

## New

Ministry

Primary and Preventative Health Services

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Director, Policy Coordination

Requested 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

#### Job Purpose and Organizational Context

Why the job exists:

Alberta is undertaking a fundamental transformation of its primary health care system through the Modernizing Alberta's Primary Health Care System (MAPS) initiative—one of the most significant health reforms in a generation. Led by Alberta Health, MAPS aims to ensure that Albertans receive timely access to high-quality, team-based, and coordinated primary health care, supported by sustainable system design and aligned provincial policy.

The MAPS Transformation Branch, within the Primary Care and Rural Health Division, is responsible for coordinating this system-wide change. This includes aligning work across Alberta Health divisions, engaging external stakeholders, supporting change management, and developing policy, evaluation, and reporting frameworks that demonstrate accountability for progress.

The Director, Policy Coordination plays a central leadership role in this transformation by aligning MAPS implementation with provincial health system priorities and ensuring consistency in policy direction across the Ministry and broader health system. The position is responsible for coordinating high-impact, cross-cutting policy work; managing the MAPS initiative budget; and monitoring and publicly reporting progress through mechanisms such as dashboards, newsletters, and townhalls.

Working closely with the Executive Director and divisional leaders, the Director is accountable for overseeing the MAPS Two-Year Implementation Plan, informing the development of the 3-5-Year Plan, and ensuring that system recommendations translate into clear, actionable steps. This work is foundational to strengthening the health care system Albertans rely on and achieving the Government of Alberta's long-term health goals.

## Responsibilities

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

### 1. Strategic Policy Coordination and Alignment

The Director leads the alignment of primary care policy across Alberta Health divisions and the broader health system, ensuring provincial health care priorities are reflected in MAPS implementation. This role ensures coordination of policy frameworks that support transformation.

#### Key Activities:

- Lead cross-divisional policy integration to ensure alignment with MAPS goals and broader government strategies.
- Coordinate input across policy teams to identify interdependencies, mitigate duplication, and promote consistency.
- Translate strategic recommendations from MAPS into actionable policy and implementation pathways.
- Advise senior leadership on the policy implications of proposed initiatives and changes.
- Track emerging issues that may affect primary care and identify responsive policy options.
- Represent the branch in cross-ministry strategic policy initiatives and intergovernmental discussions.

### 2. Monitoring, Evaluation, and Public Reporting

The Director ensures accountability for MAPS implementation by tracking progress against key deliverables and enabling public transparency through timely and accessible reporting mechanisms.

#### Key Activities:

- Lead the development and implementation of performance tracking tools including dashboards and reporting templates.
- Oversee the collection, synthesis, and analysis of progress data from internal and external partners.
- Coordinate production of public-facing materials including newsletters, dashboards, and updates to stakeholders.
- Ensure reporting aligns with government standards and meets expectations for transparency and accountability.
- Identify and elevate implementation risks or delays and recommend mitigation strategies to senior leadership.
- Monitor feedback channels and public response to refine ongoing communication and reporting strategies.

### 3. MAPS Budget and Initiative Oversight

The Director is accountable for tracking and managing the MAPS initiative budget and ensuring financial oversight supports delivery of outcomes, aligns with timelines, and meets Treasury Board and Ministry requirements.

#### Key Activities:

- Oversee the MAPS initiative budget, including tracking of allocations, forecasts, and financial adjustments.
- Coordinate with finance and program leads to align spending with approved initiatives and priorities.
- Provide strategic advice on resourcing needs and financial implications of policy or implementation shifts.
- Ensure compliance with financial controls, Treasury Board guidelines, and Ministry reporting obligations.
- Prepare budget materials and briefings for senior executive decision-making and approvals.
- Support internal reallocation decisions to respond to changing priorities and timelines.



#### 4. Strategic Planning and Roadmap Development

The Director plays a key leadership role in guiding the development and refresh of the MAPS strategic roadmap, including the 3-5-Year Implementation Plan, ensuring it reflects current context and long-term goals.

