

Public (when completed)

Common Government

**New**

Ministry

Primary and Preventative Health Services

**Describe: Basic Job Details****Position**

Position ID

Position Name (200 character maximum)

Director - Policy and Integration

Requested Class

Senior Manager (Zone 2)

Job Focus

Policy

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

**Employee**

Employee Name (or Vacant)

**Organizational Structure**

Division, Branch/Unit

HWST/IHS P

 Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

**Design: Identify Job Duties and Value****Job Purpose and Organizational Context**

Why the job exists:

The Director of Policy and Integration leads the team responsible for providing strategic leadership and direction for all major functions relating to health system planning, including leading, developing, implementing and evaluating complex strategic initiatives related to integrated health system planning within the scope of government legislation and policy, as well as Ministry priorities. This includes leading communication and developing relationships with key stakeholders.

The role supports the formulation of integrated health system priorities and also contributes to the development of policies and procedures with respect to the implementation of health system planning initiatives.

This position leads a team of approximately 10 first and second level reports that are responsible for providing a comprehensive integrated health system assessment. The team manages research and policy analysis, integrated system planning, community projects, stakeholder engagement and business development opportunities. The Director also manages consulting resources as required to provide technical expertise used to inform health system planning work.

## Responsibilities

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

### Policy and Intergration

- Lead and oversee the development and implementation of provincial standards and performance measuring, including through an annual report to Minister.
- Lead the development of a health system standards including facility classifications and service guidelines. Effectively inform health system planning and track progress on health system assessments .
- Develop and promote a proactive approach to addressing health system planning questions and issues, including leading a team that is informed on system performance, and pro-actively recommends review and evaluation of standards, policies and strategies as needed.
- Lead and provide timely and comprehensive and evidence-based strategic feedback on staff-developed issues papers, Cabinet reports, Minister/Deputy Minister meeting materials, briefings, ARs, etc., taking a strategic lens to ensure materials address the request.
- Lead at team that collaborates with other divisions and departments as needed to ensure alignment on cross-divisional work and co-developed initiatives.
- Provide evidence-based and strategic advice and guidance on policy and implementation issues to other areas of the branch, division, department, and other ministries as needed.
- Lead internal and external stakeholder project teams to identify, research, and develop standards and metrics to track system performance against the integrated health system plan. Oversee a team that:
  - Develops standards and performance metrics pertaining to health system planning. Ensures coordination and alignment with other areas of the department with regards to standards, best practices and performance monitoring.
  - Plans for implementation of policy and program/project decisions.
  - Tracks, monitors, and reports on implementation of policy and programs/projects.
- Negotiate the activities and support of internal and external stakeholders to address health system planning priority initiatives and policy objectives.
- Represent senior/executive department staff at external and public meetings as necessary.
- Provide evidence-based and strategic advice to senior leadership. Provide leadership to branch staff on the development of system planning initiatives involving the full continuum of care to improve health outcomes for Albertans.
- Develop and maintain effective and collaborative working relationships to achieve consensus on strategic system initiatives and plans that are aligned with evidence, government objectives and mandates.

### Project Management

- Set strategic direction and parameters for project scoping, outcome development and expectations.
- Provide branch management with clarity on project scope, capacity and resource requirements.
- Manage the development of project budgets, tools, and resources (e.g., consultation plans) to facilitate project activities.
- Ensure rigour and appropriate process is applied to each stage (e.g., consultation, research).
- Evaluate options and recommendations against evidence, best practices, ministry priorities, mandates, and existing policy to ensure coordination and consistency.
- Present project updates and reports to senior and executive leaders.
- Lead the development of recommendations and documents (e.g., Cabinet reports, MDM reports) and review

deliverables as part of the formal approval channel.

