

New

Ministry

Health

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Manager, System Improvement

Requested Class

Manager (Zone 2)

Job Focus

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

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Senior Manager (Zone 2)

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

Reporting to the Director of Home and Community Care and within the scope of legislative and government/department policy, this position provides leadership for the development and expansion of home and community care, including:

- Leading the development and implementation of improvements and expansions to the provincial home care program including updated legislation.
- Providing leadership with respect to implementation of the Home Care Path Forward - Strategic Plan as a roadmap for home care expansion in the province.
- Ensuring accurate and timely information and advice is brought forward with respect to issues management.
- Directing the processes associated with continuing care innovation grants including managing and evaluating current grants and planning for future initiatives, with a particular focus on grants that support improvements to palliative and end of life care (PEOLC).

This position achieves its accountabilities by directing the operations of a team of professional policy staff, as well as leading and participating on cross-ministry, departmental and external stakeholder teams. The incumbent also collaborates with executive and key senior management in Alberta Health, other GoA departments, senior management of Alberta Health Services, and senior officials of key external stakeholders such as continuing care associations to gain consensus and achieve deliverables.

Responsibilities

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

Policy and Program Development for Home Care and Community Care and including PEOLC.

- Promote a proactive approach to addressing policy questions and issues.
- Develop issues papers, business cases, Cabinet reports, briefings and action request responses as needed and proposed strategies and initiatives for submission to senior officials in the department.
- Provide advice and guidance on policy issues to other areas of the branch, division and department as needed.
- Work collaboratively with AHS to influence the development of AHS operational level policies that align with and supports Alberta Health strategic and directional policy.
- Lead and facilitate internal and external GOA, AHS and Stakeholder project teams to identify, research and develop policy proposals and options; analyze implications of options, outcomes and the impact on Albertans; and plan for implementation of policy decisions.
- Champion of innovation, striving to transform and improve
- Foster positive working relationships and collaborations with other community based organizations, AHS and all orders of government to plan and deliver initiatives that support aging in community and with the support of home care
- Optimize the use of technology, research and innovations
- Ensures there is strong alignment between strategy and operations/implementation
- Ensure sustainable operations following implementation, evaluation and spread and scale planning.

Legislative Planning

- Lead the development of proposals for new or amended legislation involving home care and community care.
- Participate in the design and delivery of engagements and consultations with internal and external stakeholders and acquire supportive evidence required to develop the proposals.
- Prepare and provide supporting documents for review by the Executive Team, Minister, Cabinet and Caucus.
- Develop and maintain effective working relationships with Legislative and Legal Services in Alberta Health, Alberta Justice and other ministries.

Engagement and Consultation (with Key Stakeholders, Clients and Families and the Public at large)

- Regularly solicit the input of key stakeholders with respect to policy and program changes under consideration and emerging issues.
- Track and report on the perspectives and recommendations of the key associations and other interest/advocacy groups.
- Work with key stakeholders to improve upon the information that is available to the public.
- Represent the branch, division or ministry on related working groups or committees.

Continuing Care Innovation Grants

- Direct the management of all grant projects, including initial planning, budgets, deliverables, evaluation and timelines.
- Identify and recommend projects for funding based on knowledge and projection of future policy directions
- Document and maintain project management processes to increase consistency and validity of projects
- Transform project findings and conclusions into recommendations for policy directions.

Direction and Leadership

- Provide leadership, direction and oversee the projects and assignments within the program policy team.
- Ensure that department priorities are reflected in individual performance plans.
- Inspire and mentor staff and provide challenges and opportunities for growth.
- Foster a positive team environment and culture.

Problem Solving

Typical problems solved:

The Manager must be able to identify and distinguish within larger strategic policy projects, the elements that are led and directed by different areas with the department and across government as compared to other key stakeholders such as AHS and/or home care providers or facility operators; and subsequently ensuring that collective progress is being made in an aligned and cohesive fashion.

The manager is also expected to consider what is common across continuing care and what is unique to each segment (home care, supportive living, or long-term care); and how continuing care grant funded initiatives (e.g., PEOLC targeted) might impact other sectors of the healthcare system or other community based services. The Manager balances this type of broad thinking with more detailed management of specific projects.

