

New

Ministry

Health

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Director, EHS Policy & Planning

Requested Class

Senior 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

Acute Care Division/Emergency Health Services, EHS

☒ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Executive Manager 1

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

Reporting to the Executive Director, EHS, the position provides leadership and direction, applying *results oriented strategic thinking* to ensure the department, division and branch business plan goals and objectives are achieved. This position directs the collaborative development of Emergency Medical Services (EMS) service standards according to the needs of clients and within the realm of department policies and available resources, provides leadership in resource management and in mentoring, coaching and developing others to achieve objectives, often through relationships or partnerships built with various stakeholders. As a member of the branch - Emergency Health Services Leadership Team (EHS LT), the division leadership team (DLT) and working cross government, the position will support the quality, safety, effectiveness and efficiency of EMS through development of strategic initiatives that are key to fulfilling the mission of the division and the vision, mission and values of the department and the government as a whole. Some key roles include:

This role has two units that it will be responsible for:

1. EHS Policy and Core Business Leadership
 - Legislation and policy development
 - Branch correspondence and issues management
 - Business leadership, development, and analysis
 - Project leadership/management
2. Strategic Planning, System Design and Transformation
 - Development and implementation of system planning and design

- Best practice research and strategic development
- Jurisdictional scanning and research
- System transformation and design in alignment with Healthcare Refocus
- System efficiencies to improve patient and practitioner safety including service standards that are focused on patient care.

This position has the responsibility to monitor and manage the ministerial directive and mandate letter associated with current and future EMS transformation. These include:

- Monitoring compliance to ministerial directives, department mandates and the implementation of report recommendations.
- Support of the EMS operational performance framework, EMS standards, benchmarks, and reporting requirements for the EMS system.
- This position will also be responsible for leading the secretariat support and coordination of key department initiatives, advisory committees and working groups such as the Provincial EMS Standing Committee. This minister appointed advisory committee is intended to provide ongoing community and stakeholder engagement as well as ongoing advised to the minister concerning the EMS system.
- As per the Emergency Health Services Act and Ground Ambulance Regulation this position is designated in the legislation as the Director and provides strategic advice and leadership to the provincial AHS EMS medical director and approves the provincial Medical Control Protocols (MCPs) prior to implementation to ensure the safety of patients, the public and paramedics in the provision of care. MCPs provide an evidence based, standardized approach to ensure that consistent patient care standards are being provided province wide.
 - As a department advocate for EMS, this person will be a collaborative leader working with key senior level stakeholders to enhance a framework for the delivery of the best possible EMS to Albertans.
 - Leads development and implementation of system service standards and practices.
 - Leads and supports staff through motivation, performance management and providing direction to ensure all are successful.
 - Develops strategic options, sound advice, briefings and recommendations on future goals using strategic planning skills to achieve business plan goals.
 - Leads the development and implementation of policy frameworks, strategies and activities that address client needs and align with government policy.
 - Fulfills a significant leadership role in networking health system programs with EMS provincially.

Responsibilities

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

Key responsibilities include:

- 1) Providing strategic advice to the Executive Director and Assistant Deputy Minister, Acute Care and across other government departments.
- 2) Providing scrutiny and recommendations on policy and process under the direction of the Executive Director to align with regular department policy and processes.
- 3) Lead the development and implementation of initiatives, policies, performance framework and system service standards including strategies, procedures, reporting and best practices. This person will be a collaborative leader working with key senior level stakeholders to enhance a framework for the delivery of a high performing EMS system to Albertans.
- 4) Ensure program alignment with both internal divisional branches/units and external stakeholders in achieving ministry goals and objectives, through effective stakeholder engagement and communications.
- 5) Provide strategic leadership on committees and working groups as well as internal coordination for integration of department priorities.
- 6) Leads and supports staff through motivation, performance management and providing direction to ensure all are successful.
- 7) Develops strategic options, sound advice, briefings and recommendations on future goals using strategic planning skills to achieve business plan goals.

Knowledge:

This position requires the ability to provide in-depth expertise related to EMS and also the health system in general. Extensive technical expertise is needed to develop leading-edge approaches to complex business and health related issues.

- Extensive practical knowledge of the air and ground ambulance industry in Alberta and throughout North America.
- Diverse experience in emergency medical or health services and an understanding of paramedic and/or health professionals functions.
- Broad understanding of government objectives, goals and strategies as well as sound knowledge of the health system.
- Strong understanding of current medical practices, terminology and ambulance practitioner skill sets.
- Extensive related management experience with demonstrated leadership within a service-oriented organization.
- Strong working knowledge of health and emergency services related legislation, regulation, standards and policies and a thorough understanding of the effects of decisions on services in communities and for patients. The EMS industry is affected by over twenty different pieces of legislation, regulation and policy. This position must be familiar with all the pieces and how they inter-relate.

