

GOVERNMENT OF NUNAVUT

POSITION DESCRIPTION

Date: June 27, 2023,

Position Number: 10-15198

Position: Executive Director Special Operations

Incumbent: Vacant

Reports to: ADM Operations

Location: Iqaluit

Effective: June 27, 2023

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

**Deputy Minister
Health**

Date

General Accountability

Reporting to the Assistant Deputy Minister Operations, the Executive Director Special Operations (ED) provides exemplary leadership to sustain an operational culture that is focused upon patient and family experience, is reflective of Inuit social values and align with departmental, government and legislative policies, values and mandates. As a strategic leader, the ED will work closely with the ADM Operations to lead the transformation of care delivery and health services within the health system to meet ongoing health needs of Nunavummiut.

The ED Special Operations is accountable for providing senior strategic leadership, planning, development, compliance monitoring, and performance evaluation of health service delivery in collaboration with the ADM Operations and regional Executive Directors. The ED Operations provides leadership to the Special Operations team, the Materials Management team, and the Territorial Pharmacy team to ensure safe, effective implementation of major health services projects (including contracted projects), territorial programs and new initiatives for the Operations Division. This includes ensuring evaluation frameworks are designed, implemented and monitored for all new clinical initiatives and programming.

The position is also responsible for preparing and monitoring all operational administrative policies and procedures to ensure structures, processes and outcomes are integrated with key performance and quality drivers. The ED employs a systems perspective, providing oversight of the operational effectiveness, financial stability and general efficiency of the Nunavut health care system.

Organizational Structure

The position is one of 8 reporting to the Assistant Deputy Minister Operations. The other 7 positions are:

Chief Nursing Officer
Executive Director Qikiqtani
Executive Director Kivalliq
Executive Director Kitikmeot
Executive Director Iqaluit Health Services
Health Operations Financial Analyst
Executive Secretary

Subordinates

There are three positions reporting directly to the Executive Director:

Director Pharmacy Services 10-14941

This position is responsible and accountable for all aspects of the pharmacy program across the territory and leads strategic and tactical planning, program development, financial management and establishment and maintenance of standards, policies and procedures related to pharmaceuticals. The director assumes the role of Narcotic Control Officer for the territory to ensure compliance with all territorial and federal acts and regulations regarding narcotics.

Director Supply Chain Management 10-15199

This position is accountable for the provision, management and evaluation of the Department of Health's materials management program. This position provides strategic and tactical planning, program development, financial management and establishment and maintenance of business standards, policies and procedures related to the Health's materials management.

Director Special Operations 10-14982

This position is responsible to lead the implementation of new clinical programs and initiatives throughout the territory which meet the needs of the client groups in a rapidly growing and changing environment. The Director is also accountable to operationalize the COVID-19 Response Strategy and special pandemic programming for the Department of Health. In addition to providing leadership on Health's COVID-19 Response strategy, the Director is responsible for leading, managing and monitoring major projects (including contracted projects), the territorial continuous quality improvement program and maternal and newborn services.

Nature and Scope

Primary health care, emergency care, public health, health protection and health promotion programs are delivered primarily through community health centers. 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.

The Government of Nunavut is committed to developing a public service that is representative of the population of Nunavut as stipulated in Article 23 of the Nunavut Lands Claim Agreement. The ED will be responsible for ensuring that the Department's Inuit Employment Plan is implemented throughout all programming areas 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 are responsive and culturally appropriate.

The position 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 Special Operations has a high profile and influence on the entire health care system in Nunavut. The position is responsible and accountable for providing operational leadership, oversight and management to ensure the successful implementation of new territorial clinical projects and territorial programs which supports health service delivery. This position will have positive impacts on the budget through the provision of its duties.

The ED Special Operations works closely with the Deputy Minister and ADM Operations to provide leadership and guidance in planning and directing the health services, implementing strategic plans, evaluating health service delivery and continuing to build effective relationships across the regions to develop strong, high performing operations teams. The ED has direct oversight of several positions which are responsible for the development, implementation and evaluation of quality health care services. As such, this team will be assigned new strategic initiatives that are intended to be transformational to the health system and result in increased wellness, increased access to care closer to home, while ensuring sustainability and accountability in the system.

The position works closely with the regional Executive Directors, the Chief Nursing Officer, Chief of Staff, Physician Services, Corporate Services and other departmental supervisors/directors who carry out programs and projects related to the Department of Health's mandate to develop, promote and sustain exceptional quality of care that anticipates and serves Nunavut's growing population.

Creative solutions in the human resources management field such as leadership, respectful working relationships and accountability through performance management are required to stabilize the health workforce. Personal awareness and successful interpersonal skills will help the ED Special Operations to manage the human resource responsibility of the position.

The position will be required to have strong administrative, analytical and planning skills to control escalating costs in a system where resources are becoming increasingly limited. The ED must have the ability to motivate staff to develop solutions based on the cooperation of everyone who is part of the system.

Dimensions

Person years:	35
O&M budget:	\$661,000
Capital:	\$0

Specific Accountabilities

The Executive Director Special Operations reports to the Assistant Deputy Minister Operations. The ED oversees ongoing and new territorial programs/projects and initiatives; provides leadership to territorial operational program staff; establishes administrative policies and procedures to aid in the implementation of projects and oversees the daily operations of the portfolio.

The position's activities are driven by governmental and departmental goals, vision and priorities; quantifiable program outcomes; and client satisfaction with health care experience.

