

## New

Ministry

Health

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Manager, Third Party Liability

Requested Class

Manager (Zone 2)

Job Focus

Corporate Services

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

601848

Program Code: (enter if required)

#### Employee

Employee Name (or Vacant)

#### Organizational Structure

Division, Branch/Unit

SPP, Health System Value, Third Party Liability

☐ 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 Manager of Third Party Liability will oversee and directly lead the Case Claims team in the TPL unit towards maximizing the recovery of the Crown's health service costs while ensuring compliance with the Crown's Right of Recovery Act, related regulations, and other legislation (such as the Hospitals Act, Health Information Act, Rules of Court, Insurance Act, Contributory Negligence Act, Limitations Act, Freedom of Information and Protection of Privacy Act, etc). This position communicates/negotiates with, and provides education (including presentations) to numerous law firms and insurance companies, throughout Alberta and nationwide, as well as some internationally. The Manager provides strategic advice and makes recommendations to the Director of TPL on matters including those related to sensitive claim settlements and high profile matters, as well as with respect to potential Crown's Right of Recovery Act legislative amendments and the aggregate assessment amount and associated studies.

- The Manager will assist in ensuring the unit's mandate, to maximize recoveries of health service costs incurred by the Crown on behalf of recipients injured due to the wrongdoing of third parties, is fulfilled. The position will do so in accordance with the Crown's Right of Recovery Act and related Regulations and pursuant to TPL unit policies and procedures.

- This position will be responsible for staying apprised of, and providing advice with respect to, amendments to the Rules of Court, as well as any case law that might impact the Crown's position regarding the recoveries of health care costs due to wrongdoing.

## Responsibilities

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

1. Provides leadership with respect to Case Claims to maximize the recovery of health service costs from wrongdoers who injure Alberta recipients.

- In accordance with the Crown's Right of Recovery Act, leads the development, handling, and settling of claims of an unlimited value (including files in the millions of dollars) to ensure the maximization of the recovery of the Crown's health care costs from wrongdoers. Such matters involve communicating / negotiating with law firms and insurance companies within and outside of Alberta and Canada, including internationally.
- Provide guidance and direction to Claims Officers in determining the Crown's position especially regarding contentious matters or matters proceeding to settlement or trial. As the Manager of TPL, which the Case Claims Team reports to directly, ensures that settlements are appropriate for the Crown (and in accordance with TPL's policies and procedures) and that risk assessments are undertaken to determine whether certain matters should be pursued, including giving consideration to political sensitivities and possible media attention.
- In collaboration with Communications and the FOIP team, responds to public inquiries and FOIP requests related to high-profile case claims matters and ensures that high profile or sensitive matters are briefed appropriately to Executive Management as is necessary.
- Retain legal counsel, provide legal counsel with instructions regarding the handling of the Crown's claims and collaboratively manage the relationship with counsel, including taking a lead role in addressing any conflicts or issues that may arise.

2. Develop and Settle Claims with an Unlimited Value, especially difficult and/or legally challenging matters.

- Interpret the Crown's Right of Recovery Act and Regulations to determine whether the Crown has a viable claim.
- Decide which health services provided to an injured recipient were the result of the injuries sustained. This requires knowledge of medical terminology, the mechanism of injuries, and the causes and effects of traumatic and non-traumatic medical conditions. Must be able to review reports, chart notes, and other documents from hospitals, physicians and other health service providers.
- Decide whether the injured recipient will require future health care. Must be able to read, interpret, and act upon medical-legal reports written by physicians and other health experts. Must be able to determine and calculate health service costs and appropriately discount for future contingencies. Must be able to provide clear, concise instructions to health services providers to ensure that the correct information is received in order to calculate future health service cost claims.
- Determine limitation dates for claims and decide what steps need to be taken to ensure the Crown's claim is protected. Must have legal knowledge of contents and effects of limitations laws.
- Decide what steps need to be taken to protect the Crown's interests. This typically includes, but is not limited to, hiring legal counsel and giving them instructions, ensuring that the Crown's claim is protected and advanced in legal proceedings, and negotiating agreements with insurance companies, including standstill agreements for example. Must have excellent working knowledge of lawsuit proceedings, the requirements of the Alberta Rules of Court, and types of legal agreements that can be made to protect and advance a claim.
- Decide upon and complete appropriate settlements for claims and class action files, including ensuring that Releases and settlement documentation is appropriate from a legal standpoint for the Crown and that the necessary Court documents are filed to conclude the Crown's involvement in claims. In order to effectively settle files, must have excellent working knowledge of legal liability issues, quantum of damages, and other legal issues that may affect a claim. Must also have superior working knowledge of the Crown's Right of Recovery Act and Regulations and contributory negligence law, as well as the litigation process and the requirements to settle claims in litigation. Independent settlement decisions are made on claims of an unlimited value. Settlements can also be on class action lawsuits involving large numbers of claimants and very complex legal and medical issues.

