

New

Ministry

Describe: Basic Job Details**Position**

Position ID

Position Name (30 characters)

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:

The Strategic Engagement and Compensation Policy branch (SECP) role within the Health Workforce (HW) Division of Alberta Health (AH) supports and implements overarching government directions for innovation in health service provider compensation policy in the province of Alberta. This Branch is comprised of two Units: Budget and Analytics, and Strategic Compensation Engagement. Each Unit has a specific focus of activities to support the branch's mandate.

The branch is responsible for overarching policy related to compensation for publicly funded health services providers in Alberta. This includes developing policy for various compensation approaches, reviewing compensation structures and agreements in other provinces and proposing new models or changes to existing models. Strategies will be developed and where required will be negotiated into stakeholder agreements that align with government strategic objectives. The branch will also be responsible for evaluating existing compensation structures to ensure they continue to meet expected outcomes for Albertans in a cost effective manner. Finally implementation and monitoring of various programs negotiated under stakeholder agreements will be an important function of the branch.

The Strategic Compensation Engagement unit will be responsible for providing a disciplined, collaborative, long-term approach to provider compensation policy and related negotiations with respective associations. This will include a strong understanding of negotiation outcomes in other provinces and the resulting agreements and how those agreements and associated policies impact the compensation expectations of health services providers in Alberta.

The Director is responsible to lead the unit to proactively identify critical issues, assess economic risk/benefits, implement sound solutions, and provide expert advice related to physician and other health care provider funding and compensation policies. This

position is the primary point of contact for provider compensation policy; advice and recommendations are provided by the Director to executive leaders in the division and ministry on current management and future innovations regarding physician and other provider compensation. The results produced by the unit provide primary support to the ADM for AMA negotiations preparation, stakeholder engagement and coordination. The Director builds and fosters strong working relationships and mechanisms for information and intelligence sharing between various internal business units and external stakeholders that have a role in managing the PSB and in analyzing and developing innovative options for its evolution.

The Director also has joint accountability for the work of the division and works collaboratively with other branches across the division to enable and foster integrated communication and collaboration efforts, and to stimulate innovative thinking about the health care system in Alberta.

Responsibilities

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

Develop provincial level Physician and Allied Health provider compensation strategy and lead policy, standards and evaluation of provincial-wide physician and allied compensation models.

- Develop strategic compensation policy for physicians, Allied Health providers and other health providers' compensation models including the development of innovative alternate compensation models for physicians and other providers.
- Lead the development of the framework for program monitoring and evaluations, including the development of performance measures and oversee their implementation and evaluation.
- Establish ongoing relationships with external stakeholders (AHS, AMA, ADA, AAO, APA, CPSA) and link as necessary and as appropriate regarding various policy issues.
- Develop and ensure appropriate policy, process and standards for programs and where gaps exist develop and implement new/revised policy, process and standards
- Represent the ministry on committees that govern physician and Allied Health provider compensation programs; report on program results
- Define program issues and develop solutions that address multiple stakeholder needs and integrate a long-term program view, and implement approaches based on the agreed upon solution.

Provide strategic direction and support for the development of the new innovative collaborative concepts of health care provider compensation strategies in Alberta

- Lead and direct the development of FFS and alternate physician and Allied Health provider compensation models to support the provision of innovative health care in the province of Alberta. This includes consideration of provider compensation and funding, health care human resources in collaborative practices including allied health professions, and health system-wide governance structures. □
- The development of these compensation models has the potential to set new standard for leveraging health service provision and delivery in both the province and at a national level.
- Actively participate in, and provide expert advice and direction for, the development of strategic plans for existing and potential compensation programs □
- Establish and maintain relationships with stakeholders and clients to facilitate and foster aligned support for compensation models and programs □
- Align short-term and long-term strategies with overarching Alberta government objectives. □
- Actively seek opportunities for linkages between existing programs, and identifying growth and development opportunities for new or existing programs and lead establishment of these opportunities where appropriate. □

Develop overarching strategies for engagement with health provider professional associations

- Oversee the development of strategic negotiations framework that aligns with government objectives for provider compensation and considers approaches from other provinces.
- Brief senior executives on proposed frameworks and approaches to negotiations and engagement.
- Work with areas in Health to identify and build a comprehensive set of emerging issues/trends/opportunities in health care that will inform future directions.
- Develop/evolve future physician compensation and program funding models to reflect identified trends and priorities of government.
- Provide advice and intelligence to inform negotiation and implementation of physician agreements.
- Oversee development and running of reports to support and substantiate physician agreement discussions.

