

Family HealthTeam/NursePractitioner Led Clinic

POSITION DESCRIPTION - Sample

Note: the following position description has been written for a Family Health Team. For NPLCs, substitute terminology as necessary.

Position Title: EXECUTIVE DIRECTOR

MANDATE:

The Family Health Team (FHT) provides an approach to primary health care that brings together a team of health care providers to co-ordinate the highest possible quality of care for the patient. The FHT will consist of physicians, nurse practitioners, nurses, other health care professionals, and administrative support working collaboratively, each utilizing their own experience and skills to provide enhanced care to the Team's patients.

The Executive Director (ED) position is central to the successful operation of the FHT. It is a position of leadership, requiring excellent interpersonal skills, planning skills and management expertise. The FHT operates within a shared administrative and clinical leadership model. In fulfilling the FHT's mandate, the ED works in close collaboration with the Lead Physician to ensure that primary health care objectives are achieved. The ED works with the Board of Directors to develop strategic plans for the FHT, and provides formal progress reports on the implementation of these plans. The ED ensures that the appropriate policies (set by the Board), procedures, systems and other infrastructure are in place to sustain a disciplined patient focused results-based organization. The ED develops strategic partnerships with public and private sector organizations to continuously enhance the impact of HFT's programs and services.

ACCOUNTABILITY:

The ED is accountable to the Board of Directors of the FHT for the effective and efficient management of the day-to-day operations and the delivery of the FHT's services. The ED works under the direction of the Board of Directors in implementing the Board's decisions and manages daily operations in addition to seeking, planning and coordinating resources for sustainability. The ED will report to the Chair of the Board of Directors.

SUPERVISION:

The ED will have supervisory responsibilities for the following employees of the FHT as outlined in the Human Resource Section found below.

- Nurses and other Regulated Health Professionals
- Other allied Health Professionals
- Administrative Staff
- Information Services Staff

MAIN RESPONSIBILITIES:

STRATEGIC PLANNING AND IMPLEMENTATION

- Assists the Board in developing and implementing strategic plans that fulfill the mission and mandate of the FHT. Strategic plans guide the development of programs and services and the ongoing operation of the FHT.
- Translates, on an annual basis, the Board's goals, objectives and strategic directions into operational plans and activities.
- Develops the relevant metrics (key performance indicators) and reports ("scorecards") to track progress on the strategic plan, and reports results quarterly to the Board.

COMMUNITY RELATIONSHIPS

- Builds collaborative working relationships with stakeholders, including hospitals, Ministry of Health and Long-Term Care, LHIN, CCAC, community agencies, other FHTs, local government and provincial agencies.
- Represents the FHT on various committees and networks at the local, regional, and provincial levels to address evolving infrastructure needs in primary care.
- Identifies and creates opportunities for new partnerships in the public and private sector that benefit the FHT.
- Develops, implements and maintains an effective communication and public relations strategy to provide information and promote services and the positive value of the FHT.

HUMAN RESOURCES

- Determines the organizational structure of the organization (number and type of roles) within the staff complement determined by the Ministry of Health and Long-Term Care.
- Develops, implements and maintains effective strategies and programs for staff recruitment, retention, performance management, development and training, and succession planning to ensure maximum productivity and service continuity.
- Determines training and development needs of staff based on current and emerging competency requirements, and allocates resources appropriately (including coaching and mentorship programs).
- Conducts performance reviews and provides on-going performance feedback and coaching to direct reports.
- Creates a culture of wellness by initiating and supporting programs that benefit the psychological and physical health of employees (e.g., seminars on healthy eating, ergonomic assessments).

FINANCIAL MANAGEMENT

- Ensures the development and implementation of a sound financial management plan, which balances service delivery and funding requirements. This will include preparation of the business plan and annual budget, the control of expenditures within the approved budget, provision of financial reports and other statements to the Board of Directors and the Ministry of Health and Long-Term Care, and compliance with audit recommended actions.
- Recommends changes to the pension and benefits plans based on financial analysis of cost effectiveness.
- Develops, implements and maintains an effective process for facilities management, purchasing and information management systems.
- Develops, implements and maintains effective internal control and due diligence processes to manage risk. (e.g., business continuity planning, insurance, regulatory obligations, etc.)

PROGRAMS AND SERVICES DEVELOPMENT

- Reviews and approves all short-term and long-term IT infrastructure plans and improvements for the FHT related to capital investments and operational needs (e.g., Website, EMR, Patient Registries, Self Management, linkages to labs and hospitals). Secures Board approval as required.
- Ensures that appropriate systems are in place to enhance service provision and protect patient confidentiality.
- Ensures that appropriate quality assurance systems are in place to measure and monitor the quality of the FHT's activities, including patient satisfaction and compliance with standards.
- Ensures required program delivery reports for the Ministry of Health and Long-Term Care are accurate, outcome-based, and submitted on time.
- Develops plans to continuously improve programs and delivery.
- Participates in research activities aimed at innovative approaches to care, database development and practice-based initiatives.

COMPETENCY PROFILE

ORGANIZATIONAL LEADERSHIP

- Clearly and confidently communicates the FHT's strategic plans and priorities, and how the contribution of each employee is aligned to the bigger picture.
- Continually upholds the FHT vision, mission and values to guide the team's decisions.
- Demonstrates a clear and compelling vision of the possibilities to expand the current reach of the FHT.
- Demonstrates visibility, optimism, and focus, especially in challenging circumstances (e.g., funding changes, pandemics); confidently guides the FHT in meeting challenges head on.
- Creates a team culture that energizes employees around the mission of improving health in

the community.

