



## IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Director, Patient Care Services	
Position Number	Community	Division/Region
48-4250	Yellowknife	Patient Care Services / Stanton Territorial Hospital

## PURPOSE OF THE POSITION

The Director, Patient Care Services is a key executive management role, responsible for providing vision and leadership to the strategic planning, direction, delivery and evaluation of Patient Care Services and overall operation of Stanton Territorial Hospital.

This position works within a legislative and policy framework and carries out its responsibilities in accordance with the Government of Northwest Territories (GNWT) acts, regulations, policies and Northwest Territories Health and Social Services Authority (NTHSSA) policies and procedures as well as the *Canada Health Act*, the *Hospital Insurance and Health and Social Services Administration Act*, the *Medical Care Act*, the *Northwest Territories (NWT) Nursing Profession Act*, and the *Health Information Act*.

## SCOPE

The NTHSSA is the single provider of all health and social services (HSS) in the Northwest Territories (NWT), except for Hay River and Tłı̨chǫ regions, covering 1.2 million square kilometers and serving approximately 43,000 people, including First Nations, Inuit, Metis, and non-indigenous. HSS 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 HSS staff.

While the Tłı̨chǫ 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 NWT. 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.

Stanton Territorial Hospital (STH) is a 100 in-patient bed, accredited facility, located in Yellowknife. STH is the referral center for approximately 43,000 NWT residents and 5,900 residents from the Kitikmeot Region of Nunavut. STH provides healthcare services to adults and children on an inpatient/outpatient and outreach basis to restore health with dignity.

STH provides a wide range of services including Emergency Services, Acute Inpatient and Ambulatory Services; Diagnostic Services; Rehabilitative Services; Long Term Care Services; Specialist Services including Travel Clinics. STH's annual budget is \$74.5 million.

Like other health care institutions throughout Canada, STH exists in a climate of rapid change, fiscal restraint, and high turnover rates and faces the constant challenge to attract experienced health care professionals and meet the demand for increase in services and resources.

An appreciation of the economic impacts of health services, the role of the Department and Health and Social Services (DHSS) and the NTHSSA in service delivery and the interplay with political decisions are critical to success in this position.

Located in Yellowknife the Director, Patient Care Services (Director) reports to the Chief Operating Officer (COO), and works closely with the COO and the NTHSSA Territorial Directors to ensure that patient needs are being supported and addressed; and to identify and address program challenges and opportunities for improvement, establish program objectives for the territorial hospital, and to report on and contribute to the evaluation of the effectiveness and efficiency of the program delivery of the hospital. They will also contribute to the development of the program area across the territory through their participation on cross-territory initiatives and projects.

The Patient Care Services portfolio includes the following functional areas: Medical Services, Surgical Services, Maternal Child Services, Critical Care Services, Mental Health Services, Extended Care, Renal and Cancer Services, and Scheduling, Operating Room and Day Procedures, Ambulatory Care and Ophthalmology and the Patient Care Coordinators.

The Director is responsible for the following programs:

The **Manager Medicine and Surgery** provides management expertise and is responsible for leadership for Medical Services including an in-patient Medicine unit and an in-patient surgery unit,

The **Manager, Operating Room and Day Procedures** provides management expertise and leadership to the Surgical Services Department including Surgical Day Care, Operating Rooms, and Recovery Rooms.

The **Manager, Mental Health Services** provides management expertise and leadership to Mental Health Services for an in-patient Psychiatry Unit

The **Manager Extended Care Unit** provides management expertise to the Extended Care

Unit, Discharge Planning and the Medical Social Worker/s.

The **Manager, Critical Care Services** provides management expertise and leadership to the Emergency Department, in patient Intensive Care Unit, and Respiratory Therapy Department.

The **Manager Specialist, Renal and Chemotherapy Services** provides management expertise and leadership to the Ambulatory Care Clinic (Specialist Services, the Eye Clinic and the outpatient renal and cancer units.

The **Manager Staff Development and Scheduling** provides management expertise and leadership to staff development and the scheduling of staff and the float pool.

The **Manager, Maternal Child Services** provide management expertise and leadership to the Maternal and Child Services to an inpatient OBS unit and an inpatient Pediatric Unit.

The **Patient Care Coordinators** are responsible for patient flow and managing all hospital functions after regular business hours.

The managers of these areas report directly to the Director.