##### Key Activities:

- Lead the development of the MAPS 3-5-Year Plan, including stakeholder engagement and interdivisional coordination.
- Monitor progress on the Two-Year Implementation Plan and identify adjustments required for long-term alignment.
- Translate strategic goals into detailed workplans and outputs across the MAPS portfolio.
- Ensure alignment between MAPS priorities, Ministry business planning, and System Refocus.
- Anticipate political, fiscal, and system changes and integrate these into future planning cycles.
- Provide scenario planning and system-wide analysis to inform longer-term decision-making.

#### 6. Transformation Leadership and Change Enablement

As a senior leader in the branch, the Director helps drive a culture of innovation, accountability, and change, modeling adaptive leadership and system thinking.

##### Key Activities:

- Provide leadership to internal and cross-functional teams delivering MAPS work.
- Inspire a culture of improvement, evidence-informed decision-making, and shared ownership.
- Model flexibility and responsiveness in a fast-paced, evolving transformation environment.
- Identify capacity and capability gaps and recommend resourcing solutions.
- Mentor staff and partners on working in complex transformation initiatives.
- Contribute to an integrated leadership team advancing primary care transformation.

#### Problem Solving

Typical problems solved:

This position requires advanced leadership, systems thinking, and problem-solving skills to navigate the complexity of transforming Alberta's primary health care system—an area with deeply rooted structures, diverse delivery models, and high public visibility.

The Director must anticipate and address sensitive and politically complex issues that arise during the implementation of MAPS. The role frequently requires the development of policy and system solutions where there is no existing precedent, under tight timelines and with input from multiple internal and external stakeholders. The Director must assess intersecting mandates, funding streams, and governance arrangements to align decisions across the Ministry, AHS, PCNs, physicians, and other partners.

The position is often tasked with resolving policy conflicts or misalignments between existing programs and MAPS objectives. This includes reconciling divergent stakeholder perspectives, bridging Ministry silos, and assessing the policy and operational implications of proposed initiatives on the broader system. Solutions must be future-focused, evidence-informed, and politically viable, often requiring trade-offs among competing priorities.

Developing strategic options to support transformation also involves examining long-standing practices and determining whether they remain fit-for-purpose within a modernized system. Many of the changes required will be met with hesitation or resistance—particularly where they affect provider autonomy, financial flows, or local governance. The Director plays a key role in building consensus while keeping the MAPS mandate and government priorities at the forefront.

Given the pace and scope of change, the Director must exercise judgment in managing ambiguity, identifying risks early, and ensuring that implementation efforts are resilient to disruption or political shifts. As health remains a top concern for Albertans, the position must balance technical rigor with public accountability, ensuring that issues are framed clearly and options are communicated with transparency and credibility.

#### Types of guidance available for problem solving:

It is essential that the direction and pace of MAPS implementation aligns with Government of Alberta priorities, including fiscal policy, health system transformation, and stakeholder expectations. The Director must navigate complex and sometimes competing inputs, integrating perspectives from internal leadership, external partners, and broader system reform efforts to inform decision-making.

Strategic direction and high-level guidance are available from the Executive Director, MAPS Transformation Branch, as well as from Assistant Deputy Ministers and the Deputy Minister, particularly where decisions carry significant policy, financial, or political implications.

Support is also available through collaboration with senior leaders across Alberta Health divisions, including Finance, Strategic Policy, and Workforce Planning, to assess operational feasibility and align on implementation decisions. In many cases, the Director must draw on collective expertise across programs and lead integrated responses where no single branch or directive provides a clear solution.

Relevant legislation, Treasury Board directives, government planning frameworks, and existing primary care policies serve as additional sources of guidance. However, given the novel nature of many MAPS initiatives, the position often operates in uncharted territory—requiring sound judgment, strategic foresight, and a strong understanding of both system context and government processes to chart a path forward.