- Engage relevant areas within Alberta Health and Government (e.g. Provincial Bargaining and Compensation Office) to ensure acceptance and support of proposed strategies and policies.

Provide strategic direction and coordination for policy development and the achievement of the mandate, goals, and operations of the branch and the division

- Provide the Minister, Deputy Minister, Assistant Deputy Minister and Executive Director with policy advice, briefings, and responses to complex Action Requests related to budget and financial analysis.
- Direct the coordination and management of divisional strategic projects; including, the development of project plans and associated budgets, timelines and objectives.
- Direct the activities required to support strategic negotiations and relationships with the Alberta Medical Association.
- Direct the coordination of the operational and business planning for the branch and the division.
- Provide the Executive Director with support and recommendations relating to issues, opportunities, and challenges associated with financial analysis and reporting for the Ministry.
- Promote collaboration and strategic planning within the Ministry relating to funding and compensation models and programs.
- Represent the unit, the branch and/or the division on Ministry, cross-Government, and/or stakeholder working groups and committees with diverse mandates and responsibilities.
- Identify emergent issues and provide clients and stakeholders with support in problem resolution.
- Provide strategic leadership and oversight of the unit, specifically management of human resources (two managers, a team of policy analysts, administrators and an administrative assistant).
- Develop performance agreements, learning plans, and a review process for all employees as per guidelines established within government.
- Provide mentoring opportunities for employees.

Problem Solving

Typical problems solved:

Managing challenging stakeholders who often engage directly with elected officials. The Alberta Medical Association has 11,000 members who at times advocate individually and at times are at odds with the Alberta Medical Association as the representative body. The director must recognize the appropriate avenues for discussion with the association and physicians and ensure compliance with relevant legislation, while balancing the government's objectives.

Another challenge for this position centres on visioning new options for the compensation models and policies to reflect ministry and health system directions and priorities. The Director must be able to anticipate the kinds of analyses that will be needed to support and inform recommendations and decision-making. There will not always be a direct precedent available. Adding to this challenge is consideration of multiple stakeholder perspective which may be contradictory and complex. Changes to the PSB are connected to other change aspects of the healthcare system (e.g., AMA Agreement, SOMB, roles for allied healthcare providers) and could impact multiple policies.

Types of guidance available for problem solving:

Guidance is available from broad direction from the ED, consultation with peers and the priorities of the ministry; existing legislation and policy also impact the identification of options. The Director often leads the development of potential solutions (e.g., conceptualizing possibilities, identifying revisions to current process, building business cases) and is actively involved in implementing solutions (e.g., communicating with stakeholders, leading specific change initiatives, providing briefings).

Direct or indirect impacts of decisions:

The work of this position has a direct impact on the current management of the PSB and its evolution consistent with ministry priorities. The PSB is a substantial portion of healthcare costs in Alberta and has a direct impact on physician and other healthcare provider compensation across the province. The work of this position also impacts the integrity of the PSB through policy and strategy recommendations that impact compensation negotiations and the development of future models. Changes to the PSB will also impact the SOMB, and the AMA Agreement.

The Director is responsible for analytics of compensation models for physicians as well as other provider compensation budget management initiatives, and strategic stakeholder engagement closely coordinated with the ADM's office. The scope of work for this position includes:

- Planning and policy development recommendations
- Prioritization and leadership of analysis and reporting on the PSB and other healthcare professional compensation models

- Advice and recommendations based on analytics the unit completed to inform PSB and other health care compensation program negotiations
- Coordinating strategic divisional projects that have a broad impact on health human resource supply and compensation.

Work completed under the leadership of the Director also influences other jurisdictions in their future development of similar services

Internally, this position is accountable for the results produced by the Unit and is jointly accountable for the results produced by the branch. Other units are also impacted through the integration of data from several other AH units; in turn decisions about the PSB based on the analytics and recommendations of this unit impact business processes and operations in other units.

Within the scope of legislation, policy frameworks, and business goals, the Director has authority to represent the ministry position when working with stakeholder groups and to make decisions necessary to move initiatives forward. The Director also has authority to lead Unit operations, develop operational processes and procedures, and to adjust resources allocated to specific projects within the framework of ministry, division, and branch goals and objectives, the GOA framework.

