

## Update

Ministry

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Current Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

#### Employee

Employee Name (or Vacant)

#### Organizational Structure

Division, Branch/Unit

 Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

### Design: Identify Job Duties and Value

#### Changes Since Last Reviewed

Date yyyy-mm-dd

Responsibilities Added:

Responsibilities Removed:

**Education/Experience:**

Experience working in an environment where the principles of administrative fairness and natural justice must be applied.

#### Job Purpose and Organizational Context

Why the job exists:

The Licensing and Compliance Monitoring Branch is responsible for licensing over 812 supportive living accommodations under the *Supportive Living Accommodation Licensing Act* and certifying 188 long-term care facilities throughout the province. The branch is also accountable for regulatory compliance monitoring, including enforcement, complaints, and investigations related to Accommodation Standards, Continuing

Care Health Services Standards (CCHSS) and the *Resident and Family Council Act*.

The Operational Policy and Reporting Unit directly supports the Licensing Office and the Inspections and Health Compliance Unit. The unit develops standardized operational policies, procedures and monitors operators' compliance with continuing care legislation; this includes analysis and implementation of risk-based strategies to prevent and mitigate safety and care adverse events.

Reporting to the Director, the Manager has a provincial scope and is directly responsible for overseeing and coordinating the information technology aspects for all units within the branch, including computer applications for the software, network system platforms, and public reporting.

The Manager provides guidance, direction and support to the unit's management team and staff members in the areas of strategic planning, portfolio management and priority initiative setting, issues management, communication, business procedures, and the strategic implementation and implications of legislation review and development. The Manager considers emerging risks and feedback from the unit to develop policies and processes to support the licensing and compliance monitoring.

The Manager's success in this role is dependent upon a keen awareness of the organizational environment and best practices and builds relationships and linkages in the units, branches, divisions, Ministries, other government departments and stakeholders. The position provides critical support to the branch and allows front-line staff to focus on operational responsibilities of inspections, complaints, investigations, and enforcement.

Operational issues management is a key aspect of the role, developing strategic communication products utilized in briefings, action requests, and correspondence. The position integrates the business plan goals and objectives of the unit, branch, and Ministry, and provides accurate and timely information.

In addition, the Manager is part of the branch management team supporting the priorities of the branch, division and Ministry. The position is directly responsible for the development of the business continuity plan for both the unit and the branch and represents the branch at a divisional/ministry level in the coordination of Alberta Health's overall business continuity plan.

Project management of various ministry and branch/unit initiatives will be a critical aspect of the position to ensure strategic goals are met within given timelines, and real value is delivered. Work involves developing implementation plans, ensuring required business processes and IT system changes are identified, and resources are coordinated and efficiently deployed.

The position models a highly collaborative approach when interacting with other branches in Health, senior and executive leadership, collateral authorities, and external stakeholders. Ministry perspectives and initiatives are championed by the business operations manager on multiple cross-divisional/Ministry or cross-jurisdictional committees and initiatives.

The role supports the overarching principles of Alberta Public Service values of respect, accountability, integrity and excellence.

## **Responsibilities**

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

It is the Manager's responsibility to collaboratively develop the unit's operational plan, considering emerging risks and feedback from the three program areas in the unit, and develop an annual audit and compliance report of inspections. Additionally, the Manager coordinates statistical reporting, including the development of compliance and trend reporting. The position is responsible for developing/maintaining/updating policies,

procedures, and standards of practice from across the unit.

#### Operational Business Plan

- Provides leadership to branch initiatives, including the department's business continuity plan and the unit's operational plan.
- Coordinates and tracks the unit's priority projects (people, processes and technology) in a matrixed environment in order to meet business objectives while ensuring work plans and front-line operational requirements are met.
- Coordinates and monitors the implementation and development of training for the various units and teams. Ensures that the training is consistent with respect to business rules and content.
- Coordinates and monitors the development of stakeholder training materials and modules.
- Contributes to the unit's identification of priorities, personal accountabilities and performance measures.
- Develops timely and proactive policy responses/implementation strategies to current and emerging issues and trends.
- Contributes to inform decision-making on issues and initiatives that affect operational matters related to the Acts and Regulations that guide the business unit's program areas.
- Leads or participates in the unit, branch, divisional, cross-divisional, and cross-ministry initiatives for the purpose of resolving issues of mutual interest or of provincial scope.
- Engages senior leadership and staff support in business, strategic foresight and operational planning, progress monitoring and evaluation, and communications.