#### Direct or indirect impacts of decisions:

The Director provides critical strategic and policy advice that directly informs decisions by the Executive Director, ADM, Deputy Minister, and Minister on the future of Alberta's primary health care system. Recommendations from this position shape implementation planning, stakeholder engagement, budget allocation, and system governance under the MAPS initiative.

Because MAPS is a high-profile and politically sensitive transformation, the Director's decisions carry significant influence across the health system, including AHS, PCNs, and community partners. The position must balance competing interests, ensure alignment with government priorities, and resolve issues quickly under tight timelines.

In the Executive Director's absence, the Director may represent the branch and speak to key transformation issues. Strong judgment, strategic thinking, and system-level collaboration are essential to maintaining credibility and advancing MAPS goals.

### Key Relationships

#### Major stakeholders and purpose of interactions:

**Executive Director:**Daily to provide strategic advice, align on policy coordination, resolve issues, and ensure consistency across MAPS implementation activities.

**Deputy Minister and Executive Leadership Team:**Regularly to provide briefings, policy recommendations, and implementation updates; receive direction related to MAPS priorities, cross-ministry alignment, and system transformation.

**Internal Department Colleagues (Primary Care, Finance, Policy, Strategic Planning):**Frequently to collaborate on the development of strategic plans, align policy and budget processes, support implementation, resolve issues, and coordinate responses to emerging priorities.

**External - Other Government Ministries (e.g., Health Workforce, Mental Health and Addiction, Indigenous Relations):**Regularly to coordinate cross-ministry alignment of MAPS priorities, develop shared frameworks, and manage complex policy interdependencies.

**PCA, PCNs, and Community Providers:**Regularly to engage on MAPS implementation, gather input, align policy with operational realities, and ensure system-level coordination across care delivery organizations.

Alberta Medical Association and Other Stakeholder Groups:As needed to engage on policy development, respond to emerging concerns, build alignment, and ensure stakeholder perspectives inform strategic decisions.

**Required Education, Experience and Technical Competencies**

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)			
If other, specify:			

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

Knowledge

- Knowledge of the health system, as well as issues affecting drivers and stakeholders.
- Knowledge of health legislation, regulation and policy.
- Understanding of policy analysis and strategic planing, including complex, multi-stakeholder policy and program development process, policy and operational planning and decision making processes within government.
- Practical experience in engagement/consultation, including complex, multi-stakeholder engagement development process, engagement planning and analyzing results.
- Experience in contract development/management and financial management policies.
- Strong knowledge of government's role, structure, and procedures.
- Strong knowledge of the broad strategic policy directions of the Alberta government.
- Strong knowledge of government and ministry business plan goals, priorities and strategic issues.
- Knowledge of applicable government and department legislation and regulations (Alberta's Regional Health Authorities Act, FOIP, etc.)

Skills

- Excellent leadership and decision making skills.
- Excellent strategic thinking, analytical and problem solving skills are essential for accurate issues identification, analyzing options, developing/presenting recommendations, and translating concepts into understandable constructs.
- Excellent written, verbal and interpersonal communication skills for briefing to executive leaders and responding to inquiries, and interpreting polices and procedures for colleagues, senior leaders and stakeholders.
- Skills in negotiating, consensus building, use of influence, listening and verbal communication skills are critical.
- Excellent team work, relationship building and interpersonal skills (networking, building relationships, active listening).
- Excellent time management skills to ensure deliverables are high quality and provided on time.
- Demonstrates flexibility and adapts to new situations.
- Several years of experience in a policy development environment, with experience in strategic planning and financial management.

Abilities

- Proven ability to manage sensitive issues and develop creative solutions.
- Proven ability to draft clear and concise briefing notes, reports and other documentation for executive leaders with reliable interpretations and findings based on research, consultation and high-quality value add analysis.
- Self-motivated, capable of handling a wide range of responsibilities.
- Ability to function under pressure and use tact, diplomacy and good judgment.
- Ability to work in a changing, complex, multi-disciplinary environment that includes group work requiring the ability to successfully present, engage and facilitate receiving input from stakeholders, particularly at a senior level and to manage varied expectations through the process.
- Ability to coordinate a variety of projects, handle tight deadlines, multi-task, and re-prioritize workload.

