

New

Ministry

Assisted Living and Social Services

Describe: Basic Job Details

Position

Position ID

Position Name (200 character maximum)

Director, Home and Community Care

Requested Class

Job Focus

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 home and community care. The position leads three teams comprised of professional staff who are responsible to develop and implement legislation, strategic policy and content within provincial operating standards, associated performance monitoring frameworks, as well as overseeing branch grant management processes. 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 (home and community care) that

achieves government priorities, reflects international and national trends, relying upon current evidence, and considers stakeholder input.

- Lead the formulation of client and family focused legislation, operating standards and policies pertaining to home and community care 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 makers 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 act and regulation related content.
- Accompany senior staff to meetings, briefings and committees to act as a key advisor.
- Manage the development of policy proposals for the Ministry in the Home and Community Care area
- 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 continuing care leaders in Alberta Health Services and eventually Assisted Living Alberta as a key partner 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 operators or ALA and on an ongoing basis, monitor system wide performance and more localized/impacts associated with system improvement initiatives and provide feedback on adjustments or updated expectations as needed.

- Act as a resource and ongoing support to ALA officials and providers and operators 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, stand-up of Assisted Living Alberta) and those that are associated with third party recommendations.

- 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 Home and Community Care Unit

- Ensure that Ministry priorities are reflected in the operational and performance plans of the three 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 an 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 timeframes, to develop consensus with Assisted Living Alberta; 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, service recipients, service provider operators and agencies, Alberta Health Services, 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.

Alberta's health system is facing major health service demands, reduced health workforce and fiscal sustainability issues. This position has the analytical and perceptual skills to understand global trends in addressing these health system issues and develop options and scenarios for SCSS 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 health and continuing care, which have to be managed and responded to with skill, speed and tact.

The issues faced by the Senior Manager are complex and often unique and without direct precedent with the requirement to influence three separate yet integrated service areas and consider how to influence other components of the health system to support continuing care. Practice in other jurisdictions, professional experience, previous lessons learned, input from peers and leaders, legislation, knowledge of stakeholder and sector needs, and the broad framework of ministry plans and priorities guide thinking. However, 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 health care system.

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, professional experience, previous lessons learned, input from

colleagues and other thought leaders, legislation, knowledge of key stakeholder and resident 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 over 130,000 home care clients served annually in Alberta, not including future clients, 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 Home and Community Care Policy, Standards and Quality, Manager of System Improvement and Manager of Community Partnerships) 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 two 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 branches of the ministry (e.g., Compliance and Monitoring) or in other ministries (Alberta Health).

External:
AHS Senior Management & Staff - multiple times a week - ongoing consultation, joint planning, discussion and implementation related joint planning and policy gets developed and implemented and ongoing issues management.

Key Stakeholders: operator/provider association, professional associations
Weekly Interactions - Including consultation/collaboration on program and policy development, option analysis and implementation issues, issue management.

Other levels of government (federal, provincial counterparts):
Monthly Interactions - Including discussion and consultation on policy areas of joint interest (accreditation standards, post pandemic learnings, funding models)

Operators, Residents, Family Caregivers
Periodically - To validate support and preferences related to priorities and options development /municipal

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

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"> • 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 AHS who have the mandate to directly or indirectly deliver home and community care and palliative care. 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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Works in open teams to share ideas and process issues: <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 	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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Aligns different groups to achieve goals and realize broader outcomes: <ul style="list-style-type: none"> • 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

<p>Systems Thinking</p>	<p>○ ○ ● ○ ○</p>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> • 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 	<p>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, transportation 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.</p>
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