As a member of the Senior Management Team the director must take "call" on evenings and weekends on a rotating basis and must be prepared to promptly resolve issues as they arise. Duty travel is required, possibly several times per year.

## **RESPONSIBILITIES**

### **1. Sets direction to administer and facilitate the day-to-day operation of STH's Patient Care Services portfolio.**

- Analyzes internal and external situations and data to facilitate planning, decision-making and progress.
- Demonstrates systems thinking in the planning and implementing of service improvements, monitoring, and evaluating service delivery.
- Responsible for the implementation of standards and processes for measuring success and tracking quality service delivery and outcomes.
- Fiscally responsible for the delivery of services and programs within the portfolio.
- Initiates and maintains relationships with key stakeholders in other Regions, government, community groups and other related external agencies.
- Serves on various internal and external committees, to facilitate the provision of quality services and the coordination of service on a local, regional and national level.
- Provides consultation and advice to the COO and the Area Medical Director.
- Works as a member of the Senior Executive team and shares in the overall corporate management of STH.
- Oversees and directs the preparation of operational plans, capital plans and operating budgets for the Patient Services portfolio.
- Oversees the planning, development and design of new programs and services.

- Ensures quality indicators are monitored and reported, analyzes data and information identifying risks and quality improvement opportunities, and leads or ensures risks are mitigated and improvement opportunities addressed.
  - Demonstrates and models awareness and sensitivity to the cultural needs of patients and staff.
- 2. Coordinates, manages and supports the development of decision support to meet the needs of the organization.**
- Develops strategies for ensuring that Patient Care Services staff are allocated throughout the facility to ensure quality patient care efficiency and equitable workload.
  - Assists with acquiring all necessary resources (funding, space, time, information and equipment) which are consistent with Patient Services goals.
  - Directs the planning, development and evaluation of STH's Patient Care Services; ensures quality standards are maintained.
  - Ensures that patient care is carried out within all legal and Accreditation Canada standards for quality, safety and security.
  - Provides leadership to all human resources functions, including planning, recruitment, orientation, orientation education, evaluating manager and staff performance, labour relations and job issues. This includes providing guidance in resolving complex human resource issues.
- 3. Supports utilization management to ensure resources are used in the delivery of services and programs to promote efficiency and effectiveness.**
- Develops frameworks and processes for the effective management of services to ensure appropriate and equitable access to care.
  - Provides leadership for ongoing utilization analysis and management information to management team.
  - Collaborates with the NTHSSA Director, Health Services in developing key Authority benchmarks and performance measures.
  - Collaborates with the NTHSSA Director, Health Services in the establishment and implementation of methods for capturing, testing and applying measurements that support operational efficiency and effectiveness.
- 4. Establishes a process to analyze and support program evaluation to provide appropriate services as the territorial referral center.**
- In collaboration with the NTHSSA Director Health Services, develops and implements an evaluation framework and methodology for program evaluation of patient care services, clinic services and medical travel.
  - Prioritizes programs for analysis to clarify the role and scope of service.
  - Evaluates the service delivery model for STH and funding implication.
  - Identifies options for consideration and impacts of resource allocation changes.

**5. Provides leadership and management to the Patient Care departments to develop a culture of accountability and ensure staff are supported in meeting operational requirements.**

- Maintains an effective organization structure that reflects STH's service needs and prescribes the authority and responsibilities of the staff as they relate to the accomplishment of specific objectives identified in organizational and individual work plans.
- Develops and maintains a strong team that is accountable for the management of their department(s) and ensures that activities are consistent with the mission, vision, values of the NTHSSA and STH.
- Takes a proactive approach to succession planning by identifying key members of the department and providing opportunities for growth and development.
- Provides coaching to Managers.
- Will act as a mentor to Managers.

**6. Represents the NTHSSA STH in Labour Relations to ensure working relationships with the Union of Northern Workers (UNW) and management are maintained. Represent STH and the NTHSSA to promote the working relationships with internal and external groups.**

- Provides effective and timely feedback.
- Completes e-Performance including establishing annual goals, interim feedback on performance and goals and annual completion of appraisals for all direct reports.
- Addresses performance issues in a timely manner and in accordance with GNWT Labour Relations practices in collaboration with Human Resources (HR).
- Manages first level grievances in coordination with HR and UNW.
- Leads 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.
- Collaborates with HR to assist staff with accommodation plans and progress.