- Ability to scan a substantial amount of material to determine relevant information.
- Ability to be innovative in synthesizing information into recommended options for complex policies, consultations, and projects.
- Ability to establish and maintain effective working relationships and deal professionally with department staff, other Alberta department staff, external stakeholders and the public.

#### Education

- Undergraduate degree in social sciences or business, or an equivalent combination of education and work experience. Graduate degree preferred.

### 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 type="radio"/>	<input checked="" type="radio"/>	<b>Shapes APS goals with a view of entire network:</b> <ul style="list-style-type: none"> <li>• Considers whole system and links; sets goals for long-term outcomes and broad perspectives</li> <li>• Evaluates short, medium, and long-term impacts to inform progress</li> <li>• Shapes organization to meet client needs; helps others see their role in this</li> </ul>	<p>The position must have a strong understanding of underlying objectives of the transformation to guide strategic planning, policy analysis, options development and to ensure eventual deliverables (briefings, Memorandums to Cabinet) reflect the broader strategic and political context.</p> <p>The position identifies organizational barriers and challenges that may impact successful implementation of the transformation and works collaboratively to resolve them.</p>
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>Aligns different groups to achieve goals and realize broader outcomes:</b> <ul style="list-style-type: none"> <li>• Defines work mission to achieve APS goals and integrate projects</li> <li>• Provides bold advice to stakeholders</li> <li>• Proactively improves overall performance, measured through metrics</li> </ul>	<p>This position must thrive in an dynamic and fast paced environment and still maintain focus on what is important; manages multiple priorities by implementing and tracking follow up mechanisms to achieve rapid results, and maintains calm under pressure and steadfast on delivering high caliber work within prescribed timelines.</p>
Agility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<b>Creates an adaptable environment:</b> <ul style="list-style-type: none"> <li>• Fosters agility, proactive and flexible practices</li> <li>• Leads and creates momentum for change</li> </ul>	<p>While the general policy direction has been provided, it is unclear how the transformation will be implemented. Stakeholder responses will need to be managed which could</p>

		<ul style="list-style-type: none"> <li>• Champions plan of action and overcomes barriers through proactive anticipation</li> <li>• Quickly understands and reacts to environment, establishing flexible culture</li> </ul>	impact the policy direction, as such direction is highly subject to change on short timelines. The position must anticipate where significant changes could take place, be prepared to provide sound advice on impacts, and provide leadership to the team to maintain resiliency.
Creative Problem Solving	○ ○ ○ ○ ●	<p>Creates the environment for innovative problem solving:</p> <ul style="list-style-type: none"> <li>• Generates new ways of thinking; ensures right questions are being asked about a problem</li> <li>• Eliminates barriers to creativity and innovation</li> <li>• Encourages a culture of innovation</li> </ul>	<p>Strategic thinking and creative problem solving skills are required to identify and shape projects such that they address the right types of questions that lead to achievement of government and departmental objectives.</p> <p>The position must be able to successfully engage with colleagues and external stakeholders, who may have divergent views, to develop creative implementation solutions that challenge current delivery methods and assumptions. <span style="float: right;">+</span></p>
Build Collaborative Environments	○ ○ ○ ○ ●	<p>Creates an open environment of communication:</p> <ul style="list-style-type: none"> <li>• Promotes sharing of expertise</li> <li>• Initiates strategic communication systems</li> <li>• Anticipates and addresses potential conflict areas</li> <li>• Inspires with a bold, complete and shared vision</li> <li>• Leads cross-functional collaboration</li> </ul>	<p>This position requires the ability to develop and maintain effective relationships with planning, policy and program leaders within the Department, across other government departments, and external stakeholders to frame, design and implement the transformation to ensure the change is forward looking, integrated and cohesive, accounting for the Department's priorities and government's mandate. <span style="float: right;">+</span></p>