#### Information Technology

- Oversees and coordinates the information technology aspects of the unit.
- Works collaboratively to assess business process requirements to identify possible application solutions to the ASTRAL data system.
- Oversees public reporting of facilities and inspection outcomes as part of a quality improvement framework.
- Analyzes data to leverage information on trends to forecast and allow for more efficiencies in business practices.
- Explores business optimization strategies that support existing and new approaches to e-business systems for licensing and public reporting

#### Issues Management

- Establishes, implements and monitors comprehensive information management strategies to facilitate the efficient and effective operation of the unit
- Develops and manages key messages for the unit to provide a consistent approach to public-facing messaging.
- Facilitates the resolution of issues, often of an urgent and sensitive nature, that may arise from internal operations or external stakeholders/public.
- Provides direction to unit staff to address action requests, briefing notes and correspondence in an appropriate, timely and coordinated manner.
- Works collectively with other units in the branch, divisions and Ministry to respond to enquires in a timely and appropriate manner.

### Project Management

- Collaborates with unit, branch and Ministry staff to determine initiatives to enhance business practices.
- Oversees the smooth operation of a variety of projects, determines priorities, and ensures projects are on time and on track.
- Anticipates impacts of new initiatives relative to workforce planning and business model analysis for effective and efficient business processes and change management.

### Workforce Planning and Development

- Supports the Director in overall unit workforce planning and development.
- Develops and maintains a training matrix to ensure unit staff have the knowledge, skills and resources needed to perform their job effectively and with satisfaction.
- Continually identifies technical and personal development training for staff that will ultimately address industry needs and evolving work demands.
- Assists with ongoing recruitment, orientation and training of staff.

### Quality Assurance and Risk Management Processes

- Tracks and develops recommendations for changes to legislation, policies and procedures.
- Develops a performance measurement strategy to make informed decisions and take appropriate, timely action with respect to programs.
- Provides leadership in quality assurance and risk management practices both internally and externally to ensure the safety of residents in supportive living, long-term care accommodations and residential addiction treatment facilities.
- Determines root causes and addresses safety and care concerns.

### Business Continuity Plan

- Develops the business continuity plan for the unit to ensure operational needs are met in the event of a potential threat/disaster to the operations.
- Identifies and coordinates operational needs for the three business areas in the Licensing and Compliance Monitoring Branch (LCMB), Operational Policy and Reporting Unit, Licensing Office, and the Inspections and Health Compliance Unit.
- Uploads materials to and ensures documentation are current and relevant on the Business Continuity SharePoint site.
- Represents the LCMB at the divisional/department level in the coordination of the overall business continuity plan for Alberta Health, including disaster/pandemic exercises.

This position provides the strategic framework in which business processes, standards, and reporting functions occur, requiring highly developed strategic and systemic thinking skills along with sound planning and visioning skills.

Unit functions are inter-connected with the work of other internal and external stakeholders (e.g. branches, divisions, ministries, health care providers, organizations such as Alberta Health Services, and professional associations). This position fosters mechanisms for collaboration and information sharing with stakeholders.

Leadership skills include:

- Strategic and systems thinking skills to develop options for the future direction of the Ministry and health care system.
- Ability to consider and plan for how policies, processes, and methodologies might be affected in the short, medium and long-term, and to respond appropriately.
- Relationship and network-building skills and experience to engage with stakeholders with varying perspectives, expectations and priorities.
- Communication skills capable of converting conceptual ideas into pragmatic operational solutions that can be embraced within the Ministry and by the health system.
- Team and human resource leadership skills to develop resources and foster a cohesive team.
- Interpersonal and influence skills to promote innovation, build consensus, and motivate others to accept and apply new concepts.
- Judgement to determine the significance of issues, the scope of decision-making authority, and the need to brief up accordingly.

## Problem Solving

Typical problems solved:

The Licensing and Compliance Monitoring Branch programs are operational with limited business support to meet growing demands and implementation on priority issues.

This unit is challenged to rapidly design/co-design/implement policy initiatives and project plan to respond to increasing communication/correspondence demands. The incumbent contributes to the expertise and efficiency of the unit through project management and policy expertise.