**7. On-call and after hours support for the on-call manager and coverage for the COO and other directors.**

- Provide after-hours support on weekdays and weekends on a rotating basis as needed.
- Provide cross coverage to Director, Operations and Allied Health and COO as required to maintain business continuity and operational support when leave coverage is needed or required.
- During times of surge or emergency measures, is required to provide some on-site/phone/virtual support and leadership to ensure structured incident command capacity is maintained.
- Respond to sentinel/critical incidents which require immediate senior level intervention.
- Recruits, selects and hires direct reports in collaboration with Human Resources.

**Workplace Health and Safety: Employees of the NTHSSA 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, UNW, and Workers' Safety and Compensation Commission (WSCC)) 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.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual demands.

### **Environmental Conditions**

No unusual conditions.

### **Sensory Demands**

No unusual demands.

### **Mental Demands**

The scope of the work can involve conflicting priorities, politically sensitive issues and tight deadlines. The incumbent deals with senior staff that may have divergent perspectives and demands. Resolutions and recommendations will be made to the Executive team from analytical work. Decisions will impact long term planning and decisions.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Organizational skills including the ability to anticipate future needs and initiate, coordinate, and deliver a wide variety of programs and services that are patient centered.
- Strategic thinking skills and judgment, to assess options and implications for long term goals, as well as demonstrated ability to research, analyze and synthesize multiple concepts and priorities.
- Leadership abilities, along with strong change management skills.
- Clinical experience and an understanding of current trends in nursing and clinical service delivery.
- Ability to collaborate and liaise with internal and external stakeholders in a focused and credible manner in order to establish effective working relationships.
- Knowledge of program and service development.

- Ability to evaluate the performance of managers and services within the scope of this position.
- Broad-based knowledge of health care service is needed to be able to understand and evaluate whether standards for acceptable care are being met or exceeded.
- Ability to work with staff as both a team leader and team member to maintain a creative and supportive work environment where people are willing to work together and to support staff to achieve and exceed operational goals and objectives.
- Understanding of the geographic environment and sensitivity to the cultural needs of remote communities.
- Knowledge of labour relations principles in a unionized environment to assist in the resolution of conflicts.
- Skilled in designing and evaluating health delivery programs based on evidence and best practices including principles and practices of performance measurement.
- Financial management skills in budget planning, resource allocation, monitoring and controlling of budgets. Expertise in conducting financial analysis of projects.
- Ability to lead program development and project management.
- Ability to work in a team environment as both team leader and team member to support staff to achieve and exceed operational goals and objectives.
- Written and oral communication skills including presentations, briefing notes charts and graphs.
- Ability to write and present clear and concise reports/proposals in a wide range of topics and for diverse audiences.
- Knowledge of industry standards for nursing practice, hospital care practices and evidence based care activities for patients across the life span and through transitions of care.
- Understanding and ability to operationalize Quality and Risk Management principles and practices, implement quality improvement plans and demonstrate competency in using PDSA cycles, LEAN methodologies and evaluation of services/program effectiveness as integral part of all operational activities.
- Communication and negotiation skills employed in establishing effective working relationships with health professionals, government officials, and colleagues.
- Ability to work with a wide range of computer applications and data collection sources in health administration.
- Able to work in undefined areas with little precedent or no precedent and take initiative to solve problems and organize work with minimal supervision.
- Flexible/adaptable to change in order to perform other duties as required by the COO.
- Senior level expertise and leadership in the analysis of systems and process improvements to support organizational accountability and improvements.
- Ability to be sensitive to the geographical/cultural needs of the regions and understand how community and culture impact on the delivery of health care.
- Ability to model socially inclusive and culturally sensitive and safe behavior and works towards affirmative action and equity within the workforce they are responsible for hiring.
- 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 Master's Degree in Nursing or a bachelor's degree in Nursing with other relevant Master's Degree, and, ten (10) years of progressive acute care experience with at least five (5) years of director level experience in an acute care setting.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

Membership in a professional organization prior to commencement of employment.

Proof of immunization in keeping with current public health practices is required.

STH has a number of certifications that are required upon hire, depending on the area where the employee works, including but not limited to: Aboriginal Cultural Awareness, Biohazardous Waste, Biosafety & Biosecurity, Infection Prevention and Control, Workplace Hazardous Materials Information System (WHMIS) and others directly related to the incumbent's scope of practice.

**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