

1. IDENTIFICATION

Position No. 10-13968	Job Title Territorial Manager, Continuous Quality Improvement	Supervisor's Position Chief Nursing Officer	
Department Health	Division/Region CNO	Community Iqaluit	Location Iqaluit
Freebalance Coding:	10060-01-1-235-1000000-01		

1. PURPOSE

<p>Main reason why the position exists, within what context and what the overall end result is.</p> <p>Reporting to Chief Nursing Officer, the Territorial Manager, Continuous Quality Improvement is responsible for providing leadership and management of the Continuous Quality Improvement (CQI) unit and its staff. This position is responsible for overseeing the planning, development, implementation, maintenance, and evaluation of the Quality and Risk Management program for the Department of Health, maintaining a future-focused perspective to recommend and further develop proactive safety and quality programs.</p> <p>The Territorial Quality Improvement Manager oversees the collection, analysis and reporting of a variety of data in order to assess the quality and appropriateness of health care and to provide oversight in the allocation and utilization of program resources. The incumbent uses all available data and best practices to make recommendations for health care system changes that promote patient safety, patient centeredness, effectiveness, timeliness, efficiency and equity; satisfies public expectations; meets Department of Health strategic goals, maintains credibility within the health professions, and upholds Accreditation Canada Standards.</p>

2. SCOPE

<p>Describe the impact the position has on the area in which it works, or if it impacts other departments, the government as a whole, or the public directly or indirectly. How does the position impact those groups/individuals, the organization and/or budgets? What is the magnitude of that impact?</p> <p>The Territorial Manager, Continuous Quality Improvement (TM CQI) is accountable for working collaboratively with stakeholders throughout the territory, both within the Department of Health and externally, as well as with partner organizations outside the territory that support health service delivery to Nunavummiut to ensure quality standards are upheld and quality</p>

improvement initiatives are integrated throughout the Nunavut health system. Quality improvement strategies are developed to improve patient safety, patient centeredness, effectiveness, timeliness, efficiency and equity; workplace quality and safety issues; and to foster a strong, positive employment relationship with staff, where patient safety is top priority.

The TM CQI is responsible for overseeing the Quality Management and Continuous Improvement Initiatives across the Department of Health, which facilitate and/or support the development and execution of improvement projects that delivery and improvement of quality patient care. The TM CQI will provide leadership and overall support to the implementation of quality initiatives. This role, in collaboration with numerous key stakeholders, will lead the development of, facilitate and support continuous quality improvement (CQI) within Health program areas. Responsibilities are carried out in accordance with National Standards, Government of Nunavut legislation, regulations, and the Department of Health policies and procedures.

The position plays a leadership role in advancing the Department of Health mission, vision and priorities and in developing, implementing and monitoring the Department of Health Continuous Quality Improvement Framework. The incumbent ensures that quality and patient safety policies and practices are aligned with GN legislation and policies. This role fosters values aligned with a patient safety culture and a learning environment as well as respectful, compassionate, culturally competent care that is responsive to the needs, values, beliefs and preferences of the patients, clients and families.

3. RESPONSIBILITIES

Describe major responsibilities and target accomplishments expected of the position. List the responsibilities that have the greatest impact on the organization first and describe them in a way that answers *why* the duties of the position are being performed. For a supervisory or management position, indicate the subordinate position(s) through which objectives are accomplished.

Provides leadership in planning, developing, implementing, maintaining and continuously evaluating the DH quality improvement programs within allocated resources, and in accordance with national standards, legislation, professional practice standards and regulations, to ensure Nunavummiut receive the highest level of quality care, services, and standards in a safe environment. This will be accomplished through 5 key functions:

1. Plans, develops, and implements the Continuous Quality Improvement (CQI) Program by:

- Developing CQI plans, policies and program priorities which align with the DH strategic quality and safety initiatives, in collaboration with the DH Senior Management Team, Department of Finance Risk Management Division, Patient Relations Office, and Patient Care Teams.
- Using information gathered from GN reports, environmental and literature scans to develop a CQI program delivery model that is relevant and sustainable in Nunavut.
- Prepares and coordinates the recruitment, orientation, education, and training of the CQI Unit staff.

