GOVERNMENT OF NUNAVUT

POSITION DESCRIPTION

Date: March 9, 2015  Position Number: 10-9660
Position: Executive Director Iqaluit Health Services
Incumbent: VACANT  Reports to: ADM Operations
Location: Iqaluit
Effective: March 9, 2015

Certified that this position description accurately describes the position of Executive Director Iqaluit Health Services.

Deputy Minister
Department of Health

General Accountability

Reporting to the Assistant Deputy Minister, Operations, the Executive Director Iqaluit Health Services is accountable for the management of the Qikiqtani General Hospital which provides hospital services to all residents of the Baffin Region of Nunavut and for all health services delivered within Iqaluit including Public Health, Home Care, Mental Health, Dental Health, and Rehabilitation Services. The Executive Director Iqaluit Health Services is accountable for planning, developing and implementing programs necessary to facilitate a high standard of health care services for both inpatients and outpatients. The Executive Director Iqaluit Health Services will liaise with the Ottawa Health Services Network to arrange for care for patients who cannot be treated with the resources available at the hospital. The Executive Director Iqaluit Health Services will maintain a close and cooperative working relationship with the Territorial Chief of Staff, the Director of Medical Affairs, Manager of Medical Travel and Telehealth.

Organizational Structure

The position is one of 12 reporting to the Assistant Deputy Minister, Operation. They are:

Chief Nursing Officer
Executive Director, Iqaluit Health Services
Executive Director, Baffin
Executive Director, Kivalliq
Executive Director, Kitikmeot
Manager Territorial Patient Relations
Territorial Director of Pharmacy
Territorial Coordinator Dental Services
Senior Health Emergency Planner
Financial Analyst Health MIS Project
Community Development Consultant
Executive Secretary

**Subordinates**

There are 7 positions reporting directly to the Executive Director, Iqaluit Health Services and over 200 reporting indirectly. The 7 direct reports are:

**Administrative Assistant: 10-2651**
The position provides project management, administrative and secretarial support to the office.

**Director, Support Services: 10-12031**
The Director Operations is accountable to the Executive Director, Iqaluit Health Services for the provision of comprehensive diagnostic laboratory services, managing the diagnostic imaging department, managing the medical records department, providing Human Resources and analytical support to the Hospital, supporting the dietary needs of patients, and ensuring that there is a clean and safe environment for patients and staff.

**Director, Clinical Services: 10-12030**
The Director Nursing is accountable to the Executive Director, Iqaluit Health Services for the direction, coordination, leadership and management of all nursing programs within the 35 bed Qikiqtani General Hospital in Iqaluit, the Family Practice Clinic and the mental health facility. The Director manages the activities of 7 subordinate managers involved in ambulatory care (emergency/outpatient care), surgical nursing, inpatient care, specialist clinics, the Family Practice Clinic, and a mental health residential facility and an Administrative Assistant. The Director also manages the services provided by the Respiratory Therapist, Clinical Instructor and Clinical Dietician.

**Director, HS&SS Programs: 10-3722**
The Director, HS&SS Programs is responsible for the delivery of community based programs within Iqaluit including Mental Health, Dental Health, Public Health, Rehabilitative Services and Home Care.

**Infection Control Practitioner: 10-11867**
This position is accountable for the development and provision of an Infection Control Program for the Qikiqtani Regional Hospital and all of Baffin Health Region.

**Quality Assurance/Risk Management Coordinator: 10-11904**
This position is accountable for the development and implementation of a comprehensive quality assurance and risk manage program for the hospital and coordinates the Accreditation process within the Hospital.
Finance Manager: 10-3013

This position is responsible for providing financial management advice and support to ensure that Iqaluit Health Services conforms to the Financial Administration Act, the Financial Administration Manual, other applicable government financial policies, procedures and directives. The Manager advises and assists the Executive Director on the development and control of realistic operating budgets structured according to program needs.

Nature and Scope

Iqaluit is the hub for the provision of medical services within the Baffin Region and includes the only hospital in the Territory. There are approximately 7,000 residents within Iqaluit and another 8,000 spread across 12 communities in the Baffin Region. The Hospital includes a broad range of programs including: Specialty Clinics which require the coordination of physicians from the South and clients from across Baffin Region; in-patient services for those acutely ill, surgical services, emergency and outpatient services; the coordination of medical transfers to the south; the coordination and management of clients requiring appointments or services in the south, as well as all support services within the Hospital. Qikiqtani General Hospital is an acute care facility in Iqaluit with full imaging, diagnostic, and laboratory services. Tertiary care and services not available in Nunavut are contracted, primarily in southern Canada, requiring an additional layer of transportation and related services. Significantly funds are spent annually to transport patients and escorts from their communities to Iqaluit and Ottawa. Over 2000 patients per year are seen at hospital specialist clinics in Iqaluit.

Inuit in Nunavut have a long history of resilience and self-sufficiency that has eroded through changes in the Inuit way of life over the past 50 years. As a result, Nunavummiut face many physical, mental and social challenges. The provision of health care programs and services to alleviate these challenges is impacted by geography, technology, demographics and growing demands for limited resources.

