

GOVERNMENT OF NUNAVUT

POSITION DESCRIPTION

Date: August 22, 2019 **Position Number:** 10-04747

Position: Executive Director, Baffin

Incumbent: Vacant **Reports to:** ADM Operations

Location: Pangnirtung

Effective: August 22, 2019

Certified that this position description accurately describes the position of Executive Director, Baffin.

**Deputy Minister
Health**

Date

General Accountability

Reporting to the Assistant Deputy Minister, Operations, the Executive Director (ED) is accountable for the leadership and management of all Health services provided to the residents of the 11 communities in the Baffin Region of Nunavut, as well as "Out of Territory" services for Baffin Region residents in southern Canada. A fiscally responsible leader, the ED ensures high quality of care, continuous service improvement, culturally adapted clinical practices, respectful employee interactions, and fiscal accountability for service provision. The ED will inspire their team to build community relationships and is a direct link between regional operations and the Department of Health. This will require the ED to build and foster robust relationships with key stakeholders.

Community programs include primary health care, public health, mental health, health protection and overall health promotion. Out of Territory services include tertiary care and diagnostic services unavailable in the North. The Executive Director is accountable for developing strong community Health Services, allowing for public input to the system. The ED is responsible for ensuring

bidirectional knowledge sharing between headquarters and those managing day to day operations in community health centres.

Organizational Structure

A total of 11 positions report to the Assistant Deputy Minister Operations. The other 10 are:

- Executive Director – Kivalliq
- Executive Director – Kitikmeot
- Executive Director, Iqaluit Health Services
- Chief Nursing Officer
- Territorial Coordinator Dental Services
- Executive Secretary
- Financial Analyst Health MIS Project
- Manager Territorial Patient Relations
- Senior Health Emergency Planner
- Territorial Food Services Dietician

Subordinates

There are five positions that report directly to the Executive Director. They are:

10-03868 and 10-01732: Director, Health Programs (2)

These positions provide direction and support to primary health care, community public health, health protection, and health promotion in all Baffin communities except Iqaluit. In addition, working closely with hamlet health and social services committees, staff reporting to the Director, manage the relationship between individual hamlets and the Health system.

10-12685: Director Population Health

This position is responsible for the implementation of programs for communicable disease control, environmental health, health promotion, chronic disease and injury prevention

10-04360: Executive Secretary

This position provides general administrative support to the Executive Director.

10-12112: Manager Finance

The Manager is accountable for providing a full range of financial services to the Regional Office.

10-05646: Manager, Mental Health

This position manages the delivery of community mental health services for the Baffin Region. The position plays a leadership role, along with a counterpart positions in the Kivalliq and Kitikmeot, in the development of interdisciplinary policies and protocols required in the delivery of effective mental health services.

10-10044: Manager Home and Community Care

This position is responsible for providing professional and clinical program leadership, direction and support to the home and community care programs throughout the Region. The position is accountable for ensuring that activities under the program are performed in a manner consistent with appropriate territorial, federal and professional guidelines.

Nature and Scope

The Baffin Region covers the largest geographical area in Nunavut and includes almost one half of the total population of the Territory. There are approximately 18,988 residents, spread across 11 communities. Primary health care, public health, health protection and health promotion programs are delivered through community health centers and a variety of other offices and structures. Tertiary care and other services not available in Nunavut are contracted, primarily in southern Canada, requiring an additional layer of transportation and related services and costs.

Transportation linkages between the communities of the region are by air exclusively, necessitating lengthy travel to visit a community. Significant resources are spent annually to transport patients and escorts from their communities to Iqaluit and Ottawa. In 2017-18: \$25.39M was spent on medical travel costs in the Baffin region.

Nunavut has a young population (2016: 35,945) with almost a third (11,685) under 15 years of age. While only 2% (1360 elders) of the population is over 65 years of age, this group will be the fastest growing over the next decade. Minimal long-term care and the lack of dementia care facilities are having a significant impact on departmental programming and provision of timely and appropriate care.