### 3. Act as Legal Resource Person for TPL and Leads the TPL Case Claims Team.

- Provide legal education and information to Claims Officers. Must have excellent working knowledge of legal liability, quantum, and damages issues, and be able to communicate and convey that knowledge efficiently and effectively.
- Assist Claims Officers with difficult, complex, or problematic files. Must have superior working knowledge and ability to communicate with lawyers and insurers who are often opposed in interest to the Crown. (Example - If a limitation period has expired and the Crown's claim has not been properly protected, must be able to effectively communicate with lawyers, the insurance company and Claims Officer how and why the Crown's claim is still being advanced and defend the legitimacy of that claim.)
- Create and update legal reference material by reviewing case law and providing updates to the TPL unit. Must have strong research, analytical and communication skills.
- Supervision and auditing of TPL Claims Officers' files: files are to be reviewed on an ongoing basis to ensure proper policies and procedures are being followed by Claims Officers. As issues are identified, the Manager will discuss these with Claims Officers and remind them regarding best practices and suggest next steps to remedy any problems. Settlements are also reviewed to ensure a fair amount was received for the Crown and the Manager will suggest strategies and procedures to be followed when settling claims in the future. Settlement amounts received and accounts for legal fees are also reviewed to ensure accuracy.
- Regular one on ones and performance meetings are to be held with the Claims Officers comprising the Case Claims Team to discuss performance including their performance agreements and professional development and resolve any concerns or issues that may arise.

### 4. Communication With, and Provision of Advice to, Stakeholders

- As the Manager of TPL, communicates with lawyers and insurance companies to provide information, advice, and instructions on the TPL program, on governing legislation and regulations, and to address their issues and concerns.
- Promote and ensure compliance of lawyers and insurance companies with the Crown's Right of Recovery Act and Regulations and other relevant legislation and procedures affecting the Crown's claims. Must have the ability to clearly and effectively communicate with legal and insurance professionals and have superior working knowledge of relevant law.
- Develop and carry out educational presentations to lawyers and insurance companies about the TPL program. Decide upon contents of presentations and which lawyers and insurance companies to approach for meetings. Meet with lawyers and insurance companies to deliver presentations and address any issues and inquiries. Follow-up with lawyers and insurance companies on possible improvements to processes and procedures in order to develop strong ongoing working relationships with TPL.
- This position is also responsible for tracking/monitoring, following up with, and educating, entities that are not complying with their legislative requirements.

### 5. Assist in Establishing Annual Aggregate Assessment

- Develop and implement ongoing procedures to review the aggregate assessment payable by Alberta automobile insurers for the cost of health services provided to motor vehicle accident victims.
- Decide upon and recommend appropriate contributory negligence, liability and other factors to be applied in establishing the assessment if new studies are undertaken. Must have knowledge of legal liability issues in motor vehicle accidents, and the ability to determine fault in collision situations. Must also have knowledge of contributory negligence issues, such as appropriate amounts to reduce claims if injured persons are not wearing seatbelts etc.
- If undertaking a new study, retain and work with actuarial and other experts to determine an appropriate assessment amount. Analyze and provide feedback on expert reports. Must have excellent working knowledge of health service cost data, liability and contributory negligence issues, data on motor vehicle collisions and injuries, and other relevant information. Must also be able to clearly understand study procedures and methodologies, and how they can affect conclusions and outcomes.
- Participate in negotiations with the automobile insurance industry in setting the aggregate assessment.

