healthcare system has a collective budget of over \$650M. As is the case across Canada, the NWT healthcare system is facing challenges that make the system unsustainable within the GNWT's limited financial resources. Challenges shared with other jurisdictions include cost increases associated with an aging population, rising costs of pharmaceuticals and equipment, challenges with recruitment and retention of healthcare professionals, supply chain challenges and an increase in chronic disease. Cost pressures that are unique to the NWT also include the need to transport clients by air to receive services, and the NWT generally has a lower health status when compared to other major population groups.



The position initiates the design, implementation and evaluation of strategic financial specific initiatives, policies, and projects; as well as representing division's interest on broader healthcare system program and services strategic matters. The Director's role includes monitoring of business practices and development of strategic solutions to continue to provide required services effectively, while increasing revenues or reducing costs wherever possible by implementing more efficient system practices or ways of delivering services. The Director also evaluates and recommends the possible elimination of redundant or unsustainable services.

The Director is responsible for providing information, advice, guidance, and counsel through the Executive Director. The Director's analysis and recommendations regarding the efficiency and effectiveness of the programs and services delivered, as well as the financial aspects of fiscal and revenue policy strategies, program funding formulas, and system optimization projects are instrumental in obtaining and maintaining a sustainable health and social service delivery model in the NWT.

The current fiscal situation places a great deal of pressure to ensure the health system can continue to cover operational needs and at the same time control expenditures as much as possible. In this environment healthcare system sustainability has become a major concern. The Director is responsible for assisting the Executive Director in determining the cost drivers associated with delivering on the Health and Social Services mandate and develop plans to transform the health and social services system. The Director is required to research and analyze data and collaborate with other senior managers to identify strategies to improve effectiveness and efficiency across programs and services. Work in this area is also important to informing the process of formulating funding allocation mechanisms and program and service improvements for the healthcare system across regional operations.

The Director is responsible for recommending policy updates to the Executive Director, leading financial and economic research and analysis related to funding submissions, and establishing financial operational procedures for the healthcare system, in accordance with policy frameworks and reporting requirements outlined above.

The Director must perform its role in the context of ensuring that healthcare system remains in compliance with the Authorities' Purpose, Guiding Principles and Values, and other related strategic documents; the Department of Health and Social Services (HSS) specific legislation; the NT *Public Services Act*, *Financial Administration Act* (FAA); Public Sector Accounting Standards (PSAS); GNWT related policies and manuals, and NT Human Resources legislation the NT Public Service Collective Agreements, and all other relevant government legislation, policies and procedures.

The Director leads professional staff and functions of the implementation transformation activities that will improve the healthcare system's processes and guide deficit reduction activities and strategic solutions, to improve the efficiency and effectiveness of the delivery of

the healthcare system with respect to collective operations and/or individual programs and services.

DIMENSIONS

- Reporting Positions (3 direct, and 2 indirect)
- Compensation and Benefits \$1,000,000
- Operations and Maintenance \$600,000

Other key dimensions include:

- Total health system expenditures \$650 million
- Total health system annual deficit \$60-90 million
- Total health system accumulated deficit >\$300 million

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. Development and implementation of a comprehensive system improvement and fiscal reform framework/approach for the Northwest Territories' (NT) healthcare system, including assessing core health and social services (including insured and non-insured), reviewing and making recommendations for modernizing financial processes and organizational structures, and completing monitoring, evaluation and communication functions to assure sustainability of the reform.
3. Responsible for identifying operational processes, programs, and services as well as defining the associated cost drivers and conducting financial and economic analysis, designing and overseeing special projects, audits, and reviews, evaluating programs and services to identify critical issues and potential problems, and recommending updates to processes, policies, controls, documentation, systems, and tools as necessary for potential improvement or elimination.
4. Designing new system improvement, financial reporting, and budgeting processes, templates and allocations, sustainability models to support executive decision making.
5. Actively reviewing health care system organizational structure to identify proper support structures for delivery of support programs.



6. Advising the Executive Director and the Associate DM on financial and administrative matters pertaining to the NTHSSA's funding and deficit reduction activities, ensuring accurate and timely information is also available to the Authorities and the Department of HSS so they can make informed decisions.
7. Chairs working group committees, collaborates with senior management, stakeholders, develops crucial documents such as Briefing Notes, Options Papers, Business Cases, presentations, as well as routine and ad hoc reports.
8. Responsible for managing the Unit's financial and human resources, including preparing variance reporting, work plans, performance reviews, recruiting staff, and providing staff with training.
9. Participates in EIA's strategic and business planning processes and provides content as required.
10. Leads the development and implementation of financial policies, systems and procedures to ensure effective planning and efficient operation.
11. Actively research and investigate opportunities for revenue growth and costs reductions and other methods of managing the deficit.
12. Work directly with frontline health system leadership through the development of new programs to be recommended to the Executive Director. Reviewing programs for efficiency, effectiveness, and value for money.

WORKING CONDITIONS

Physical Demands

No unusual environmental conditions.

Environmental Conditions

No unusual environmental conditions.

Sensory Demands

No unusual sensory demands.

Mental Demands

There are considerable demands placed upon the incumbent by internal and external stakeholders to quickly develop solutions and achieve results, despite the demands on the local



and national health and social services system. The position works with strict deadlines. The incumbent is routinely involved in a number of projects simultaneously, and frequently encounters competing priorities.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of social science research methods, program evaluation, performance measurement, and risk management.
- Knowledge of Generally Accepted Accounting Principles (GAAP) and Public Sector Accounting Standards (PSAS).
- Ability to analyze, evaluate and interpret a wide range of information and apply it within the unique social-political environment in the NWT.
- Ability to verify the calculations and provide guidance on how they are done, as well as the ability to judge the reasonableness of results
- Interpersonal and communication skills, both written and verbal, and an ability to effectively correspond about complex financial and strategic concepts
- Written and oral communication skills, including the ability to build and maintain good working relationships with internal and external colleagues; and experience with presentations, briefing notes, charts and graphs, reports and publications for a wide variety of audiences.
- Ability to employ initiative and self-sufficiency to work in areas of ambiguity with little or no precedent to work towards solutions
- Ability to interpret complex financial and accounting scenarios, assess requirements and identify solutions to non-standard situations
- Ability to interpret policies, legislation, regulations, or contracts
- Knowledge of public fiscal policy
- Planning and decision-making skills
- Knowledge of and ability to apply generally accepted approaches to accountability planning, monitoring and reporting. This includes an ability to adapt to evolving governance structures.
- Knowledge of and ability in all aspects of the finance function, including but not limited to financial planning and analysis, financial reporting, budget maintenance and variance reporting
- Ability to project manage rapidly changing work, and prioritize deliverables within timelines
- Ability to lead, coach, and empower a diverse team of professionals
- Ability to acquire knowledge of healthcare system legislation, mandate and programs, services and business practices
- Ability to effectively use computer software applications (particularly spreadsheet, database, and statistical applications)
- Supervisory and leadership skills
- Ability to acquire knowledge of the geography of the Northwest Territories

- Ability to acquire knowledge of NTHSSA stakeholders
- Ability to adapt and demonstrate initiative and advanced problem-solving skills
- 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 relevant Bachelor's degree, combined with a minimum of 7 years of experience managing, reviewing and implementing a large, complex project, preferably within government, including 3 years managing people and 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