New

Ministry

Assisted Living and Social Services

Describe: Basic Job Details

Position

Position ID

Position Name (200 character maximum)

Director, Continuing Care Home Policy

Requested Class

Senior Manager (Zone 2)

Job Focus

Policy

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:

Reporting to the Executive Director of the Continuing Care Branch, this position is focused on continuing care homes. The position leads two teams comprised of professional staff who are responsible to develop and implement legislation, strategic policy and content within provincial operating standards, and associated performance-monitoring frameworks. It is expected that all strategies, policies and initiatives include a focus on improved quality and ongoing sustainability. Excellent interpersonal and communication skills are necessary, as this role will only be successful if it can create vast networks and strong relationships with key stakeholders and partners. The incumbent has experience leading teams comprised of policy and clinical professionals and a strong understanding of government and health and social care system priorities

Responsibilities

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

1. Lead the Ministry's program and policy development in this area (continuing care homes) to achieve government priorities, reflect international and national trends, rely upon current evidence, and consider

stakeholder input.

• Lead the formulation of client and family focused legislation, operating standards and policies pertaining to continuing care homes, formulated through evidence reviews and stakeholder engagement. This includes all stages of the policy development cycle including issue identification, evidence gathering, stakeholder engagement, options development, implementation of approved direction, communication, and evaluation.
• Lead the development of policy materials for government/decision maker consideration. This may include policy papers, briefing notes, cabinet reports, documents to prepare legislation, stakeholder engagement and communication plans, etc.
• Work with partners to inform content development and the implementation of changes associated with an updated continuing care act and regulation related content.
• Participate with senior staff in meetings, briefings and committees to act as a key advisor.
• Manage the development of policy and innovation focused proposals for the Ministry with respect to continuing care homes.
• Direct project teams and delegate responsibility where appropriate.
• Coordinate the provision of relevant key intelligence, strategic options and background information on key issues through written and in person briefings, options papers and policy papers.

2. Ensure an effective and efficient working relationship is in place with the Continuing Care Agency (ALA) continuing care leaders as the two organizations are key partners in the governance and administration of home and community care.
• Maintain effective and efficient lines of informal and formal communication related to ongoing joint planning and decision making processes. Foster cross-team communication at different levels of each organization to ensure good two-way information sharing between team members from both organizations.
• Through dyads/counterparts or via working groups and committees, clearly and regularly convey the Ministry's strategic directions and expectations relative to this sector. This enables ALA to better prepare plans reflective of government priorities and directions.
• Based on information acquired by or provided by continuing care home providers or ALA, and on an ongoing basis, monitor system wide performance and more localized impacts associated with improvement initiatives and provide feedback on adjustments or updated expectations as needed.
• Act as a resource and ongoing support to ALA officials and service providers on associated subject matters {e.g., capacity planning, funding model).

3. Oversee the planning and implementation of improvement focused initiatives including those emerging from government planning {e.g., Facility Based Continuing Care Review).
• Work with the team to prioritize, implement, and publicly report on the impacts associated with a number of different improvement focused initiatives.
• Coordinate and align multiple improvement focused initiatives to leverage and maximize impacts.
• Direct the use of up to date best practices associated with change management and foster a system of ongoing learning and pursuit of improvements through benchmarks and targets.
• Ensure the use of continuing care data and information systems guide and inform improvement initiatives and link project results to the ongoing evolution of strategic policies and operating standards.

4. Provide effective guidance and leadership to the Continuing Care Home Unit
• Ensure that Ministry priorities are reflected in the operational and performance plans of the two teams in the unit. Coach and mentor the managers and staff in the unit to measure and achieve business plan goals and coordinate their activities within and across the branch, division, department and government to achieve maximum results.
• Lead and support the business unit in achieving the department's objectives.
• Coach and mentor the managers and staff to further develop their knowledge and competencies to better achieve business plan, goals and objectives.
• Provide strategic advice and leadership in the development and maintenance of effective collaborative committees with a focus on home and community care.
• Lead and direct a group of professional staff and co-ordinate issues management activities by delegating

responsibility to project teams.
• Foster a diverse and positive team environment and culture.

Problem Solving

Typical problems solved:

This incumbent has to conduct strategic policy development work often involving intense activity, in very short time frames, to develop consensus with ALA; professional and service provider stakeholders; and other government departments to meet expectations. This position has to be aware of and listen to key partners (e.g. stakeholders, clients, service providers and partner agencies, ALA, health professionals) with differing agendas and views, which need to be reconciled and negotiated to produce strategic solutions that will advance policy recommendations for decision within government.

As we transition through the aftermath of the pandemic, Alberta's health care and continuing care systems are facing major demands on resources and capacity, including a stretched and stressed health workforce and fiscal sustainability issues. This position has the analytical and perceptual skills to understand global trends in addressing these system issues and develop options and scenarios for Assisted Living and Social Services to respond to. Management of change and implementation skills are required to ensure successful implementation of government policies.