- Shares information as openly as possible with all stakeholders (e.g., Board, employees) to ensure others have the full advantage of as much information as possible to make informed decisions ; is transparent about what can and cannot be communicated
- Demonstrates the social responsibility of creating a healthy workplace, consistent with the mission of the FHT to promote health and disease prevention.

COACHING AND MENTORSHIP

- Is quickly able to assess a situation, and provide appropriate leadership
- Demonstrates strong coaching and mentorship skills; actively supports and invests the time and energy to develop others.
- Holds others accountable to a high standard of performance, while providing them with the visible support to succeed.
- Creates an inclusive and high performing culture by actively engaging employees in the decision-making process through active listening, positive and respectful challenging, and encouragement of ideas; clearly values others' input while taking accountability for the final decision.
- Demonstrates accessibility and approachability to provide the required guidance and direction; makes visible efforts to connect with employees in different work locations.
- Recognizes individual and team successes in a way that highlights the accomplishment and is personally meaningful to the employee.

STRATEGIC AND CRITICAL THINKING

- Explores issues from a very broad perspective, weighing the various options in the context of clearly articulated priorities and values.
- Is able to clearly discern and articulate the relevant operational issues to the Board, and provide the required background to support their decision-making; similarly, is able to communicate the impact of Board activity and decisions to employees to facilitate internal alignment.
- Demonstrates the ability to translate strategy into realistic and achievable implementation plans.
- Demonstrates a strong understanding of current and emerging community needs, and the on-going sustainability and potential of programs in the context of a changing and complex environment.
- Is able to critically evaluate population based data to inform future program development.
- Demonstrates flexibility and decisiveness in revising plans to accommodate or capitalize on new information (e.g., does not rigidly implement in light of new information).
- Is able to clarify and distil salient points from complex information to focus own and others' thinking and decision-making; is able to provide thoughtful analysis on the implications of different options.

OPERATIONAL EXCELLENCE

- Demonstrates a sound sense of priorities, and manages time appropriately to achieve the best outcomes.
- Establishes, monitors and enforces high quality standards to maintain a highly professional results-oriented organization.
- Demonstrates a sound knowledge of the policies, legislation and practices that govern the operation of the FHT (e.g., MOH strategic plan, LHIN planning and how the FHT aligns).
- Demonstrates a solid understanding of employers' obligations, and fundamental knowledge of all aspects of Human Resources (e.g., employment legislation); is able to make tough decisions (e.g., hours of work, termination) based on a sound rationale, and consistent philosophy.
- Demonstrates an understanding of how to develop an ethical business model, including determination of the right funding models.
- Demonstrates an understanding of how to develop and interpret budgets, and exercise fiscal responsibility in the allocation of budget.
- Demonstrates a working knowledge of the community health system including the different "players" (e.g. hospitals, universities, physician's clinics), their intersections, decision models, and political hotspots.
- Demonstrates general current knowledge about disease management and health promotion to evaluate the proposed outcomes of new and evolving programs.

ETHICS

- Demonstrates honesty, integrity, accountability and appropriate transparency in all situations.
- Is thorough and diligent in pursuing and selecting partners (both internal and external) that reflect the values of the FHT.
- Conducts oneself in a manner that upholds the values and reputation of the FHT
- Is uncompromising in holding the line on policies and procedures, not "bending rules" that have the potential to undermine the community's confidence in the FHT.
- Holds others to a consistently high standard; communicates and reinforces key expectations.
- Demonstrates sensitivity to diversity in the workplace; values and embraces all backgrounds.

RELATIONSHIP SKILLS

- Actively networks to develop and maintain relationships and partnerships that support and advance the work of the FHT.
- Researches, and strives to understand the unique needs and interests of community partners (e.g., physicians), to create mutually beneficial partnerships; is able to find the common ground on which to build win-win outcomes.
- Demonstrates political acuity and sensitivity in communication and negotiation; is able to alter style to fit and resonate with different audiences (e.g., Board, employees, physicians).
- Builds trust and goodwill by generously sharing information, the FHT's resources, and advice

among community partners.

EDUCATION, EXPERIENCE AND SKILLS

- A successful track record of six (6) or more years at the senior management level in health or public administration.
- A graduate degree in a business or health-related discipline, or a suitable combination of education and experience.
- Experience working directly with a Board of Directors.
- Exceptional interpersonal, liaison and communication skills.
- Proven abilities in building a new organization for a new initiative, including knowledge and direct experience in:
 - Site / space development and facilities planning;
 - policy and program development delivery;
 - strategic planning; and
 - finance and human resources management.
- Proven ability to lead, encourage and motivate staff in a team environment.
- Exceptional change management and organizational development skills.
- Exceptional patient service skills and patient focus.
- Strong technology skills. Proficiency in computer applications: Windows, Microsoft Office programs, Email and Internet Research.
- Demonstrated commitment to continual learning.

JOB REQUIREMENTS

- Must be able to travel and hold a valid driver's license.
- Must be able to work outside regular business hours.
- Must be able to adhere to all FHT policies and procedures.