- Develop and maintain strong working relationships with project stakeholders to facilitate project progress, negotiating solutions to emerging issues and potential barriers.
- Foster collaboration with other branch units to complete project elements (e.g., align with intelligence gained through foresight and planning activities).
- Lead project promotion and communication to keep all relevant stakeholders up to date on project progress.
- Monitor and assess project deliverables and impacts against goals and develop and provide guidance on implementing mitigation strategies as needed.
- Lead the system design and execution of evaluation-related activities.
- Provide guidance on mitigating project risks associated with a complex health system and rapidly changing environment so that deliverables and milestones can be successfully executed in a timely fashion.
- Brief senior or executive leadership on emerging issues and provide solutions to manage them.
- Develop and review briefing materials, presentations, and speaking notes to support department leadership, executive leadership, and stakeholders on progress on initiatives to support decision-making and planning activities and policies.

#### Operational Planning, Reporting, and Alignment

- Lead the development of branch operational plans, including tracking and monitoring progress on the branch plan.
- Lead consolidation of branch input for ministry business plans, annual reports, and ad hoc reporting requirements.
- Ensure strategic alignment with government and ministry priorities and mandates in all system planning activities.

#### Issues Management

- Effectively support issues management and manage communications on a broad range of system planning issues, clearly and accurately communicating complex issues and perspectives tailored to a wide range of audiences.
- Provide leadership in managing or resolving emerging issues in system planning.
- Provide guidance and direction on how to respond to emerging issues or seek out an appropriate contact.
- Determine the need for escalation of emerging issues to executive leadership.
- Present recommended actions or solutions for dealing with emerging issues.
- Provide advice and guidance to the Executive Director on recommended analytical approaches and strategies to ensure robust and defensible assessments are completed.

#### Direction and Leadership

- Provide effective leadership, direction, and oversee projects and assignments within the team.
- Complete performance management, performance excellence, and account for human resources and recruitment for all direct reporting positions.
- Conduct regular one-on-ones with staff to provide guidance on team projects.
- Coach and mentor staff, creating an organizational culture that embraces innovation and best practices, and provide challenges and opportunities for growth.
- Foster a positive team environment, strong staff engagement and culture of holistic and strategic thinking about

team functions and how they impact current and future ministry priorities and operations.

- Develop and implement operational plans in alignment with branch plans and department priorities, monitoring and adjusting coverage and work assignments to meet unit priorities.
- Ensure rigour and alignment with ministry and GOA frameworks in all team activities.
- Attend and support branch management meetings, unit meetings, and divisional meetings to provide updates on team projects and determine linkages between other units, branches, and/or government ministries.
- Review and approve various reports and responses (e.g., Action Requests, briefings, presentations) before submission to the director.
- Serve as acting executive director as needed.

## **Problem Solving**

### Typical problems solved:

Within larger strategic projects, this position must be able to identify and distinguish the elements that are led and directed by different areas within the department and across government as compared to other stakeholders, such as AHS and/or contracted providers/operators. The role must subsequently ensure that clear direction is given to staff and that collective progress is being made and aligned in a cohesive fashion.

The role is also expected to provide direction on what is common across the IHSP Branch and what is unique to their specific unit. They must also be able to foresee how system planning initiatives may impact other branches and/or divisions and sectors of the health care system, and adjust direction based on that.

Challenges also include developing standards of practice and performance measures to track and measure progress in health system planning. Priorities must be established to guide which policies and projects can be completed with available resources. The Director must be responsive to the needs identified in the field or through current policy issues and also be proactive in identifying leading trends or policy directions that might lead to new or impact current projects.

This position is also expected to provide effective leadership to a team of system planning experts to inform key policy and planning deliverables. Unanticipated obstacles may also arise. Director will anticipate potential risks to achieving branch, division and ministry goals, and develop proactive measures to eliminate those risks.

In addition, this role must manage several concurrent projects and ensure that proper rigour, timelines, and quality standards are maintained. Multiple stakeholders may be engaged to participate on projects through influence and negotiation rather than by authority.