Nunavut has approximately 35,000 residents, spread over 25 communities. It is a diverse population base with approximately 40% of Nunavummiut being 15 years of age or younger, and 2% being over the page of 65. A change in life-style and diet, supplemented by a chronic housing shortage has contributed to a wide range of physical and mental diseases for all age groups.

The Executive Director Iqaluit Health Services will be challenged to effectively coordinate the demands of the burgeoning capital of Nunavut with those of patients needing care from outlying communities. The hospital is the focal point of treatment for the entire region and not only coordinates treatment provided on-site by local and visiting physicians and specialists, but it must also provide effective case management for those patients who must be referred to the Ottawa Health Services Network when care cannot be provided locally. Emergency medevac services are provided through contract, but the Executive Director Iqaluit Health Services manages the contract and must continually demand acceptable contract services in this area.
The incumbent will be required to have strong administrative and planning skills to control escalating costs in a system where resources are becoming increasingly limited. Sound analytical work and effective partnerships with the medical community will be essential for managing costs in controversial areas such as medical travel. The Executive Director Iqaluit Health Services must have the ability to motivate staff, and other caregivers outside of the direct jurisdiction of the hospital, to develop solutions based on the cooperation of everyone who is part of the system.

The Executive Director Iqaluit Health Services has complete responsibility for planning, organizing, staffing, directing, and controlling programs to ensure a high level of care is provided within the available resources. The position supervises many professional staff, that have a wide degree of clinical freedom by virtue of their training and expertise, and must exercise sensitivity and flexibility to make management decisions that will meet the overall objectives of the Hospital, Medical staff and patients without compromising the institution’s ability to be responsive. This involves some very forthright and firm decision making, but a great deal of tact and diplomacy is sometimes required to reconcile conflicting views in different professional groups.

The incumbent must always keep in mind the need to maintain standards to a level which will allow for the continuing accreditation of the hospital. This will require on-going professional contacts outside the hospital and Nunavut to be aware of new trends and developments in health care and hospital administration.

This position is responsible for providing around the clock services essential to the effective operation of the hospital and health care within Iqaluit. This is often accomplished with minimal staff resources due to the difficulty in attracting health care professionals to Nunavut. There is intense pressure to provide health care support in accordance with national standards regardless of available resources.

Creative solutions in the human resource management field will be required to stabilize the hospital’s team in the face of 50% turnover rates and the necessity to depend on a transient workforce.

**Dimensions (2015/16)**

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<tr>
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<th>7 Direct, 266 indirect</th>
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<tbody>
<tr>
<td>Person years:</td>
<td></td>
</tr>
<tr>
<td>O&amp;M budget:</td>
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<td>Spending Authority:</td>
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Specific Accountabilities

- Coordinating the development of a vision and strategic direction for the hospital that is compatible with the departmental vision and is shared by staff and customers.
- Planning, organizing, directing and controlling, in conjunction with the Medical staff, of all health service delivery in the hospital taking into account regional and territorial policies, legislation and the Canadian Council of Health Services Accreditation Standards.
- Managing a system of patient care which provides effective linkages between community health centers, the regional hospital and the Ottawa Health Services Network.
- Managing services delivered in the community to ensure a quality service with effective linkages to the Hospital and Regional/Territorial programs.
- Establishing goals, objectives and indicators for hospital programs and achieving acceptable results.
- Ensuring a safe environment for staff, patients, and the general public in the hospital and surrounding properties.
- Providing professional advice and support to the Deputy Minister and Assistant Deputy Minister, Operation on hospital issues.
- Effectively supervising staff and providing a staff development program aimed at improving their skills in their area of responsibility.
- Evaluating, or causing to be evaluated, the performance of staff with the aim of improving services and the professional capacity of staff, both individually and as teams.
- Developing and implementing effective budget controls and managing the budget in accordance with the requirements of the Financial Administration Act and departmental policy.
- Establishing efficient administrative systems to control expenditures in high volume and increasingly expensive programs such as medical travel.
- Developing a hospital budget that provides adequate resources to fulfill its mandate.
- Working closely with communities to improve the linkages with the hospital and to generate stronger support for a regional hospital which is responsive to the needs of patients and communities.

Knowledge, Skills and Abilities

The Executive Director, Iqaluit Health Services should have the following:

- Post-secondary degree, preferably at the Master's level in Public Administration, Health services administration, or an equivalent combination of a bachelor's degree and 5-10 year's work experience at the management level.
- A minimum of 10 years of progressive senior level management experience in an acute care setting with in-depth knowledge of continuous quality improvement, budget development and control and strategic planning.
- Broad experience managing complex operations in an acute care hospital or multiple service locations.
- Proven leadership capabilities with an ability to inspire others to higher performance.
- Excellent communication skills both written and verbal.
- Exceptional problem solving capabilities.
- The ability to use computer software including word processing, e-mail and financial spreadsheets.
- This is a Highly Sensitive Position. Criminal and Vulnerable Sector checks are required.