GOVERNMENT OF NUNAVUT

POSITION DESCRIPTION

Date: May 27, 2017
Position: Executive Director, Kivalliq
Incumbent: Vacant
Reports to: ADM Operations
Location: Rankin Inlet
Effective: May 27, 2017

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

Deputy Minister
Health
Date

General Accountability

Reporting to the Assistant Deputy Minister, Operations, the Executive Director is accountable for the quality management of all Health services provided to the residents of the 7 communities in the Kivalliq Region of Nunavut as well as "Out of Territory" services for Kivalliq region residents outside of Nunavut. This includes quality of care, continuous service improvement, culturally adapted clinical practices, respectful employee interactions and fiscal accountability for service provision.

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 committees to allow for public input to the system.
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 Director Pharmacy
- Territorial Coordinator Home and Community Care
- Territorial Food Services Dietician

Subordinates

There are eight (8) positions reporting directly to the Executive Director. They are:

**10-11142 - Director, Kivalliq Health Centre**
This position provides clinical leadership, direction and support to the health facility team in a number of program areas.

**10-09259 - Director Health Programs**
This position provides clinical leadership, direction and support to primary health care, community public health, health protection and health promotion programs in all Kivalliq communities and Sanikiluaq. In addition to working closely with Community Health Committees, staff reporting to the Director manage the relationship between individual hamlets and the Health Services system.

**10-12686 – 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.

**10-03320 Manager Finance**
This position is accountable for providing a full range of corporate services to the Regional Office including; financial management analysis, advice and support, purchasing, contract management and the management of the client travel program.
**10-09255 Coordinator Dental Programs**
Under the direction of the Executive Director and in conjunction with the Dental Health Specialist, this position coordinates contracted dental services and NHIB services for the Kivalliq region.

**10-03858 Community Development Officer**
This position assists communities in the region to increase their capacity to take an active role in improving the health status and enjoyment of life of community residents.

**10-10242 Regional Wellness Program Consultant**
This position is the primary support to the community, governments, community organizations, administrators and individuals seeking to access regional wellness programming.

**10-05395 Executive Secretary**
This position provides general administrative support to the Executive Director.

---

**Nature and Scope**

The Kivalliq Region covers a large geographical area in Nunavut ranging from Naujaat in the north to Sanikiluaq, the southernmost community in Nunavut. There are approximately 10,000 residents, spread across 8 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 other provinces and territories in Canada, requiring an additional layer of transportation and related services.

The Executive Director is responsible for managing contracts for out of territory providers such as the Churchill and Winnipeg Boarding Homes, and the Northern Medical Unit based out of Winnipeg, which provides tertiary care for Kivalliq residents, travelling physicians and visiting specialists.

Transportation linkages between the communities of the region are by air exclusively, necessitating lengthy travel in order to visit a community.

Nunavut has a very young population (2012: 33,697) with almost a third (10,700) under, 15 years of age. While only 2% of the population is over 65 years of age, this group is the fastest growing over the next decade. Lack of long term care and dementia care facilities is having a significant impact on departmental programming and provision of timely and appropriate care implications for departmental programming. 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.

Nunavut suffers from high levels of unemployment (2013-14 Fiscal and Economic Indicators – 15% in 2012; Nunavut Bureau of Statistics) with a very limited economic base that is not likely to improve in the short term. A high proportion of workers have less than a grade 9 education. The Government of Nunavut has established a target of 85% Inuit employment in the public service. Currently, Inuit represent only 52% of the Department's workforce. The Executive Director will be challenged to find creative ways of reflecting Inuit societal values in the system, while structuring the organization and jobs to facilitate higher Inuit participation in the territorial workforce.

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.

There is also a chronic housing shortage in every community which contributes to the spread of disease and a wide range of social dysfunction. While statistics are not readily available, there is a high morbidity rate across all communities. Inuit constitute 83% of the Nunavut population which has only recently (over the past 70 years) made the transition from a primarily hunting and gathering nomadic culture, to a population living in permanent communities and eating a western diet.

The legacy of residential schools and colonialization has resulted in extremely high suicide levels, family dysfunction, child abuse and neglect, and domestic violence. Many communities are dry (no alcohol) by community choice, while the other half restricts the importation of alcohol through Alcohol Education Committees. There is significant need and demand for mental health and addictions treatment services. While there is continuing incidence of lung cancer, tuberculosis and respiratory ailments associated with poverty and tobacco use, diseases such as diabetes are on the increase due to changing lifestyles and diet.