- Existing policy support needs are broad, including applied topics such as continuing care quality approaches, compliance and monitoring best practices, workforce competencies training, revisions to standards, data analytics and public reporting, resource/tool development, operator training and communications.
- Operational policy development requirements for the *Continuing Care Act* implementation. With the enactment of new legislation, verification of existing licensed service providers is required, and the scope of eligible service providers will broaden, including administrative penalties and legal enforcement.
- Strong leadership capabilities to lead priority initiatives such as integrated ways of working, refining IT business supports, drafting operational policy, information flow, stakeholder communication for new/existing legislation, posting of CCHSS audit results, business planning, staff training and recruitment, and project management on these and other priority areas.

The unit is responsible for Action Requests and daily issues which come from the Ministry or external stakeholders/public. In addition, emerging issues can often require the coordination of information from other units, branches or Ministries. Dedicated writing support allows front-line staff to focus on licensing, inspections, audits and compliance monitoring activities.

Types of guidance available for problem solving:

Policy and procedures have been developed to provide guidance on key activities, best practices and achieving objectives. To help decision making, the manager works with the unit's leadership team, director and senior management, as well as outside agencies/stakeholders on a regular basis.

Direct or indirect impacts of decisions:

- The strategies and processes developed and implemented by the Manager will have a significant impact on the overall accountability of the unit and impact both current and long-term priorities and directions of the Ministry and the health care system. In addition, the coordination of major initiatives and

complex projects will ensure deliverables are met and appropriately tracked within required timelines.

- This position is responsible for supporting operational teams, determining strategies, and setting directions for projects that will enhance the delivery of services to Albertans. The ability to consult and collaborate with staff and stakeholders in making decisions will enhance the effectiveness of programs and assist in meeting the business objectives of the unit.

Decisions made, both direct and indirect, will impact these distinct areas:

- The physical environment of continuing care accommodations and provision of quality accommodation services, which intersect with many collateral authorities (building, fire and public health),
- The health and personal care of residents,
- The provision of services within continuing care accommodations, and
- Infection and prevention control.

The licensing and compliance monitoring occurs in a number of settings, which requires expertise in a wide array of government programs.

- The multi-disciplinary teams of professional staff in the unit are integral to the safety and quality of care provided to Albertans in various settings. Staff are responsible for licensing as well as monitoring compliance according to standards. In addition, the unit is responsible for following up on critical/reportable incidents. Standards are applied to approximately 1,100 residential accommodations serving over 57,000 individuals.
- The incumbent works with the Director and other managers within the unit. They are forward-looking to anticipate trends and future demands that will impact existing functions and responsibilities and to prepare the unit to enhance workflow and meet objectives.

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal:

- Coordination and collaboration with Operational Policy and Reporting unit staff, the Licensing Office, and Inspections and Health Compliance Unit which includes Managers, Director, and Executive Director. In addition, the Continuing Care Branch, and the Continuing Care Division.
- Extensive interaction with Service Alberta may be required as it relates to public reporting and the ASTRAL database system.
- Consultation with Legal and Legislative Services, Human Resources, and Communications as required.

### External:

Coordination and collaboration with AHS Quality Teams, AHS Environmental Public Health. Interactions with operators of continuing care accommodations and the general public as required.

## Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Other		

If other, specify:

IT, policy development, baccalaureate degree applicable to requirements (and experience)

Job-specific experience, technical competencies, certification and/or training:

### Knowledge:

- Understanding of Continuing Care Health Service Standards, Supportive Living Accommodation Licensing Act, and Resident and Family Council Act.
- Knowledge of government legislation, structure, initiatives, and protocols at the provincial level.
- Knowledge of departmental policies and procedures.

- Knowledge about collateral legislation and how it interfaces with the legislation governing compliance teams.
- Knowledge of the electronic information management systems specific to the program area.
- Knowledge of project management methodologies and approaches.
- Knowledge of strategic planning, project management, change management and leadership approaches and methods.
- Knowledge of the policy development processes within the Ministry and the Government of Alberta.
- Knowledge of Master Agreement, Collective Agreements, and administrative systems for personnel-related matters.

#### Skills/Abilities:

- Excellent communication skills, verbal, non-verbal and written.
- Strong issues management skills.
- Strong organizational skills, with an ability to balance and reconcile differing and competing demands.
- Strong leadership, team and interpersonal skills - ability to promote teamwork, collaboration and partnerships at all levels.
- Strong planning and project management skills.
- Self-directed and able to initiate ideas and work deliverables in anticipation of new business requirements.
- Proven ability to develop and implement practical procedures and systems that reflect best practices.
- Demonstrated skills and abilities in knowledge management, team building, mentoring and facilitation.
- Ability to manage and respond to change and be flexible to accommodate changing priorities.
- Ability to ensure that activities are completed within specified timelines and that the deliverables are of high quality.