The Government of Nunavut is committed to developing a public service that is representative of the population (85% Inuit) of Nunavut as stipulated in Article 23 of the Nunavut Agreement. Currently, Inuit represent 50% of the Department of Health's workforce. The Executive Director will be responsible for ensuring that the Department's Inuit Employment Plan is implemented throughout the region to increase recruitment and hiring for Inuit. It is critical that the government's workforce be representative of the population it serves. This is the most effective way to ensure that health care services to the public is responsive and culturally appropriate.

Communities in the Baffin region face many several important challenges that are directly linked to services provided by the Department. Many of them are the result of the rapid change introduced over the past 50 years. These challenges are at least partially the result of historical trauma. Social issues such as high suicide rates, alcohol and drug abuse, homicide and assault, and family violence are often present in Baffin communities. Food security is a significant issue coupled with the lack of infrastructure, housing and limited employment

opportunities resulting in an environment associated with increased health care challenges. Additionally, there exists a significant demand for mental health and addictions treatment services. There is continuing high incidence of lung cancer, tuberculosis and respiratory ailments associated with poverty and tobacco use, while diseases such as diabetes are on the increase due to changing lifestyles and diet.

The ED is expected to provide leadership and direction to ensure that Inuit Societal Values are integrated into the workplace culture and day to day operations. This requires building awareness and open dialogue regarding Inuit Societal Values, engaging patients and staff in providing feedback and setting priorities, measuring progress and making improvements, as well as leading by example. The orientation and mentoring of healthcare professionals new to Nunavut is critical and must include cultural orientation.

The Executive Director works closely with the Office of Patient Relations and will liaise with community members who have concerns about service provision while keeping in mind current legislation, policy, guidelines and accepted professional practice.

The ED is responsible for the overall management of professional nursing staff and responds to requests from the Registered Nurses Association of Northwest Territories and Nunavut (RNANT/NU) in relation to nursing practice. The RNANT/NU investigations stem from professional and community complaints against a nurse, accommodating nurses with license restrictions or written agreements that outline parameters of practice, dealing with nurses that have not maintained their registration and providing all data identified by RNANT/NU as needed for the investigation by Professional Conduct Review committee.

Creative solutions in the human resources management field such as leadership, respectful working relationships and accountability through performance management are required to stabilize the region's workforce in the face of high turnover rates as a result of a transient workforce. Personal awareness and successful interpersonal skills will help the ED to manage the human resource responsibility of the position.

Strong planning skills are needed to deal with the growing demands on the system and the impact of changing demographics. This includes writing briefing notes, developing business cases, and utilizing data to inform planning and decision making

Dimensions

Person years:	168.5 (Vote 1), 21 (Vote 4)
O&M budget:	\$ 72 million (2018-19)
Capital:	N/A

Spending Authority: Full, within budget

Specific Accountabilities

- Provides leadership and direction to the Directors, Managers and Supervisors responsible for the provision of primary care, public health and health promotion programs within the region in accordance with departmental policies, guidelines and accepted professional practice.
- Inspires and models the creative and strategic use of information resources in the design and delivery of regional/community programs and services, utilizing feedback gathered from well-established and maintained community networks.
- Takes a lead in the bi-directional communication of operational information in the region. This includes taking ownership of senior level decisions and supporting the departmental direction. Ensures that subordinate staff understands messaging and are capable of cascading information to frontline staff. This includes support for and sharing of ministry initiatives, expectations and requests from the Assistant Deputy Minister of Operations.
- Engages staff throughout the Region in working to meaningfully integrate Inuit Societal Values within the healthcare system and workplace. In partnership with patients and staff, takes the lead in assessing their success in doing so, and in developing proactive plans for improvement.
- Supports Emergency Planning and Preparedness by building capacity in Directors to manage and report critical incidents, infrastructure deficiencies, staff and resource shortages including the organization of resources to support communities during such events.
- Collaborates with Directors to establish goals, objectives and indicators for Health programs in the region to achieve acceptable results, while holding leaders accountable for performance. This includes: developing a regional strategic plan based on the approved Departmental Strategic Plan; setting clear expectations/objectives for subordinates and evaluating annual performance.
- Mobilizes, engages and inspires regional staff to greater performance by creating a sense of common purpose, leading by example, incorporating feedback, as appropriate, and acting as a coach, mentor and subject matter expert. As an emotionally intelligent leader, the ED will foster personal accountability, self-reflection and innovation within their teams.