- Providing expertise and leads the planning, development and implementation of QI tools and resources required for a CQI program as well as programs and activities that promote a fair and just patient safety culture throughout the DH.
- Developing and implementing strategies for patients', clients' and families' involvement in planning and service design, as well as quality improvement and patient safety issues at the organization level.
- Leading and facilitating meetings, working groups, committees and other key stakeholder engagement activities throughout the program planning and implementation phases.
- Preparing detailed work plans, progress reports on Quality and Patient Safety activities.
- Promoting and facilitating the strengthening of a patient safety, blame-free, learning environment.

2. Delivers, manages, and evaluates the CQI Unit by:

- Overseeing the effective execution and implementation of CQI program across the DH by the CQI Unit and providing support to territorial and regional senior management team, as well as patient care teams in Quality and Patient Safety activities.
- Directing an integrative planning process for the CQI program, coordinating planning efforts, and recommending collaborative opportunities with other GN departments and external partners.
- Providing leadership and expert knowledge to the CQI team and stakeholders across the Dept of Health for the development and implementation of metrics and performance targets that comply with departmental priorities and regulations, professional standards, legislative acts, best practice guidelines, specific program standards, as well as Accreditation Standards.
- Creating venues and opportunities for patients, clients and families voice in developing improvements in care processes, contributing to improved risk management and health outcomes. This is achieved by the inclusion of the client and/or family representatives on advisory and planning groups, and promoting and facilitating client co-design approaches, which involve clients in the design process.
- Monitoring and evaluating services and quality with input from health care providers, clients and families.
- Ensuring effective, efficient, and safe operations through quality and patient safety programming throughout the DH.
- Collaborating with the Quality Management Specialists to monitor and evaluate the CQI program continuously and annually, and makes the necessary changes or additions in program delivery.
- Collaborating with the Quality Management Specialists and Finance Risk Manager to proactively develop and implement programs and policies to mitigate risk and improve health outcomes from the quality and safety perspective.
- Collaborating with the Quality Management Specialists and human resources staff to, develop and deliver Quality Management training programs to cultivate CQI participation.
- Ensuring quality improvement activities are documented, tracked and reported within the organization and externally as required.
- Providing leadership and direction to the CQI team for the monitoring and tracking of key quality indicators, programs, and initiatives to ensure that they demonstrate on-going value, efficiency and effectiveness.
- Preparing detailed proposals for the Chief Nursing Officer to support program

resources allocation.

- Collaborating with the Chief Nursing Officer to prepare briefing materials or provide assistance on special organizational needs, program revisions and/or expansions.

3. Provides support and leadership to the Territorial Continuous Quality Improvement Program by:

- Developing, planning, implementing, monitoring and evaluating a comprehensive Territorial Quality Improvement Program with measures aimed at improving effectiveness. This includes a high quality, safe workplace and CQI initiatives related to utilization management, continuous quality improvement, Accreditation and patient/client advocacy.
- Overseeing the formal, standardized incident reporting system as well as directing meaningful data reporting to senior and local stakeholders.
- Provides direction and guidance on management of complaints and occurrences of an unusual or highly sensitive nature.
- Providing oversight on legislation, regulation, policies and procedures and best practice.
- Fostering respectful, compassionate, culturally appropriate and competent care that is responsive to the needs, values, beliefs and preferences of patients, clients and families as well as promoting of a patient safety culture and a blame-free, learning work environment.
- Supporting beneficial partnerships between patients, clients, families and health care providers.
- Traveling to regional centers to provide guidance, support and assistance as required.
- Overseeing CQI initiatives, and offering support, guidance, and advice on the development of programs targeted at improving quality or safety issues.
- Working with the CQI Team and program leads to continuously develop and maintain new or improved programs, policies, and practices that enhance and continuously improve health programs and service delivery.
- Identifying quality improvement issues, and providing recommendations to the Quality Improvement Committee, Quality Management Specialists, and Senior Management for implementing and evaluating improvement plans and activities.
- Identifying internal and external partner opportunities and fostering effective working relationships to support the delivery of quality improvement initiatives.
- Preparing Territorial Quality and Patient Safety Reports for review by Senior Management, based on data collected and analyzed by the CQI unit.
- Developing a Territorial CQI plan and providing quarterly updates.
- Developing and recommending best practice standards for implementation by the Quality and Safety teams, and ensuring continuity of coverage, services and programs across the Territory.
- Working with program directors and managers (leadership team) to assess and ensure compliance with the CQI plan against internal and external requirements.
- Representing the CQI program on internal and external working groups and committees.
- Participating in approved research initiatives.