Significant public health initiatives are needed to improve lifestyles and decrease the need for medical interventions in a population where standards of living are in decline.

The Executive Director is accountable for progress in the development of effective community partnerships. Effective community partnerships will lead to
the development of community based solutions to health and social problems. There is a growing demand amongst community groups to take on responsibility for managing programs. This is not a viable solution in the short term due to limited community capacity. Therefore the Executive Director will be required to find ways to help communities provide input into solutions to real community problems, rather than simply turning over programs and services to community administration.

The Executive Director 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 also critical.

The Executive Director must also be prepared to be involved in situations where complaints from community agencies or individuals have not been effectively dealt with and require intervention to ensure all residents in the system are treated fairly and in accordance with the provisions of legislation, policy, guidelines and accepted professional practice.

Creative solutions in the human resources management field such as leadership, respectful working relationships and accountability through performance management will be required to stabilize the region’s workforce in the face of high turnover rates and the necessity to depend on a transient workforce. Finally, strong planning skills will be needed to deal with the growing demands on the system and the impact of changing demographics.

**Dimensions**

Person years: 191.2 (Vote 1), 25.5 (Vote 4)
O&M budget: $ 55 million exclusive of Medical Travel
Capital: N/A
Spending Authority: Full, within budget

**Specific Accountabilities**

- Guides and directs the Managers responsible for provision of primary care, public health and health promotion programs within the region in accordance with departmental policies, guidelines and accepted professional practice, utilizing a risk management approach to implementation.
• Overseeing the management of out of territory facilities either directly or via contract, including the Churchill and Winnipeg Boarding Homes.

• Develops and enhances, the capacity to create and strategically use 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 effectively communicating 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.

• 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.

• Establishes goals, objectives and indicators for Health programs in the region and achieves acceptable results, by 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.

• 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.

• Ensures that Inuit Employment targets and initiatives are carried out in the region, including participation in internship programs, summer student hiring, pre-employment programs, and reduction of artificial employment barriers and monitoring of employment statistics.

• Develops effective relationships and partnerships between Kivalliq communities and the Health system, in program planning, the promotion of well-being. 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.
• Functions 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 issues within the region.

• 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.

• Develops 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.

• Completes other duties as assigned by the Assistant Deputy Minister or Deputy Minister.

Knowledge, Skills and Abilities

The Executive Director should have the following combination of education and experience:

<table>
<thead>
<tr>
<th>Education</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s Degree in Health Services Administration is preferred.</td>
<td>A minimum of 5 years of progressive senior level management experience in a health care setting</td>
</tr>
<tr>
<td>Master’s Degree in Public Administration with a health services administration background or a comparable master’s degree which includes a health services background may be considered.</td>
<td></td>
</tr>
<tr>
<td>Bachelor’s Degree in Health Services</td>
<td>A minimum of 10 years of progressive senior level management experience in a health care setting</td>
</tr>
</tbody>
</table>
Beneficiaries with a College Diploma who can demonstrate competency in at least 17 of the 23 Key Competencies listed below, and are willing to commit to upgrade their formal education through an individualized professional development plan.

A minimum of 15 years of progressive management experience in a health care setting.

Key Competencies

Knowledge of the Healthcare System: An understanding of the healthcare system and the environment in which healthcare managers and service providers function.
   A. Knowledge of the healthcare system (4)
   B. Knowledge of programs and services (5)
   C. Client advocacy (5)
   D. Knowledge of Policies and Regulatory Environment (4)

Business Skills and Knowledge: The ability to apply business principles, including systems thinking, to the healthcare environment.
   A. Situational assessment and judgement (3)
   B. Business aptitude (4)
   C. Finance and accounting (2)
   D. Human resource management (2)
   E. Strategic planning (3)
   F. Information and technology management (4)
   G. Risk management (3)
   H. Quality improvement

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. Communications (6)
   B. Facilitation (4)
   C. Consulting (4)

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 (2)
   B. Self awareness (3)
   C. Knowledge of Inuit Culture and Language (4)
   D. Long term vision (4)
   E. Adaptability (4)

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. Results achievement (4)
B. Practice mastery (2)
C. Volunteerism (3)

- Ability to fluently speak 2 or more languages of the territory is an asset. Where the incumbent possesses this ability, a bilingual bonus will be provided.

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