Leadership, Strategic Planning and Systems Transformation

- Collaborates with Executive Directors, Directors and Managers to establish goals, objectives and indicators for territorial Health programs to achieve acceptable results, while holding leaders accountable for performance. This includes developing, monitoring and reporting on a workplan based on the Departmental Strategic Plan, setting clear expectations/objectives for subordinates and evaluating annual performance.
- Plans, organizes, directs and evaluates program delivery, taking into account regional and territorial policies, legislation and the Canadian Council of Health Services Accreditation Standards.
- Mobilizes, engages and inspires program 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.
- Acting as a change agent in the Department of Health to support and introduce innovative primary health care projects and programs.
- Acting as an advocate for the voice of the patient by encouraging patient participation in the planning, delivery and evaluation of health care services throughout the territory.
- Supporting a culture of collaboration, openness, transparency, trust and accountability among senior leadership, physicians, and staff.
- Provides professional advice and support to the Deputy Minister and Assistant Deputy Minister Operations on emerging health service issues.

Healthcare Excellence and Program Management

- Oversees the development, implementation and evaluation of special clinical projects and new clinical program initiatives.
- Establishes, monitors and reports on an annual work plan.
- Promoting cultural safety and Inuit Qaujimajatuqangit within all health care programming and services.
- Sets clear direction with leaders and managers and establishes a culture of accountability.
- Manages a system of patient care and support services system which provides effective linkages between new territorial clinical programs and the community health centers, the regional health centres, hospitals and external referral sites.
- 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.
- Inspires and models the innovative and strategic use of information resources in the design and delivery of a wide range of clinical and support services.
 - Establishing and maintaining cooperative working relationships with senior management, project and program managers and other staff

Continuous Quality Improvement

- Supporting the CQI Unit in leading and developing a Nunavut health services quality indicator framework and public reporting system in collaboration with senior managers.
- Fosters a culture of continuous quality improvement, such that errors or risks are addressed quickly and responsibly; takes measures to prevent recurrences and improve management practices.
- Identifies emerging health policy issues and leads team approach to mitigate risks associated with the issue.
- Supports accreditation process and leads the development and maintenance of administrative operational policies and procedures which align with national accreditation standards.
- Implements structures and processes which ensure best practice, evidence-informed approaches are in place to consistently deliver high quality, well-coordinated and integrated care that delivers high level outcomes and patient satisfaction.

Human Resource Management

- Implements strategies to ensure effective Health HR planning and retention of a skilled workforce.
- Advances the Department of Health Inuit employment priorities.
- Assesses the performance of the territorial operations program staff and ensures team building, training, development and progressive disciplinary actions takes place when required.
- Effectively supervises staff and provides a staff development program aimed at improving their skills in their area of responsibility and supports succession planning.
- Initiates strategies which promote a safe, collaborative and healthy workplace and models Inuit Societal Values.
- Ensures reliable communication process is in place that supports timely submission of accident reports and WSCC inspection order compliance.
- 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.
- Leading and supporting the development of a cohesive, high performing senior leadership team, through the development and implementation of a standardized regional Executive Director development and orientation program, including the onboarding, mentoring, coaching and ongoing

professional development for the Executive Directors.

- Developing and implementing strategies to attract and maintain senior leadership talent and manage succession planning.

Financial and Capital Management

- Implements strategies to achieve operational efficiencies, quality care and value for money which are in accordance with the Financial Administration Act, Financial Administration Manual and departmental policy.
- Implements effective budget controls and manages the budget in accordance with the requirements of the Financial Administration Act and departmental policy.
- Develops an operational budget that provides adequate resources to fulfill its mandate.
- Works with corporate services on developing main estimates documents and financial forecasts, submitting updates in a timely and accurate manner.
- Overseeing the development and maintenance of organizational processes and policies that facilitate work in an accountable and efficient manner.
- Develops business cases to resolve emerging issues.
- Preparing and monitoring contracts related to all major projects undertaken by the Operations division.
- Participating in the interdepartmental healthcare facility construction committee as the Operations lead.

Completes other duties as assigned by the Assistant Deputy Minister Operations or Deputy Minister of Health.

Knowledge, Skills and Abilities

Contextual Knowledge

- Strong knowledge and understanding of health issues and priorities in Nunavut and Canadian society;
- Strong knowledge of health care service provision and issues in remote communities;
- Strong knowledge of clinical issues and practices in Canadian health care;
- Theories, principles and practices of HR and Financial administration including contract administration;
- A broad understanding of social, economic and training issues in Nunavut and Canada;
- Applicable legislation, policies and procedures including knowledge of ATIPP and privacy best practices;
- Theories, principles and practices of project management;
- Theories, principles and practices of program development, administration and evaluation;

- Theories, principles and practices of quality improvement and risk management;
- Knowledge of Accreditation Canada (or equivalent) standards.

Skills and Abilities

- Leadership, team building and motivational skills;
- Excellent interpersonal skills and the ability to adjust appropriately to a particular individual or entity;
- Effective verbal and written communication skills;
- Strong analytical and problem-solving skills;
- Effective financial management skills gained through experience developing and managing budgets;
- Advanced computer skills;
- Ability to work and lead effectively in a multi-cultural environment;
- Ability to interpret and communicate health care data, policies and legislation;
- Ability to lead, advise, guide and counsel at all levels of the organization including senior managers, managers and supervisors;
- Ability to move an organization forward in a positive, respectful manner resulting in the continual improvement of programs and services to the public;
- Ability to use discretion and practice good judgment in various and sometimes stressful situations;
- Ability to prepare concise, efficient and effective written documents at a standard acceptable to national health care organizations and Cabinet;
- Ability to effectively assess the impact of external change on health programs and services;
- Ability to build strong relationships and foster a cooperative environment;
- Ability to deliver within tight deadlines;

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

- An undergraduate degree in a health services field;
- A master's degree in a related field;
- Three years of senior management experience including the provision of quality improvement, program evaluation and project management initiatives within a health care setting;
- An acceptable combination of education and experience may be considered;
- Ability to communicate in more than one of Nunavut's official languages is an asset.

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