4. Provides human resource and financial management leadership for the CQI Unit:

- Actively promotes a high quality, respectful workplace, which is safe, healthy, supportive and patient / client focused and promoting of a fair and just culture. Proactive strategies are developed to prevent and address workplace issues and foster a strong, positive

employment relationship with staff, where the patient / client are top priority.

- Provides support to the Quality Management Specialists on matters of non-compliance, incident occurrence, and coordinating consultations between various stakeholders on matters of workplace violence, or potential risk or loss across the DH (i.e. Finance Risk Manager, Legal Counsel, Insurer, etc.).
- Leads the CQI unit team in accordance with the GN human resource practices and policies.
- Conducts regular meetings with staff, follows performance management practice and policies of the GN including imposing progressive discipline.
- Prepares and participates in the screening and selection of staff reporting directly to the incumbent in conjunction with the Human Resources staff.
- Writes and reviews job descriptions to reflect work responsibilities of staff.
- Ensures ongoing analysis of financial data to include monitoring program expenditures and providing variance explanations.
- Develops, delivers and/or facilitates the delivery of orientation, in-service training, certification, and re-certification programs.

5. Provides leadership in policy development or amendment:

- Develops and amends DH policies, procedures, protocols and guidelines related to quality management in collaboration with senior management.
- Ensures that quality and safety policies, procedures, protocols are continuously reviewed, updated, and distributed.
- Promotes ongoing education and orientation on new, updated or amended quality and patient safety policies, procedures, protocols guidelines, legislation and professional practice issues (e.g. liability issues) in collaboration with program leadership, Human Resources, and Staff Development.

5. KNOWLEDGE, SKILLS AND ABILITIES

Describe the level of knowledge, experience and abilities that are required for satisfactory job performance.

***Knowledge* identifies the acquired information or concepts that relate to a specific discipline. *Skills* describe acquired measurable behaviors and may cover manual aspects required to do a job. *Abilities* describe natural talents or developed proficiencies required to do the job.**

These requirements are in reference to the *job*, not the incumbent performing the job.

Contextual Knowledge

- Theories, principles and practices of program management and evaluation;
- Theories, principles and practices of HR and financial administration;
- Knowledge of how to design and facilitate a change process. The ability to build and work with groups and teams, planning and implementing change; skilled in group dynamics and conflict resolution.
- Best practices of Quality Management, including data analytics;
- Accreditation standards and process;
- Knowledge and ability to use a variety of intervention and prevention methods, and determine which method is most appropriate at any given time.
- Theories, principles and practices of risk identification, loss prevention, and loss reduction in a health and social services program areas;

- Theories, principles and practices of policy development;
- Theories, principles and practices of adult learning;
- Awareness and knowledge of Inuit Qaujimajatuqangit;
- Applicable legislation, policies and procedures (such as the Nunavut Access to Information and Protection of Privacy (ATIPP) Act; and the Nunavut Nursing Act).

Skills

- Demonstrates a high level of sensitivity in responding to and handling patient safety events;
- Good interpersonal and inter-group skills to effectively lead and facilitate internal, external, individual or multidisciplinary division team or group;
- A high level of interpersonal skills including effective coaching and motivation is essential in order to manage the human resources assigned to the position so human resources performance is at optimal capacity and assisting staff and stakeholders to accept change;
- Must have excellent organizational, time management, analytical, facilitation, and presentation skills to manage multi-disciplinary responsibilities in a timely and effective manner;
- Effective verbal and written communication skills, to develop and maintain internal and external networks to achieve work objectives, with the ability to prioritize work in a team based setting;
- Analytical and problem solving skills to investigate and initiate corrective action to problems/issues encountered during the planning, development and delivery of operational initiatives, programs and services;
- Computer skills including e-mail, graphic presentations, data collection and analysis tools, spreadsheets and word processing.