## 6. Improve Governing Legislation and Program Policies / Procedures

- Analyze, decide upon, and recommend beneficial and/or required amendments to governing legislation and regulations. Must thoroughly understand governing legislation and regulations to be able to apply legal knowledge and working legislative knowledge to identify problems and potential improvements.
- Review, revise and implement TPL unit policies and procedures to improve efficiency and effectiveness, especially in light of any potential legislative amendments or applicable court decisions, and to increase recoveries of health service costs.
- As a lawyer and member of the leadership team, participate on the National Provincial / Territorial Third Party Liability Committee, to share information and advice on various matters impacting the Provinces and Territories (including class actions)

## 7. Prepare Briefing Memoranda, Respond to Action Requests

- Prepare and review briefing notes, correspondence and respond to action requests, especially those regarding contentious or political legal matters. Must have superior research, analysis and writing skills, and be able to decide which issues and information are the most important for recipients.

## 8. Assist with Projects as may be required

- Provide leadership assistance with projects as may be required, especially taking into account any legal aspects/ramifications. For example - MAESTRO (formerly ENMOC) being the modernization of the system that TPL utilizes.
- As part of the management team, discuss and come up with novel solutions to issues encountered, such as data loss issues or ways to improve obtaining data that enhances the efficiency and effectiveness of the Crown's recoveries of health care costs. Part of this entails taking the lead on various RITMs needed to resolve system issues or in order to create system improvements.

## 9. Assist TPL Director with Budget and Team Management Functions

- Acting Director of TPL when Director is absent, with full delegated authority.
- Leadership role within TPL and directly manages and leads the Case Claims Team.
- Must know and understand human resource management, including change management.
- Must know and understand budget development and tracking systems.
- Responsible for preparing and following up on accruals for TPL.
- Swears Affidavits of Records and prepare and sign Director's Certificates, which are proof of the Crown's claims. Affidavits of Records are sworn and Director's Certificates are signed only by the Director of TPL, the Manager of TPL, and the Senior Claims Officer.

### Problem Solving

Typical problems solved:

- The Manager of TPL is responsible for overseeing and handling claims of an unlimited value, specializing in complex medical malpractice files and other challenging matters.
- Must decide how to maintain and settle files to maximize the recovery of health care costs. Decisions must be based on sound knowledge of legal liability issues, damages quantum assessments, and use of effective negotiation skills.
- Must take appropriate action to ensure that the Crown's interests are protected and claims advanced, and that legal counsel are made aware of the nature of the Crown's claims and the legal requirements to advance such claims. Often requires similar legal knowledge to that of lawyers who act for the Crown and the ability to educate lawyers and communicate that knowledge which includes providing presentations to the legal community and insurance industry.
- To recover future care costs, must be able to determine and calculate the costs that will be incurred. This will involve obtaining and reviewing medical-legal expert reports, liability reports, and assessments. Responsible for negotiating cost-sharing arrangements with legal counsel when disbursements must be incurred.
- Must have superior working knowledge of lawsuit processes, procedures, and requirements. Knowledge



must include case law, related legislation and regulations and the Rules of Court. Must also have strong foundation in, and knowledge of, medical terminology, the cause and effect of medical conditions, and the diagnosis, treatment, and nature of traumatic and non-traumatic medical conditions.

- Position requires a thorough understanding of legal liability, quantum, and damages issues. Must ensure to take part in continuing legal education and to pass on knowledge and information to TPL team members.

- Position has direct responsibility for leading the case claims team, including undertaking file audits of such team members. Significant legal knowledge, including with respect to the quantum of damages and the reasonableness of settlement offers is vital for this.

- Automobile insurers throughout Alberta are affected by the aggregate assessment. The amount of the assessment has significant implications for overall TPL recoveries. The Manager of TPL is responsible for helping establish an annual aggregate assessment that is fair and reasonable and reflects the costs incurred by the Government of Alberta in treating motor vehicle collision victims.

Challenges are to:

- Be familiar with recent case law to ensure reasonable settlement decisions and ensure staff are knowledgeable of recent case law and how it impacts Third Party Liability's recoveries, if at all.

- Be familiar with civil procedures and provide strategic direction to legal counsel.

- Determine the cost of future care on Crown claims.