There are many media and emotional issues relating to seniors and persons with disabilities living in community and those in need of end of life services and supports, which have to managed and responded to with skill, speed and tact.

The Senior Manager must be able to synthesize and evaluate multiple pieces of data and analysis to produce innovative options and recommendations for the path forward. The Senior Manager must take into consideration the entirety of continuing care in Alberta and its connections and impacts on other sectors of the Social and health care systems.

Types of guidance available for problem solving:

The issues faced by the Senior Manager are complex and often unique and without direct precedent with the requirement to consider how to integrate and influence other components of Alberta's continuing care system and broader health and social care systems. The way in which other jurisdictions design and deliver their home and community care systems, professional experience, previous lessons learned, input from colleagues and other thought leaders, legislation, knowledge of key stakeholder and client needs and preferences and the broad framework of ministry plans and priorities guide thinking.

Direct or indirect impacts of decisions:

The impacts (direct or indirect) of decisions within the sphere of influence of this senior manager have the ability to impact the over 1,000 supportive living and continuing care home sites in Alberta, not including future residents, their families and friends and the staff who deliver services.

Key Relationships

Major stakeholders and purpose of interactions:

Internal:
• On an ongoing and regular basis, the Director engages with Unit leadership (the Manager of Policy, Standards and Quality and the Manager of System Improvement) and their team members to ensure that there is awareness of up to date priorities and directions and to monitor the status of ongoing roles and responsibilities and more time limited projects and initiatives. There is also ongoing joint planning with the other three Directors in the Continuing Care Branch to ensure that work is coordinated across the broader planning for the entire continuing care system.
• There is regular contact with the Branch Executive Director and Assistant Deputy Minister, providing clear and concise briefings, advice and updates on ongoing mandates and priority projects - including options analysis and implementation related challenges.
• As needed and per project requirements, there is also collaboration with management in other ministries (e.g., Compliance and Monitoring, AH, Mental Health and Addiction).

External:
• ALA Senior Management & Staff - as needed, there will typically be contact multiple times a week - with a focus on joint planning, issues management and initiative implementation, monitoring and evaluation.
• Key Stakeholders: there will be regular (weekly) contact with the main continuing care associations, and

other community based stakeholders
• Other levels of government (federal, provincial counterparts): typically occur a few times per month, FPT Home and Community Care networks and other cross jurisdictional information sharing sessions.
• Service Providers, Clients, Family Caregivers - interactions are periodic, to consult on and also validate support and preferences related to priorities and options development.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Master's Degree	Other	Other	Other

If other, specify:

A clinical masters degree, masters degree in gerontology, social sciences or health care administration

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

Experience is needed in health system or continuing care delivery, policy development, stakeholder engagement, managing complex issues and a collaborative and integrated approach to achieving goals. The position requires a demonstrated understanding of provincial government and regional health authority structure and decision-making, legislative frameworks, accountability processes and policy development mechanisms.

Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level A B C D E	Level Definition	Examples of how this level best represents the job
Develop Networks	○ ○ ○ ○ ◉	Builds trust to fairly represent every party: • Uses network to identify opportunities • Establishes credibility and common purpose with a range of people • Actively represents needs and varying groups • Creates strategic impression by inspiring and connecting with values and beliefs	Networks must extend to service providers, client and family representatives, and those officials within the provincial agency who have the mandate to directly or indirectly deliver continuing care homes. The Continuing Care Alliance is a forum where some of these groups come together to share information and coordinate responses to emerging challenges and issues.
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	Project team membership typically spans beyond the silos of the unit and branch organizational structure. Different officials and emerging leaders are asked to lead working groups and committees to ensure a broader and more diverse set of voices have the opportunity to raise new ideas and challenge routine or

			precedent ways of practice
Drive for Results	○ ○ ○ ○ ◉	Aligns different groups to achieve goals and realize broader outcomes: • Defines work mission to achieve APS goals and integrate projects • Provides bold advice to stakeholders • Proactively improves overall performance, measured through metrics	Transformational focused planning requires officials from a number of different areas in the Ministry and AHS to come together to create comprehensive and coordinated future-facing policy and operating documents and manuals, and to ensure they are designed with clients and their families at the core.
Systems Thinking	○ ○ ◉ ○ ○	Takes a long-term view towards organization's objectives and how to achieve them: • 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	It is essential that while this position is implementing changes that will impact the here and now it also simultaneously keeps an eye on the longer term trends, shifts and impacts on other sectors of society (e.g., aging, of society, changes to the population pyramid, patterns related to aging in community, impacts on family caregivers, health workforce needs, client ability to pay/afford associated personal costs, etc.) if these programs and services are to be well situated well into the future. ⊞