- Effectively supervises staff development within the region and ensures effective implementation of staff development program aimed at improving employee skills in their area of responsibility. This will require a strong and consistent approach to performance management and capacity building of their staff.
- As a culturally competent leader, the ED implements the Department's Inuit Employment Plan initiatives in the region, including participation in internship programs, summer student hiring, pre-employment programs, and promotion of the Nunavut Employment Program (NEP).
- Ensures that regional leaders, including Supervisors of Health Programs in each community are also developing strong networks with service delivery partners, clients and community groups
- Participates as a member of the Department's senior management team and a leader within the Department, to coordinate the delivery of health programs across the Territory and to plan for a shared vision of the future.
- Provides professional advice and support to the Minister through effective and timely information reporting to headquarters on regional issues.
- Develops and implements effective budget controls for the region and manages the budget in accordance with the requirements of the Financial Administration Act and departmental policy.
- Works with the regional finance manager on developing main estimates documents and financial forecasts, submitting updates in a timely and accurate manner.
- Ensures that the region follows Occupational Health and Safety legislation and GN guidelines, implementing orders and recommendations as directed and ensuring the timely submission of accident reports and WSCC inspection order compliance.
- Ensures that all interaction with internal and external stakeholders are respectful for both self and all members of the regional team.
- Monitors staff on worker's compensation leave, extended sick leave and long-term disability and works in cooperation with Employee Relations as it relates to staff retention or termination.
- Completes other duties as assigned by the Assistant Deputy Minister of Operations or Deputy Minister of Health.

Knowledge, Skills and Abilities

Knowledge of the Healthcare System: An understanding of the healthcare system and the environment in which healthcare managers and service providers function.

- A. Healthcare systems and funding
- B. Healthcare personnel
- C. Patient perspectives and needs
- D. Nunavut and community-level environments
- E. Systems Thinking
- F. Awareness of Inuit Health Needs and Social Determinants of Health
- G. Awareness of the unique contextual factors influencing the healthcare system in Nunavut

Business Skills and Knowledge: The ability to apply business principles, including systems thinking, to the healthcare environment.

- A. Critical thinking and analysis
- B. Financial management and procurement
- C. Human resource management
- D. Organizational dynamics
- E. Strategic planning and communications
- F. Information and technology management
- G. Risk management
- H. Quality improvement
- I. Proposal Writing

Communication and Relationship Management: The ability to communicate clearly and concisely with internal and external customers, establish and maintain relationships, and facilitate constructive interactions with individuals and groups.

- A. Relationship management
- B. Communication skills
- C. Facilitation and negotiation

Leadership: The ability to inspire individual and organizational excellence, create a shared vision and successfully manage change to attain the organization's strategic ends and successful performance. Leadership intersects with each of the other four domains.

- A. Leadership skills and behavior
- B. Cultural competency
- C. Organizational climate and culture
- D. Communicating vision
- E. Managing change

Professionalism: The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement.

- A. Personal and professional accountability
- B. Professional development and lifelong learning
- C. Contributions to the community and profession
- D. Advanced communication skills and email etiquette

This combination of knowledge, skills and abilities would normally be acquired through:

- An undergraduate degree in a Health Services Field from a recognized university;
- A minimum of 5 years of progressive senior level management experience in a health care setting
- Master's Degree in a health services field is considered an asset.

Equivalencies that consist of an acceptable combination of education, experience, knowledge, skills and abilities may be considered.

This is a Highly Sensitive Position. Criminal and Vulnerable Sector checks are required.