- Be familiar with the Ministry's involvement in national class action lawsuits, and as a lawyer participate on the National Provincial / Territorial Third Party Liability Committee for Alberta.

- Recognize potentially politically sensitive legal actions and issues and refer to Executive Management for information and/or approval as necessary and appropriate.

- Deal with issues that arise on files, such as lawyers that miss the Crown's limitation period or potential court challenges to provisions of the governing legislation. In such situations work with counsel towards the resolution of such issues, which could entail taking particular matters to trial. If this occurs, ensure appropriate Briefing first occurs internally, especially if media attention is likely.

- When faced with difficulty recovering in particular situations, or from particular entities, (especially if faced with an unfavourable court decision) consider whether further legislative amendments may be necessary or feasible and then work with the Director towards undertaking such amendments including consulting with a variety of internal and external stakeholders and working closely with Legislative Services and Legislative Counsel.

Types of guidance available for problem solving:

- Crown's Right of Recovery Act and Regulations and other relevant legislation (i.e. Insurance Act, Limitations Act, Contributory Negligence Act, etc.)

- Alberta Rules of Court

- Third Party Liability Policy and Procedure Manual

- Director of Third Party Liability

- The position works within the framework of multiple pieces of legislation, regulations and TPL policies and procedures to assist in delivering the third party liability program and ensure the ministry operates within relevant boundaries while still meeting its business goals and objectives. Within these parameters, the Manager has considerable authority to determine approaches to responsibilities and directly lead the Case Claims team.

Direct or indirect impacts of decisions:

- The incumbent leads the Case Claims team in order to recover the Crown's cost of health services incurred due to wrongdoing in accordance with the Crown's Right of Recovery Act. Each fiscal year, the team is subject to a financial target regarding the amount of health service costs recovered, and these recovered costs helps ensure a sustainable health care system. Third Party Liability is designed to ensure that wrongdoers, rather than Alberta taxpayers, are responsible for paying for the costs of treating Albertans injured by wrongdoing. This position plays a lead role in ensuring that objective is met. This position recovers funds on behalf of the Government of Alberta and has an impact on numerous personal injury law firms, insurance companies (throughout Alberta, Canada and internationally), as well as the Alberta public.

The incumbent is responsible, along with the Director, for directing the Crown's involvement in legal

actions, developing strategic plans to maximize recoveries, minimize expenditures, and ensure efficient and successful business practices while also leading a team of professional staff (the Case Claims team). The incumbent is an Expenditure Officer and will assist the Director with undertaking both revenue and expenditure forecasting.

Legal policies and procedures (as well as internal policies and procedures) must be conveyed to staff, and adhered to, in order to recover the Crown's cost of health services. Case law impacting the Crown is considered and conveyed to staff, and the incumbent provides direction for matters proceeding to trial as to whether the Crown should continue its involvement or whether to withdraw from the lawsuit from a cost/benefit risk assessment. Along with the Director, the incumbent also swears Affidavit of Records and /or Director's Certificates establishing the Crown's claim for health services and is subject to examination by opposing counsel on such documents.

## Key Relationships

Major stakeholders and purpose of interactions:

- Stakeholders include internal stakeholders such as the Minister, Deputy Minister, Assistant Deputy Minister, Executive Director of Health System Value, Director of TPL and Managers/Directors of numerous program areas within Health. The purposes of such interactions is to ensure that information is provided/obtained and direction is received, as required, including for matters such as the aggregate assessment and class actions, as well as for legislative amendments and initiatives such as aggregate assessment studies and the MAESTRO. External stakeholders include other government departments such as Treasury Board and Finance, Alberta Justice and Alberta Transportation, all other Provincial and Territorial TPL units, the Insurance Bureau of Canada, the Automobile Insurance Rate Board, lawyers and insurance companies (in Alberta, elsewhere in Canada, in the United States and globally), as well as health service providers and facilities, and the public. The purpose of such interactions is to collaborate, educate, and maximize the recoveries of health service costs incurred by the Crown on behalf of recipients injured due to the wrongdoing of third parties.

-The Manager of TPL must play a strong leadership role within the TPL team and directly manages the Case Claims Team.