Key Relationships

Major stakeholders and purpose of interactions:

- Unit staff, daily: Lead efficient operation of the Unit; resolve the most complex issues that impact Unit performance
- Executive Director, Strategic Engagement and Compensation Policy Branch, daily: Provide updates and advice, receive direction on strategic directions, seek advice, set unit priorities in line with branch priorities, consultation regarding new initiatives; raise awareness to emerging issues; participate in branch planning
- ADM, Health Workforce, as needed: Provide advice and recommendations that inform compensation negotiations and the development of future strategies; respond to queries; support the ADMs engagement on executive committees and discussions; provide policy recommendations and integrated PSB and other healthcare compensation reports
- Leaders in other units and branches, daily: Integrate various activities related to the management of the PSB; Collaborate to determine policies and processes regarding PSB; develop and maintain mechanisms for collaborative relationships and communications between units

External

- AMA, AHS leaders, as needed: Collaborate for such initiatives as AMA Amending Agreement (including reconciliation committee) Governance committees (e.g., Physician Compensation Committee; Senior Staff, AMA, Senior Staff, College of Physicians and Surgeons) Regular engagement Discuss and make decisions on physician issues as they relate to PSB, SOMB, AMA Agreement; share information; maintain strong working relationships; interpret policy; collectively resolve issues
- Senior Staff Alberta Health Services, as needed: Communication of financial and policy issues related to physicians as necessary
- Peers in other jurisdictions, as needed: Share information on leading practice; collaborate on common pan-Canadian or interprovincial initiatives

Required Education, Experience and Technical Competencies

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

If other, specify:

MBA; Masters in Public Health; Law;

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

- Knowledge
- Comprehensive knowledge of the health care system and health reform strategies in Alberta together with in depth specialized knowledge of funding models and options used in Alberta and other jurisdictions for physicians, allied health providers and other health providers.
 - Superior knowledge of rules and regulations governing the payment of physicians and allied health care providers in

Alberta.

- A broad understanding of stakeholder negotiations and engagement.
- Broad knowledge of leadership and management theory, concepts and translation of theory into practise
- Strategic thinking and planning and business and operational planning skills and an ability to translated concepts into practice.
- An understanding of the structure of the health system and the roles and relationships of the key stakeholders.
- Knowledge of the *Canada Health Act*, the *Alberta Health Care Insurance Act*, the *Hospitals Act*, *Hospitals Benefits Regulation*, *Mental Health Act*, *Mental Health Regulations*, *Bylaws of the College of Physicians and Surgeons of Alberta*, *Freedom of Information Act*, *Health Information Act*, and the *Claims for Benefits Regulation*
- Knowledge of, and ability to apply the principles of qualitative and quantitative research and analysis techniques.
- Knowledge of standard government management tools and processes including business plans, project evaluation and management processes.
- Knowledge of standard government enterprise management tools and processes including policy development, business plans, RFP's, grant agreements, contracting out and program and project evaluation and management processes.
- Knowledge of the mandates of AH units and stakeholders related to the healthcare compensation to lead collaboration and integration of inputs

Education and Experience

- University graduate in a related field (MBA, Masters or Regular Bachelor) with relative experience in public administration, health care sector delivery, financial management etc; equivalencies will be considered.
- Progressively responsible senior level management experience within a service-oriented organization in leadership; strategic consultations and thinking; and service delivery systems and processes.
- Proven experience in contract, financial, performance and project management roles; managing budgets.
- Knowledge and experience in contract negotiations and policy development.
- Successful experience and demonstrated abilities in developing, building and fostering collaborative relationships and partnerships with a variety of internal and external stakeholders.
- Experience working in multi-stakeholder environment and balancing the needs and interests of stakeholders where the stakeholders have divergent and/or conflicting goals and priorities.
- Work experience in a government, regional health authority or professional association would be an asset.

This position is responsible for leading integrated and comprehensive management and forward planning of the PSB and other health workforce budget management initiatives. This role is the primary contact point for consolidated advice and recommendations on the PSB and other health workforce budget management initiatives as requested by the ADM or other executive ministry leaders. This unit works collaboratively with other divisions as appropriate (e.g., Finance and Capital Planning, Health Standards, Quality and Performance, Health Services Delivery) requiring the Director to foster channels and mechanisms for coordinated information and data sharing. For example, the Director guides the development of recommendations for policy/Schedule Of Medical Benefits (SOMB) changes in response to the identification of currently uncontrolled budgetary increases. The Director must also be forward looking to plan analyses and the development of options for innovations to the PSB to meet ministry and health system needs. Thus, this position draws on a balance of strategic visioning and more operational leadership skills.