Skills and Abilities:

- Proven ability to apply leadership and management practices to integrate the planning, operations and reporting functions with evolving resource needs.
- Proven ability as a team leader with a commitment to create, support and sustain an environment that enables staff to achieve results and to develop and build organizational capacity for the future.
- Ability to develop strong, successful working relationships and partnerships with diverse stakeholders to ensure efficient and effective results.
- Well-developed ability to lead strategic initiatives, manage change and achieve positive results in a complex fast-paced environment.
- Excellent interpersonal skills and outstanding communication skills (written and oral).
- Experience in effectively managing fiscal, human, and information management resources, including reallocating resources as required.
- Above average analytical, problem solving and issue isolation skills, especially in addressing complex issues. The ability to utilize innovative thinking to build and lead teams in issues resolution and identifying innovative solutions to issues.
- Excellent negotiation and conflict resolution skills and the ability to find win/wins.
- Demonstrated organizational and project management abilities.
- The ability to work independently in an unsupervised and unstructured environment.

Problem Solving

Typical problems solved:

In this role there is a significant need and high requirement for creative thinking and strategic problem solving while balancing day-to-day procedural requirements and timelines. The ability to anticipate potential impacts to current program process and delivery while planning and preparing for future state, is critical to facilitating implementation of on-going policy and process.

Issues related to this portfolio are diverse, complex and often both politically and publicly sensitive. Issues typically span several program areas with potential impacts to the wider healthcare system. Sensitivity to stakeholder issues and the ability to utilize sound judgment in recognizing challenges and the associated legislative and procedural tools available to address and manage problems, issues and barriers is a critical function of this role.

Through the on-going strategic review of policy and process, the Director will work to streamline operational processes facilitating effective and efficient work flow processes and efforts.

The position will work to remove barriers and facilitate effective collaboration and cooperation with internal and external stakeholders leading the process to address complex issues including risk assessment and mitigation, impact analysis as well as service and system improvements. Additionally the incumbent must proactively ensure appropriate and timely sharing of critical information to government officials across all levels of leadership.

The position is required to find solutions to complex problems working with a diverse stakeholder groups with sometimes competing priorities. Taking into account the balance between current and future state needs supporting EMS service delivery and the health of the public, this position must consider existing legislation and industry best practices to find a positive outcomes and solutions which are win-win. EMS in Alberta was integrated into the health system in 2009 and continues to have ties to public safety worlds and significant collaboration is required to build a bridge that will foster trust and a coordinated approach to EMS delivery province wide. Working with several stakeholders including senior management with AHS, municipal and provincial governments, multiple EMS providers (air, ground, private, not-for-profit, integrated EMS/Fire-based), and the public, this position holds significant autonomy to make decisions and take positions on issues within high-level policy and holds significant influence on the direction of new or changed provincial EMS policy. The continued evolution must be evidence-based and requires a significant culture shift from the old to the new; this position will be key in achieving the results expected under this model.

Types of guidance available for problem solving:

The Director should frequently seek guidance from the branch Executive Director, in an effort to support department priorities and initiatives. The position generally has a wide scope of control on most, but not all variables which contribute to achieving intended results. Therefore the PD should also regularly and routinely engage the experience and advice of other department colleagues where appropriate. Additionally, the PD may, through a formalized engagement strategy and structure, obtain data, reporting and other forms of information or recommendations from stakeholders that may assist in providing additional insights for consideration.

Direct or indirect impacts of decisions:

This position has the autonomy to make decision for and represent the department on many complex policy issues. This position may from time to time be the sole department representative at meetings with key senior level stakeholders from municipalities, AHS, Indigenous, EMS providers and the provincial government; communicating the department's position on issues and making decisions on behalf of the department within high-level policy and in alignment with ministry goals and objectives.

The decisions of the Director are integral to the overall mandate of the department. The work and decisions made by the PD have significant impacts upon patients, practitioners and the public throughout the province of Alberta. Decisions made by the PD directly and indirectly impact many aspects of Emergency Health Services including, legislation, regulation, standards/codes, service design, service provision, capital assets, procurement and supply, vendor and operator contacts and many others.

Additionally, within the scope of this role, leadership decisions regarding style and approach of engagement and communication with internal and external stakeholders has significant implications impacting outcomes.

Key Relationships

Major stakeholders and purpose of interactions:

Executive Director & Office of the Assistant Deputy Minister / Registrar:

- Provide advice and/or recommendations on priorities, initiatives or issues; provide information and updates on actions and outcomes; raise awareness of strategic opportunities or risks and provide solutions.

Legal/Legislative services:

- Regulation development, operator contract review and licensing and compliance concerns.

Divisional / Branch Leadership:

- Regular collaboration to facilitate sharing and integration of information, provision of insights, expertise, recommendations, offers of and requests for additional support.
- Alignment with other service area priorities.
- Policy development, impact discussion, issues resolution, policy integration.