### Types of guidance available for problem solving:

The Director operates under policies, procedures, statutes, and guidelines set by the Ministry of Primary and Preventative Services and the Government of Alberta. The position requires flexibility to adapt to legislative and governance changes that may occur over time.

The Executive Director assigns major accountabilities and is available for consultation and guidance as necessary. Within these parameters, this position is delegated extensive authority to determine approaches to responsibilities and provide leadership to unit. This includes developing key linkages and partnerships with clients, partners, and stakeholders; identifying emerging issues, trends, and opportunities; and developing approaches that facilitate coordinated and integrated outcomes where minimal precedents may exist.

### Direct or indirect impacts of decisions:

The decisions a Director makes are crucial for the strategic direction and success of health system planning in the organization. By understanding how standards and performance indicators support achieving department goals, the Director is responsible to ensure that standards and performance measurement initiatives are informed by evidence and best practices.

As a key member of the branch management team, the Director is jointly responsible for achieving branch

outcomes and contributing to the achievement of relevant Ministry and government goals. This position also represents government, Ministry, division and branch interests and perspectives on internal, cross-Ministry and external committees, including those involving senior officials of client and stakeholder organizations.

The Director, is delegated considerable authority to standards and performance measure development within the branch, including advising the Executive Director of progress and expected outcomes. The Director ensures that services delivered meet the requirements of senior government and Ministry representatives, clients and stakeholders; accountability requirements of the government and Ministry; and established Ministry standards and processes. Stakeholders can range from officials of other Ministries and jurisdictions to Ministers, MLAs, contractors, consultants, municipalities, the development industry and the public.

The work performed affects the ability of senior Ministry and government representatives to track health system progress and make decisions regarding the health system, budget, capital and workforce planning.

Indirectly, the choices made by the Director shape the organization's reputation and the trust of stakeholders. Through their direction, creative problem-solving and clear communication, they build strong partnerships and follow government policies. This strategic planning not only improves branch operations but also strengthens the organization's commitment to managing limited resources wisely and engaging with the community as required, which helps in maintaining public trust and securing future funding.

## Key Relationships

Major stakeholders and purpose of interactions:

### IHSP Team Members - Regular and Ongoing

- Provide leadership, direction and guidance on branch initiatives and department processes; enhance understanding of standards and performance monitoring best practices; support development of skills and capacity.

### Senior Division and Ministry Representatives - Regular and Ongoing

- Collaborate on issues and initiatives; provide consultation, advice, and recommendations; exchange information regarding system plans and reporting; resolve complex issues

### Executive Team, Deputy Minister, Minister, or designates - as required

- Lead the development of correspondences and briefings and provide/confirm information, support drafting when required.
- Provide advice and recommendations pertaining to system, service planning and operational related issues.

### Other program areas in the Ministry of Primary and Preventative Health Services - regularly

- Provides and/or obtains information and advice on relevant matters and correspondence.

### Other ministries - as required

- Exchange information other ministries (in particular Hospital and Surgical Health Services, Assisted Living and Social Services, and Mental Health and Addictions).
- Collaborate as necessary to develop systems, standards, policies, or practices in support of Ministry health system planning and reporting.

## EXTERNAL

### Provincial Health Agencies and Health Service providers - as required

- Exchange information.
- Support, consult and/or inform as per system/service planning policies and procedures.

### Committees/Working Groups - weekly/monthly

- Lead, or support a wide variety of health operations/standards and planning process committees and working groups.
- Participate in or support a variety of meetings related health planning and health initiatives.
- Participate in or support meetings related to government operations.

Consultants - regularly

- Exchange information in the development of health system assessments as required.

Public - as required

- Provide accurate information on a timely basis.

Other stakeholders in the health system - as required

- Provide accurate information on a timely basis.