The Director plans, coordinates and organizes the work of the Unit, and working groups within and outside the unit; is a member of the Branch management team; and serves as an expert resource to the Executive Director and other executive officials regarding services falling under the Unit mandate.

The Director provides analytic advice to the ADM for the physician services budget, and monitors and reports Physician Fee-for-service, utilization by a number of different criteria, such as Claims and payments, utilization by health service codes, utilization by patient age groups and gender.

Leadership skills include:

- Exceptional leadership skills accompanied by a drive for obtaining results,
- Ability to seamlessly move between acting independently and working collaboratively to achieve common goals within tight timelines.
- Ability to clearly articulate a vision, mission, and mandate and develop strategic priorities, program goals, objectives and action plans to achieve the unit mandate within the overall branch vision.
- Ability to function effectively and with credibility in a highly political environment characterized by widely diverging agendas and priorities of multiple stakeholders.
- Highly developed systems and strategic thinking to balance and align current unit and PSB business with future long-term strategies.
- Change management leadership skills to guide internal and external stakeholders through innovations in agreements and strategies related to the PSB.
- Highly developed leadership, interpersonal, coaching, team building, analytical and problem solving skills.

- Strong leadership and management skills with an ability to put theory into practice and assess the impact of actions on results.
 - Strong customer focus to achieve business results with visionary and innovative solutions.
 - Business acumen combined with political savvy, with an ability to help others motivate themselves, and to develop collaborative relationships.
 - Highly developed oral and written communication and presentation skills to communicate, advise, guide, and consult effectively with stakeholders and diverse audiences on complex issues and options for resolution in a clear and concise manner.
 - Excellent skills in strategic planning, consultation, facilitation, collaboration, conflict resolution and negotiations.
 - Advanced organizational skills and abilities to prioritize multiple tasks with the ability to work effectively within tight timelines and minimal supervision and direction; analyze complex, multifaceted issues; develop recommendations; and communicate conclusions, risks, and implications with a high degree of precision.
 - Excellent project management skills.
 - Ability to analyze and resolve complex, multifaceted (policy, financial, legal and legislative) issues, develop recommendations and communicate conclusions, risks, and implications with a high degree of precision, and within tight timelines, to executive management.
 - Ability to lead a team whose mandate is to implement wide-sweeping physician compensation changes in a complex, multi-stakeholder environment.
- Must be “principle driven”, focused on system change, and comfortable dealing with ambiguity.

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"/>	Takes a long-term view towards organization’s objectives and how to achieve them: <ul style="list-style-type: none"> • Takes holistic long-term view of challenges and opportunities • Anticipates outcomes and potential impacts, seeks stakeholder perspectives • Works towards actions and plans aligned with APS values • Works with others to identify areas for collaboration 	Understands and applies Alberta Health’s objectives to compensation policies as well as negotiations strategies.
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Engages the community and resources at hand to address issues: <ul style="list-style-type: none"> • Engages perspective to seek root causes • Finds ways to improve complex systems • Employs resources from other areas to solve problems • Engages others and encourages debate and idea generation to solve problems while addressing risks 	Evaluates large health billing datasets for trends and patterns that can be adapted to solutions for managing Alberta Health’s Physician Expenditures

Agility	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Identifies and manages required change and the associated risks: <ul style="list-style-type: none"> • Identifies alternative approaches and supports others to do the same • Proactively explains impact of changes • Anticipates and mitigates emotions of others • Anticipates obstacles and stays focused on goals • Makes decisions and takes action in uncertain situations and creates a backup plan 	Negotiations with health provider groups is a very dynamic environment requiring quick analysis and decision making that considers the impacts on stakeholders as well as government finances.
Drive for Results	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Works to exceed goals and partner with others to achieve objectives: <ul style="list-style-type: none"> • Plans based on past experience • Holds self and others responsible for results • Partners with groups to achieve outcomes • Aims to exceed expectations 	Policy recommendations are aligned with comparators in Canada.
Develop Networks	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Leverages relationships to build input and perspective: <ul style="list-style-type: none"> • Looks broadly to engage stakeholders • Open to perspectives towards long-term goals • Actively seeks input into change initiatives • Maintains stakeholder relationships 	Must have a strong relationship with counterparts at the Alberta Medical Association to ensure amicable and productive discussions.

Benchmarks

List 1-2 potential comparable Government of Alberta:

M420-52 Director Budgets and Forecasts
 M420-12 Unit Leader, Statistics and Data Development

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

ADM Name

Date yyyy-mm-dd

ADM Signature

DM Name

Date yyyy-mm-dd

DM Signature