

New

Ministry

Health

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Mgr, Strategic Implementation

Requested Class

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



Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Senior Manager (Zone 1)

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

Reporting to the Director of Strategic Policy and Planning, and within the scope of legislative and government/department policy, this position is responsible for leading, planning, developing, implementing and evaluating complex strategic initiatives related to improving Alberta's continuing care system through the implementation of recommendations from the Facility-Based Continuing Care Review.

This position is responsible for:

- Leading the development, monitoring and reporting on the implementation of strategic and operational initiatives related to the 42 recommendations for action from the Facility-Based Continuing Care (FBCC) Review.
- Leading and participating in the implementation of select FBCC recommendations, either as the project owner or through contributions to working groups/project teams.
- Providing leadership and support to integrated monitoring and reporting on additional strategic initiatives across the continuing care branch (e.g. palliative and end of life care, COVID-19 recommendations, the Continuing Care Act, etc.) including developing and implementing a system to effectively support project management and oversight of initiative implementation.

- Coordinating with various stakeholders involved in/accountable for the implementation of review initiatives in order to ensure projects and policies remain on track or issues are identified pro-actively in order to mitigate risks and identify and address challenges as early as possible.

- Ensuring accurate and timely information and advice is brought forward with respect to issues management, with a specific focus on implementation status of FBCC initiatives and recommendations.

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, Program, and Initiative Implementation

- Promote a proactive approach to addressing policy, program and initiative questions and issues, including remaining current and informed as to Ministry issues and pro-actively recommending review and evaluation of policies and strategy as needed.
- Initiate and develop proposals and provide policy recommendations to address specific issues identified in the course of work.
- Develop issues papers, business cases, Cabinet reports, briefings and action request responses as needed and propose strategies and initiatives for submission to senior officials in the department. As needed, work with other department partners (e.g. Health Law Team, Strategic Policy Branch, etc.) to submit policies, strategies or legislative proposals for Minister and Government approval.
- Provide advice and guidance on policy and implementation issues to other areas of the branch, division and department, and other ministries as needed.
- Work collaboratively with AHS to influence the development of AHS operational level policies and programs that align with and support Alberta Health strategic and directional policy, and the Facility-Based Continuing Care Review.
- As needed, lead and facilitate internal and external GOA, AHS and Stakeholder project teams to identify, research and develop policy and program/project proposals and options; analyze implications of options, outcomes and the impact on Albertans; plan for implementation of policy and program/project decisions; track, monitor and report on implementation of policy and program/projects.
- Negotiate the activities and support of internal and external stakeholders to address continuing care priority initiatives/policy objectives.
- Chair project/working group meetings, represent senior/executive staff of the department at external and public meetings, and facilitate multi-group meetings.

Project Planning and Management

- Establish and maintain central branch project management office and develop change management expertise in support of the branch and review implementation activities.
- Ensure that strategic projects are fully scoped and planned in alignment with identified project goals to clearly articulate project expectations for all participants and stakeholders.
- Work with branch leaders and others to clarify project scope and expected outcomes.
- Develop project plans, charters, and structures to guide project phases.
- Assemble project teams and securing the resources needed to initiate the project.
- As needed, manage the development of project budgets, tools and resources (e.g., consultation plans) to facilitate project activities.
- Guide planning documents through formal approval channels.
- Develop communication plans and establish communication channels with relevant parties, including other ministries or external stakeholders.
- Ensure rigor and appropriate process is applied to each stage (e.g., consultation, research).
- Coordinate and facilitate cross-ministry tables and inputs.
- Monitor and evaluate options and recommendations against Ministry priorities and existing policy to ensure coordination and consistency.

- Ensure project data and reporting are current and complete.
- Develop and present project updates and reports to senior and executive leaders.
- Manage the development of recommendations and documents (e.g., Cabinet Reports, drafting instructions), and reviewing deliverables as part of the formal approval channel.
- Maintain strong working relationships with project stakeholders to facilitate project progress, negotiating solutions to emerging issues and potential barriers.
- Collaborate with other branch units to complete project elements (e.g., align with intelligence gained through foresight and planning activities).
- Manage 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 implement mitigation strategies as needed.

Legislative Planning

- Inform the development of proposals for new regulations arising from FBCC recommendations, focusing on removing unnecessary red-tape and barriers to implementation of recommendations.
- Prepare and provide supporting documents for review by the Executive Team, Minister, Cabinet and Caucus as needed.