#### Education/Experience:

A related university degree and at least five years of relevant and progressive experience.

Five years of related management experience that must include leading teams.

- Extensive knowledge of information technology and management information systems, including internal control considerations, database concepts in the use of data extracts and software tools that would assist with licensing.
- Knowledge and/or experience with licensing, data analysis, audit concepts, risk management principles and processes.
- Extensive experience in developing and maintaining effective relationships and working collaboratively with multiple stakeholders who have differing interests and agendas.
- Knowledge of Alberta Health business, including legislation, *Health Information Act*, *Hospitals Act*, *Nursing Home Act*, *Protection for Persons in Care Act*, policies, practices and organizational operations and systems.
- Well-developed critical thinking skills.

Experience with, but not limited to;

- Knowledge of *Supportive Living Accommodation Licensing*, *Resident and Family Councils Act*, CCHSS standards, regulatory licensing and compliance monitoring.
- Strong problem solving and analytical thinking.
- Knowledge about the health delivery system and the continuing care community.
- Knowledge of administrative systems for personnel-related matters.
- Knowledge of role supervised to cover-off for staff when necessary.

- Travel throughout the Province of Alberta ,may be required.

### Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes a long-term view towards organization’s objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul>	<p>Ability to work with multiple stakeholders and programs and understand how they are impacted by standards and assessments. System knowledge is critical to meet mandate, identify potential changes to address gaps, and develop strategic direction for the unit.</p>
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> <li>• Uses wide range of techniques to break down problems</li> <li>• Allows others to think creatively and voice ideas</li> <li>• Brings the right people together to solve issues</li> <li>• Identifies new solutions for the organization</li> </ul>	<p>The manager supports the significant monitoring, inspection and investigation requirements for the unit. Collaboration with staff, stakeholders and AHS is often required to work through assessments, solutions and develop a workable plan to achieve outcomes.</p>
Agility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> <li>• Creates opportunities for improvement</li> <li>• Is aware of and adapts to changing priorities</li> <li>• Remains objective under pressure and supports others to manage their emotions</li> <li>• Proactively explains impact of change on roles, and integrates change in existing work</li> <li>• Readily adapts plans and practices</li> </ul>	<p>Ability to shift quickly in a fast paced environment. Response to emerging issues, agility to address quality and safety of care in supportive living and long-term care facilities. Understanding of best practices to provide solid direction.</p>

Develop Networks	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Makes working with a wide range of parties an imperative:</p> <ul style="list-style-type: none"> <li>• Creates impactful relationships with the right people</li> <li>• Ensures needs of varying groups are represented <ul style="list-style-type: none"> <li>• Goes beyond to meet stakeholder needs</li> <li>• Ensures all needs are heard and understood</li> </ul> </li> </ul>	<p>This position works closely with outside stakeholder on a weekly basis. Relationship building is critical to ensure that collaboration and best practices are met to ensure coordination and trust.</p>
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Involves a wide group of stakeholders when working on outcomes:</p> <ul style="list-style-type: none"> <li>• Involves stakeholders and shares resources</li> <li>• Positively resolves conflict through coaching and facilitated discussion</li> <li>• Uses enthusiasm to motivate and guide others</li> <li>• Acknowledges and works with diverse perspectives for achieving outcomes</li> </ul>	<p>Developing relationships within the group is critical for the individuals success. The scope of work can be stressful based on issues that need to be addressed. Keeping team members motivated and supported is critical to their success and resilience. This impacts the outcomes with stakeholders.</p>

**Benchmarks**

List 1-2 potential comparable Government of Alberta: [Benchmark](#)

M410-20 Manager, Operations Support, Service Alberta  
M410-15 Manager, AISH Strategic Planning

**Assign**

The signatures below indicate that all parties have read and agree that the job description accurately reflects the work assigned and required in the organization.

_____ Employee Name	_____ Date yyyy-mm-dd	_____ Employee Signature
_____ Supervisor / Manager Name	_____ Date yyyy-mm-dd	_____ Supervisor / Manager Signature
_____ Director / Executive Director Name	_____ Date yyyy-mm-dd	_____ Director / Executive Director Signature