**Required Education, Experience and Technical Competencies**

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

If other, specify:

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

Experience in leading technical teams and strong understanding of government processes. Extensive knowledge and understanding of governing legislation, health system planning, health service planning and delivery, health system standards and best practices, health system performance measurement and reporting, government fiscal environment, change processes and business system applications.

Knowledge, skills, and abilities

- Knowledge of legislation relating to the delivery of health services in Alberta and broad constitutional and legislative matters.
- Knowledge of health care infrastructure and health care delivery/operations/systems, including best practice standards, and the ability to search out creative solutions to complex and challenging problems.
- Ability to lead with a focus on strategy, service, and project management (governance, planning, execution, reporting, monitoring, and evaluation).
- Ability to manage change and create innovative solutions using independent judgment for complex and diverse issues.
- Ability to plan, organize, and manage long-term strategic plans and projects to deliver Albertan-focused results.
- Provide expert advice on policy and strategic initiatives pertaining to health system planning.
- Ability to initiate and foster positive relationships, partnerships and working relationships with key internal and external stakeholders to facilitate input from a diverse group of professional and non-professional healthcare staff on complex, occasionally confrontational, confidential, emotional, and/or stressful issues.
- Conflict resolution skills.
- Ability to handle highly complex or sensitive issues in a professional manner.
- Exceptional written, oral and presentation communication skills, including the ability to summarize complex information into concise and easily understood reports, plans, briefing notes, presentations, and other related materials for executive leadership.
- Advanced leadership and decision-making skills.
- Works well in a fast-paced environment where there may be frequent changes in project scope and/or varying degrees of ambiguity.

- Regularly identify risks that may challenge implementation success and support in the development of risk mitigation strategies as required.
- Ability to work in a cross-cultural environment and manage a team with diverse skillsets, while providing necessary guidance and support.
- Ability to exercise sound, professional judgment and to use tact, persuasion, diplomacy, and flexibility.
- Coach and teach others, with the ability to inspire and build confidence in others to achieve common goals.

### 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 type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p><b>Integrates broader context into planning:</b></p> <ul style="list-style-type: none"> <li>• Plans for how current situation is affected by broader trends</li> <li>• Integrates issues, political environment and risks when considering possible actions</li> <li>• Supports organization vision and goals through strategy</li> <li>• Addresses behaviours that challenge progress</li> </ul>	Support the system planning process and the ability to provide leadership for team to conceptualize implications of health issues on departmental government priorities and strategies.
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p><b>Works in open teams to share ideas and process issues:</b></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>	The skill to demonstrate a conceptually sound, practical and strategic systematic approach to problem solving based on judgment, experience and sound consultation utilizing creativity and flexibility for situations without precedents or well-defined policy.
Agility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p><b>Proactively incorporates change into processes:</b></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</li> </ul>	<p>The Director must be able to operate in a changing environment, through the restructuring of Alberta's health system. They must proactively incorporate any change in direction into system planning processes.</p> <p>The director proactively identifies and resolves project issues.</p>

		change in existing work • Readily adapts plans and practices	
Develop Networks	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Makes working with a wide range of parties an imperative: • Creates impactful relationships with the right people • Ensures needs of varying groups are represented • Goes beyond to meet stakeholder needs • Ensures all needs are heard and understood	Negotiation and conflict resolution skills in circumstances where the focus is to obtain co-operation and commitment of others, in reaching consensus.  Interpersonal and human relations skills to support cross ministry initiatives, executive management and staff.
Drive for Results	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Works to remove barriers to outcomes, sticking to principles: • Forecasts and proactively addresses project challenges • Removes barriers to collaboration and achievement of outcomes • Upholds principles and confronts problems directly • Considers complex factors and aligns solutions with broader organization mission	Risk management, business and analytical skills to assess Alberta's health system in a comprehensive and integrated way.  Analyze complex information and use sound judgment in deciding what recommendations to make concerning the Minister's legislative responsibilities and policy development and implementation.

**Benchmarks**

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