Types of guidance available for problem solving:

Guidance is provided by the broad policy framework set by the ministry and the agenda of the branch, existing policy development standards and processes used within the government of Alberta, leading practice, and current legislation. Assistance is also available from the Director, other peers in policy, and professional experience. When addressing complex issues the Manager is expected to participate in the generation of solutions and to provide options.

Direct or indirect impacts of decisions:

The work of the Manager of System Improvement strongly impacts policy and program development with respect to home care, supportive living and long term care. Program decisions have the potential to impact more than 100,000 Albertans in receipt of continuing care services every year. The work of this position will also directly impact the ability of the system to meet the needs of seniors and persons with disabilities at home to the extent possible as the population continues to grow and age. The number of Albertans with continuing care service needs is expected to more than double over the next 20 years.

Key Relationships

Major stakeholders and purpose of interactions:

Unit team members - daily - direct team operations, set priorities and plans, address resource issues
Branch management team - daily - collaborate on projects, raise awareness to emerging on complex issues
Directors, Managers in other department units - frequent and as needed per project demands - share information, participate in projects, working groups and committees, consultations/collaboration
Managers in AHS units related to continuing care - as needed - coordination participation in projects; manage grants that are provided for projects as needed; provide status update and reports on project conclusions; identify needs for innovation
Grant recipients - as needed - coordinate participation in projects; manage grants that are provided for projects as needed; provide status updates and reports on project conclusions; identify needs for innovation
Associations - as needed, consult with and collaborate on policy and program development, options analysis and implementation issues, issue management
Advocacy groups - as needed, describe, clarify government programs or policies, address concerns, issues

Required Education, Experience and Technical Competencies

Education Level

Focus/Major

2nd Major/Minor if applicable

Designation

Master's Degree

If other, specify:

Health designation, health administration, social science or political science or economics

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

Previous experience in Program and Policy Development, Project Management, Program Evaluation, health continuing care service provision experience

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	☐	☐	☐	☒	☐	Integrates broader context into planning: - Plans for how current situation is affected by broader trends - Integrates issues, political environment and risks when considering possible actions - Supports organization vision and goals through strategy - Addresses behaviours that challenge progress	Implementation of Client-Directed Care will impact current policy in health, housing, FBCC, and social supports. Success will require analysis and consideration of current, medium term and long term policy implications, comprehensive analysis of potential unintended consequences, and risk mitigation strategies.
Drive for Results	☐	☐	☐	☒	☐	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	Implementation of Client-Directed Care as a Platform Commitment requires accountability for results within a specified time frame (2 years). This includes: - Completion of a Demonstration project with the Edmonton Zone which includes an Evaluation/Impact Assessment by December 2021. - Completion of implementation with remaining AHS Zones by December 2022.
Develop Networks	☐	☐	☐	☒	☐	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	Home Care is not a traditional area that AH and the CCB have developed clear accountabilities and roles and responsibilities with AHS. Home Care is the cornerstone of the CC system, and requires an aligned approach with AHS as the body that delivers the service but also consideration of the overall system requirements that extend outside of continuing care and includes, housing, social supports, PDD, primary care, EMS, A&MH. The ability to bring together these

			diverse stakeholders and create an aligned direction for Home Care requires the ability to develop effective networks and positive/trusting working relationships.
Creative Problem Solving	○ ○ ○ ● ○	Works in open teams to share ideas and process issues: • Uses wide range of techniques to break down problems • Allows others to think creatively and voice ideas • Brings the right people together to solve issues • Identifies new solutions for the organization	Community living which relies on the services of Home Care and includes services across the continuum (e.g. preventative, maintenance, palliative etc.) requires consideration of an array of needs that do not always fall with the health sector. Empowerment of client and family self-care is also critical. All jurisdictions struggle with at times contradictory outcomes, including: - providing adequate support while still empowering; - include all needed service providers while also ensuring consistent and relational care; - empowering clients to live at accepted and understood levels of risk while also ensuring public dollars are used to support standards of care; and - providing clients with meaningful input into care planning while also controlling cost escalation. The result is the need to not only engage personally in creative problem solving but also building consensus across a broad range of stakeholders for solutions that will be acceptable to Albertans.