## Required Education, Experience and Technical Competencies

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

If other, specify:

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

### Knowledge

- Expert knowledge of legal systems and legal procedures, including the Rules of Court.
- Expert knowledge of legal principles and practices relating to personal injury and insurance law, including motor vehicle accidents and contributory negligence issues.
- Must have extensive and current legal knowledge. Knowledge and experience with the Crown's claims must usually be equivalent to the knowledge and experience of lawyers representing the Crown. Frequently educate lawyers and insurers about the Crown's claims, which requires a very high degree of knowledge and experience.
- Expert knowledge of governing legislation and other relevant legislation (i.e. Crown's Right of Recovery Act, Hospitals Act, Health Information Act, Insurance Act, Limitations Act, Contributory Negligence Act, FOIP, etc.) is critical in order to advise staff, to provide instructions to legal counsel, and to appropriately advise and inform stakeholders, as well as to identify potential problems and work towards resolution by way of amendments to the governing legislation / regulations.
- In-depth knowledge of medical terminology and the causes and effects of traumatic injuries. Must be able to decide which health services were provided as a result of an injury and which were not, especially given the necessity of swearing Director's Certificates in preparation for trials. Must be able to read, interpret, understand, and apply medical information / reports from health service providers and experts.
- Knowledge of, and experience with, mediation and negotiations.
- Strong knowledge of the insurance industry, including insurers' practices and procedures.

- Specific understanding of the strategic directions and priorities, as well as the processes, of the Government of Alberta and the Ministry of Health.
- Strong knowledge of personnel policies and human resource management.
- Understanding of the process and format for ministerial correspondence, including Briefing Notes, Action Requests, and Ministerial Orders.

#### Skills and Abilities

- Strategic planning and ability to translate strategy into operational plans and actions.
- Superior relationship building skills and adaptability/flexibility to work with a diversity of stakeholders, including the legal community, health care providers, the insurance industry, the Insurance Bureau of Canada, other Ministries and the members of the National Third Party Liability Committee (comprised of the various provincial / territorial contacts), as well as the range of Divisions/Branches of Alberta Health.
- Ability to simultaneously manage a wide variety of diverse issues, some under significant time pressure, mobilize resources, and find innovative solutions to complex issues.
- Excellent analytical and problem-solving skills.
- Excellent negotiating and facilitation skills. Requires exceptional negotiation skills, as often deal with lawyers and insurers opposed in interest to the Crown.
- Excellent verbal communication skills and the ability to educate others, including public speaking and the provision of presentations to stakeholders.
- Excellent research, analysis, and writing ability, including for the preparation of Briefing Notes.
- Strong project management skills.
- Superior legal skills including legal research skills, interpretation of relevant case law, and ability to identify legal issues.
- Superior human resource management skills are vital in order to effectively lead the Case Claims team.
- Strong financial management and budgeting/forecasting skills as numerous financial functions are undertaken by this position including entering financials, verifying the accuracy of settlement cheques and deposits, undertaking accruals, and revenue and expense forecasting, as well as responding to audits; a background in Business/Accounting would be ideal.

#### Education / Courses

- University Degree in Law with some associated experience;
- Member of the Law Society of Alberta;
- Business/Commerce degree would be an asset;
- Medical education and knowledge sufficient to perform job functions;
- Insurance training;
- Management development and staff relations.

#### Work Experience

- Previous experience in government is useful;
- Extensive experience in negotiation;
- Strong background in personal injury law, insurance principles, medical malpractice, and civil procedures;
- Background in insurance or dealing with insurers.

### 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		
Develop Networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Builds trust to fairly represent every party: <ul style="list-style-type: none"> <li>• Uses network to identify opportunities</li> <li>• Establishes credibility and common purpose with a range of people</li> </ul>	- This position communicates, and collaborates, with numerous internal and external stakeholders and provides advice regarding the Third Party Liability