Unit Staff:

- Share information, influence consideration for and adoption of policy, research and knowledge management initiatives.

Alberta Health Services - Leadership:

- Share information, obtain information, collaborate on system planning and implementation.
- Policy development, issues resolution, system enhancement and development.

Other External Stakeholders:

- Obtain input, feedback and information, issues management, partnerships on provincial, regional and local healthcare initiatives and services.
- Municipal Officials; Policy development, issues resolution, system enhancement, relationship building
- Federal government/Indigenous; Policy development, issues resolution.
- Licensed Operators; Provision of Emergency Medical Services, relationship building, idea sharing, policy education and consultation.
- Practitioners; Provision of patient care and operational insights informing future decisions
- Regulatory Colleges and Approved Educational Institutions; Provision of industry information.

Required Education, Experience and Technical Competencies

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

If other, specify:

Health, paramedic education or business admin, or an equivalent mix of related experience and education

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

- Thorough knowledge of the healthcare system in Alberta, including healthcare delivery, health reform, health issues; government processes and direction.
- Extensive knowledge of the Emergency Health Services Act, its Regulations, Standards and Code.
- Knowledge and appreciation of the impacts of adjacent legislation such as the Health Professions Act, Health Information Act, Protection for Person in Care Act, Continuing Care Act, Paramedic Professions Regulation and other regulatory collaterals such as professional colleges.
- Experience leading large-scale program development ex) design, development, implementation and evaluation.
- Experience developing, implementing and managing policy change and transformation, particularly in the healthcare sector.
- Senior level experience in the healthcare system enabling understanding of complex health system issues and to achieve/maintain credibility with counterparts in the healthcare delivery system.
- Financial / budgetary planning and management, including the administration of health related grants.
- Experience in Emergency Medical or Health Services as a registered healthcare practitioner is significant asset.

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 checked="" type="radio"/>	<input type="radio"/>	Integrates broader context into planning: <ul style="list-style-type: none"> • 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 	This role must understand and appreciate how changes in policy impact planning and service delivery across the province. This role is responsible for the development of policy and a standards framework and initiatives design, development and

		<p>strategy</p> <ul style="list-style-type: none"> • Addresses behaviours that challenge progress 	<p>implementation including supporting the licensing and compliance framework which has significant impacts on stakeholders and therefore a high degree of strategic thinking is required.</p>
Creative Problem Solving	○ ○ ○ ● ○	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> • 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 	<p>The Director must understand and appreciate various perspectives, approaches and opinions and have the ability to bring those diverse viewpoints together to solve complex system problems and find creative solutions. The Director must also balance a complex variety of needs and demands, assess potential implications and have the ability to provide engaging solutions for consideration.</p>
Agility	○ ○ ○ ● ○	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> • Creates opportunities for improvement • Is aware of and adapts to changing priorities • Remains objective under pressure and supports others to manage their emotions • Proactively explains impact of change on roles, and integrates change in existing work • Readily adapts plans and practices 	<p>Significant acumen in change management and change theory is necessary in order to support System Redesign and transformation work in EMS.</p> <p>This role requires a great deal of agility as a leader. The ability to be proactive and anticipate, assess, pivot and adapt to effectively manage people and timelines when priorities frequently change is an imperative for success.</p>
Drive for Results	○ ○ ○ ● ○	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> • Forecasts and proactively addresses project challenges • Removes barriers to collaboration and achievement of outcomes • Upholds principles and confronts problems 	<p>In this role, the Director will be required to provide, manage and take accountability for a wide variety of strategic options and recommendations and determine the most effective and beneficial way to achieve desired outcomes.</p>

		directly <ul style="list-style-type: none"> • Considers complex factors and aligns solutions with broader organization mission 	
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Involves a wide group of stakeholders when working on outcomes: <ul style="list-style-type: none"> • Involves stakeholders and shares resources • Positively resolves conflict through coaching and facilitated discussion • Uses enthusiasm to motivate and guide others • Acknowledges and works with diverse perspectives for achieving outcomes 	The Director is responsible for bringing internal and external stakeholders together, facilitating meaningful dialog and motivating others to achieve desired results in alignment with determined objectives.
Develop Networks	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Makes working with a wide range of parties an imperative: <ul style="list-style-type: none"> • 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 	The ability of the Director to effectively build networks, connecting a wide variety of stakeholders is key to the success of this position.
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Encourages development and integration of emerging methods: <ul style="list-style-type: none"> • Shapes group learning for team development • Employs emerging methods towards goals • Creates a shared learning environment • Works with individuals to develop personal development plans 	Successful development and implementation of a fulsome unit and program is dependent upon a leadership style that encourages and enables the full participation of all team members and provides a platform that supports personal and professional

Benchmarks

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

Director, Acute Care Policy (SM2) - Acute Care Division
 Director, Acute Care Standards Unit (SM2) - Acute Care Division