Abilities

- Must be sensitive to the geographical and cultural needs of the people and understand how community and culture impact the delivery of health care;
- Ability to apply creative and innovative approaches to policies and health to meet territorial needs;
- Ability to develop and maintain positive working relationships with individuals, agencies, elected community leaders, and employees in order to communicate program information, including the ability to obtain and respond to feedback from these individuals;
- Ability to build solid partnerships and strategic alliances based on trust and to work with a variety of people from different backgrounds and personalities;
- Generate, prepare and present statistics in a readily understandable format to a variety of audiences.

The above knowledge, skills and abilities are typically acquired through;

- An undergraduate degree in Quality Improvement, Healthcare Management, Business Administration or a related field;
- A Master's degree in a related field;
- Three years of recent work experience related to Quality Management in a health services environment, including one year of management experience;
- An acceptable combination of education and experience may be considered;
- The ability to communicate in more than one of Nunavut's official languages is an asset.

Due to frequent interactions with patients this is a Highly Sensitive Position. Criminal Record

and Vulnerable Sector Checks are required.

6. WORKING CONDITIONS

List the unavoidable, externally imposed conditions under which the work must be performed and which create hardship for the incumbent. Express frequency, duration and intensity of each occurrence in measurable time (e.g. every day, two or three times a week, 5 hours a day).

Physical Demands

Indicate the nature of physical demands and the frequency and duration of occurrences leading to physical fatigue or physical stress.

- The incumbent will be exposed to physical strain related to sitting for long periods of time and eye strain working with a computer.

Environmental Conditions

Indicate the nature of adverse environmental conditions to which the jobholder is exposed, and the frequency and duration of exposures. Include conditions that increase the risk of accident, ill health, or physical discomfort.

- The incumbent will be exposed to crisis situations requiring immediate attention and discussion potentially 1-2 times a week.

Sensory Demands

Indicate the nature of demands on the jobholder's senses. These demands can be in the form of making judgments to discern something through touch, smell, sight, and/or hearing. It may include concentrated levels of attention to details though one or more of the incumbents' senses.

- Attention to detail is required when reviewing documentation and reports;
- It will be essential for the incumbent to analyze practice to ensure that it conforms to the standards established by the program;
- This monitoring requires the position to be alert and watchful to assess the extent to which practice conforms to standards and meets safety requirements. Walkabouts and "huddles" are routinely done.

Mental Demands

Indicate conditions within the job that may lead to mental or emotional fatigue that would increase the risk of such things as tension or anxiety.

- The incumbent is required travel to regional centres by way of small aircraft occasionally. This may cause disruption to lifestyle caused by work schedule;
- Daily, the incumbent may be exposed to numerous interruptions, unknown factors, uncontrolled work-flow and competing demands that would cause disruption in carrying out duties in a timely manner;
- Occasionally, the incumbent may be exposed to emotionally disturbing experiences;
- The success of the Quality Improvement Program is a high priority for the Department and there is a great deal of pressure on the position to facilitate the expected results. The incumbent strives to keep this positive with a focus on client and staff safety and continuous quality improvements.

7. CERTIFICATION

_____ Employee Signature	_____ Supervisor Title
_____ Printed Name	_____ Supervisor Signature
_____ Date:	_____ Date
I certify that I have read and understand the responsibilities assigned to this position.	I certify that this job description is an accurate description of the responsibilities assigned to the position.
_____ Deputy Head Signature	
Date I approve the delegation of the responsibilities outlined herein within the context of the attached organizational structure.	

8. ORGANIZATION CHART

Please attach Organizational Chart indicating incumbent’s position, peer positions, subordinate positions (if any) and supervisor position.

“The above statements are intended to describe the general nature and level of work being performed by the incumbent of this job. They are not intended to be an exhaustive list of all responsibilities and activities required of this position”.