		<ul style="list-style-type: none"> <li>• Actively represents needs and varying groups</li> <li>• Creates strategic impression by inspiring and connecting with values and beliefs</li> </ul>	<p>program and governing legislation and regulations. Such interactions establish rapport and trust.</p> <ul style="list-style-type: none"> <li>- Informative presentations establishing credibility are provided to stakeholders including the insurance industry, the Canadian Bar Association, the Alberta Civil Trial Lawyers Association, the Automobile Insurance Rate Board and law firms regarding the requirements under our legislation.</li> <li>- This position liaises with the other provincial and territorial Third Party Liability units across Canada to share information on common issues and plays a significant role on the Provincial/Territorial National Committee especially regarding class action matters and our interactions with counsel for such matters.</li> <li>- The establishment of the Aggregate Assessment (being the Minister's annual estimate of the health care costs incurred for motor vehicle accidents) requires networking and collaboration with internal and external stakeholders such as TBF, Alberta Transportation, other areas of Alberta Health, and the insurance industry.</li> </ul>
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	<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> </ul>	<ul style="list-style-type: none"> <li>- Collaboration is very important for this role, including internally within other areas of Health. TPL obtains health service costing information from</li> </ul>



		<ul style="list-style-type: none"> <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>numerous other areas and so sharing information, and learning the processes, from such areas is vital to ensure that the most appropriate costing information is obtained and utilized.</p> <ul style="list-style-type: none"> <li>- For projects such as MAESTRO and the aggregate assessment studies, leading cross functional collaboration for such matters is important strategically to determine the best course of action.</li> <li>- For this role it is important to maintain a mutually beneficial relationship with counsel who act for the Crown and so strategic communication and resolving any concerns or conflict is imperative.</li> <li>- This is also reflected in taking a significant role on the National TPL Committee to share expertise and to strategically discuss, and act in concert including for national class action matters.</li> </ul>
Drive for Results	○ ○ ○ ● ○	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> <li>• Forecasts and proactively addresses project challenges</li> <li>• Removes barriers to collaboration and achievement of outcomes</li> <li>• Upholds principles and confronts problems directly</li> <li>• Considers complex factors and aligns solutions with broader organization mission</li> </ul>	<ul style="list-style-type: none"> <li>- Every year financial goals are set for the recovery of the Crown's health care costs.</li> <li>- Policies and procedures, and the Crown's Right of Recovery Act (and related regulations) are continually reviewed, discussed, and amended as needed to maximize the efficiency and effectiveness of TPL, including maximizing the recovery of health care costs.</li> <li>- This position takes a lead role for multiple projects such as legislative changes and</li> </ul>

			<p>aggregate assessment studies. Such projects require collaboration with multiple stakeholders and issues resolution to deal with potential problems that may arise, such as incomplete data.</p> <ul style="list-style-type: none"> <li>- This position takes a lead role regarding system changes such as MAESTRO to improve the functioning of TPL.</li> </ul> <p>Potential issues are identified and proactively addressed.</p>
Systems Thinking	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Integrates broader context into planning:</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>	<ul style="list-style-type: none"> <li>- This role leads the recovery of the Crown's health care costs from wrongdoers for case claims and so contributes to the government's fiscal sustainability. Continually evaluating the policies and procedures and legislation which TPL operates under is important to take into account changes in the health system, such as increasing homecare services.</li> <li>- Taking into account the political and legal landscape, including Court decisions is vital to consider during the contemplation of potentially beneficial legislative amendments.</li> <li>- It is vital to undertake cost/benefit risk assessments of matters to determine whether to pursue them. Developed political acumen is important for this role, especially as a number of the more high profile matters can garner media attention.</li> <li>- TPL gathers costing information from numerous other areas in Health and so it is</li> </ul>

			important to be aware of any changes in such areas that could also impact TPL, and take steps as necessary to proactively and effectively handle such changes.
Creative Problem Solving	○ ○ ○ ● ○	<p>Works in open teams to share ideas and process issues:</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>	<ul style="list-style-type: none"> <li>- Creative problem solving is required especially for dealing with novel matters such as some complex matters including medical malpractice matters and class actions. Taking a leadership role on the National TPL Committee allows collaboration for the creative resolution of matters.</li> <li>- Collaboration among numerous internal and external stakeholders for projects such as legislative changes and the aggregate assessment studies allows the sharing of expertise to come up with creative solutions to issues.</li> <li>- New ways of undertaking functions are considered and evaluated to improve processes and effectiveness.</li> <li>- Policies and procedures and legislation are continually reviewed to determine if changes should be made to enhance effectiveness and potentially increase the recoveries of the Crown's health care costs from wrongdoers.</li> </ul>

## Benchmarks

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

M410-18