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.
- Develop networks with key stakeholders and foster collaborative relationships with internal and external stakeholders and partners.
- Work with key stakeholders to implement, track, report on, and evaluate initiative progress and success.
- Represent the branch, division or Ministry on related working groups or committees.

Direction and Leadership

- Provide leadership, direction and oversee the projects and assignments within the team.
- Complete performance management, performance excellence, and recruitment for all direct reporting positions.
- Conduct regular one-on-one's with staff to provide guidance on team projects.
- Coach and mentor the team staff, creating an organizational culture that embraces innovation and best practices and provide challenges and opportunities for growth.
- Foster a positive team environment and culture of holistic and strategic thinking about team functions and how they impact current and future ministry priorities and operations.
- Foster strong staff engagement.
- Develop and implement operational plans in alignment with branch plans and department priorities, monitoring and adjusting coverage and work assignment to meet unit priorities.
- Ensure rigor and alignment with ministry and GoA frameworks in all team activities.
- Account for team financial and human resources.
- Attend Branch Management meetings, Unit meetings, and Divisional meetings to provide updates on team projects and determine linkages between other units, branches, or departments of government.
- Review and approve various reports and responses (e.g., Action Requests, Briefing Notes) prior to submission to the Director.
- Serve as acting Director as needed.

Problem Solving

Typical problems solved:

The Manager must be able to identify and distinguish within larger strategic 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 contracted providers/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 initiatives 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.

Challenges also include synthesizing evidence and data from various sources to identify proposed projects or policy directions that that will have high impact. Priorities must be established to guide which policy and projects can be completed with available resources. The Manager must be responsive to the needs identified in the field or via current policy issues and also be proactive to identify leading trends or policy directions that might lead to new or impact current projects.

Another challenge is managing several projects at one time (including multi-million dollar budgets, human resources, business resources, etc.), ensuring that the projects maintain appropriate rigour, timelines, and quality standards. Multiple stakeholders are engaged to participate on projects through influence and negotiation rather than by authority. For some stakeholders the projects can seem daunting as they might represent and lead to changes in long-standing thinking or practice - the Manager must be able to bring stakeholders onside and maintain their engagement throughout the project.

Types of guidance available for problem solving:

Guidance is provided by the broad policy and legislative 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 strongly impacts program and project development with respect to implementation of the FBCC Review Recommendations, as well as policy and program development with respect to home care, supportive living and long-term care. Policy and project decisions have the potential to impact more than 100,000 Albertans in receipt of continuing care services every year and their families/support networks.

The work of this position will also directly impact the ability of the system to meet the needs of seniors and persons with disabilities 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 of emerging and 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 and participation on projects; manage project tracking and reporting; provide status update and reports on project conclusions; identify emerging needs and risk mitigation; identify needs for innovation.

Cross Jurisdictional Colleagues - *as needed* - consult with, seek and share information on policy and program development, identify emerging trends

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
Bachelor's Degree (4 year)			

If other, specify:

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

Previous experience in Program and Policy Development, Complex Project Management, Program Evaluation, knowledge of/experience with Alberta's continuing care system.

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 FBCC recommendations 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 and program 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	Project Management for implementation, tracking, monitoring and reporting on recommendations requires accountability for results within a specified time frames approved by Cabinet. This includes: - Developing a tracking system to support implementation monitoring, reporting and evaluation. - Tracking and collaborating with project leads on initiative status, including identifying issues and working on risk mitigation approaches when issues emerge. - Providing reporting (internal and external) on status of implementation. - Supporting evaluation

			activities for initiatives and developing and maintaining an evaluation framework for the review.
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	Many of the initiatives being implemented required a significant amount of collaboration, information and idea sharing with internal and external stakeholders. Further, responsibility for implementation of many of the initiatives is outside of the mandate of the Continuing Care Branch. As such, the ability to bring together these diverse stakeholders and partners and create an aligned direction, maintain implementation progress, and align reporting and evaluation, 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	Leading initiative implementation requires bringing together subject matter experts and representatives from other ministries, Alberta Health Services and other stakeholders/partners. The ability to identify, unite, and work collaboratively to develop and implement initiatives, resolve issues/concerns, mitigate risks, ensure the recommendations are addressed fully and effectively, and communicate progress and results to senior officials and/or the public requires ongoing agility to problem solve and solution find in order to achieve deliverables.