



# Terms of Reference for the Public Administrator Fort Smith Health Centre

## MAIN FUNCTION

Continuously provides direction for planning, operation and evaluation of all programs, services and related corporate activities consistent with the articles of incorporation.

## I ROLE, PLANNING, AND EVALUATION

The Public Administrator is responsible for:

- (a) Considering the health service needs of the community and providing for a written statement of mission which sets out the purpose, scope of programs and services, and the philosophy of care.
- (b) Considering the future delivery of health service to its catchment population and providing for a strategic plan to guide the development of programs and services in the long run.
- (c) Setting goals to state what is to be accomplished in the strategic plan.
- (d) Approving specific achievable objectives (derived from the organizational goals) to generally direct health service operations.
- (e) Maintaining and revising general and medical bylaws in accordance with accountability to its catchment population.
- (f) Maintaining and revising policies which provide direction to the facility regarding the implementation of its mission.
- (g) Evaluating the effective and efficient achievement of objectives and the realization of previously established goals, and directing corrective actions, where warranted.

## **II QUALITY ASSURANCE AND RISK MANAGEMENT**

The Public Administrator is responsible for:

- (a) Providing for a program of on-going institution-wide review and evaluation of medical, nursing, and other direct care departments, and support services. Receiving regular reports on the results of the Quality Assurance program. Taking action to ensure continuous improvement toward optimal quality care delivery.
- (b) Protecting the organization's resources and general reputation by providing for organized activities of quality assurance, safety/security, patient relations, and liability control.

## **III ORGANIZATION AND HUMAN RESOURCES**


The Public Administrator is responsible for:

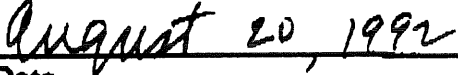
- (a) Selecting an Executive Director meeting the approval of the Deputy Minister of Health.
- (b) Approving a detailed written position description for the Executive Director and evaluating his/her performance against pre-established objectives.
- (c) Approving and regularly reviewing/revising an organizational structure including authority line among the Public Administrator, Administration, Medical Staff, and other health service staff.
- (d) Ensuring that the medical staff is organized to support the mission, goals, and objectives of the organization.
- (e) Approving a plan for future clinical staff requirements in light of the mission and strategic direction of the organization.
- (f) Ensuring medical staff performance is competently assessed, and granting physician privileges on an annual basis.

**V**      **EXTERNAL COMMUNICATIONS AND  
INTERNAL WORKING RELATIONSHIPS**

The Public Administrator is responsible for:

- (a)    Representing the organization to the community and receiving community input and/or concerns.
- (b)    Approving plans for developing community ties and policies for maintaining relationships with groups and individuals external to the organization.
- (c)    Assuming ultimate responsibility for compliance with legislation, Department of Health standards, directives, financial reporting requirements, and necessary information requests.
- (d)    Authorizing the establishment of standing and special committees. Assigning functions and responsibilities. Confirming the appointment of members. Receiving committee reports.
- (e)    Receiving recommendations and information from the Executive Director on matters where Public Administrator's authority prevails.
- (f)    Maintaining effective channels of communication with the medical staff. Receiving recommendations from the Chief of Medical Staff, when appropriate.
- (g)    Providing general direction to the Executive Director in the implementation and administration of program and service plans. (See Appendix for the minimum accountabilities of the Executive Director.)

  
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Dennis Patterson  
Minister of Health

  
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Date

#### **IV FINANCE AND FACILITIES**

The Public Administrator is responsible for:

- (a) Assuming the ultimate authority and responsibility for all aspects of the financial and budgetary success of the organization.
- (b) Approving internal policies governing the financial and administrative affairs of the organization.
- (c) Authorizing officers to act for the organization in the execution of financial transactions.
- (d) Approving an annual "operating and maintenance budget" and "capital budget" and any supplementary budget appeal submissions in the context of the organization's mission statement, strategic plan and available funding.
- (e) Approving multi-year plans for development, expansion, modernization and replacement of the organization's facilities, major equipment, and other tangible assets.
- (f) Receiving and reviewing periodic financial and statistical reports which outline costs, revenues, and health service utilization indicators. Directing corrective action, when appropriate.
- (g) Providing for, reviewing, and approving an annual audited financial statement.
- (h) Approving use of endowment funds and other gifts to the organization.
- (i) Approving the acquisition of furniture and equipment and disposing of same in accordance with GNWT policy.
- (j) Evaluating the general condition of the facilities on the basis of established objectives.
- (k) Ensuring the general condition of the facilities is competently evaluated. Directing corrective action, when appropriate.

**EXECUTIVE DIRECTOR ACCOUNTABILITIES**

AT A MINIMUM, THE PUBLIC ADMINISTRATOR SHALL HOLD THE EXECUTIVE DIRECTOR ACCOUNTABLE FOR THE FOLLOWING AREAS OF HEALTH SERVICE ADMINISTRATION:

**General Board Operations**

Providing administrative support for the activities of the Public Administrator.

Organizing orientation programs for the Public Administrator, and making available relevant publications.

Establishing an organized and systematic program of communications with the Public Administrator to provide current and clear information on significant and routine matters of the organization's operations.

**Policies**

Ensuring compliance to operating policies by interpreting and conveying policy information to all staff and other concerned parties. Ensuring staff are aware of current policy.

**Public Relations**

Maintaining a current knowledge of the social, economic and political factors in the community, and how these impact on health needs and influence the delivery of health services to the community.

Being aware of community concerns about the Organization. Investigating and responding to complaints and concerns in writing. Taking corrective action to rectify valid complaints.

Making the affairs of the Organization known to various citizens' groups and community(ies) served by the facility through written and verbal presentations and notices.

Establishing a volunteer program to provide services to patients/residents.

Making efforts to establish a positive working relationship with the media.

## **Patient/Resident Relations**

Ensuring that all patient/resident medical history information is treated as confidential.

Ensuring that all patients/residents and visitors are treated with courtesy and respect.

Providing appropriate information about the Organizations by-laws and policies to patients/residents and relatives/visitors where pertinent.

## **Compliance with Regulatory Statements**

Understanding Acts and Regulations that have implications for the Organization's operations (eg. Territorial Hospital Insurance Services Act and regulations; Financial Administration Act and regulations). Making available copies of pertinent Acts and Regulations at health facilities.

Understanding applicable common law and ensuring that processes are in place to avoid risk in such areas as negligent care, patient consent, and medical records.

Ensuring that the Organization's by-laws, policies, and practices do not contravene any Act of government.

Retaining the services of a lawyer.

Submitting reports to various agencies as required by law, eg. third party payers and voluntary agencies that use the information to generate comparative statistics.

## **Health Services Planning**

Assisting the Public Administrator in identifying community health service needs. Working with the Public Administrator by providing leadership and coordination in the development and implementation of short and long-range plans to address identified community needs.

Ensuring that planning includes multidisciplinary input from staff and consideration of alternative solutions before recommending a final plan.

Reviewing the plans, with the Public Administrator and regularly up-dating objectives with an aim to improving the Organization's ability to meet its goals and fulfil its role.

Ensuring that the main operating units in the organization have established principal functions and objectives, and that there are rational plans to implement these objectives.

## **Safe, Efficient, Effective, and Quality Service**

Protecting staff, patients/residents, and visitors from risks by ensuring that physical facilities are safe and made as comfortable as possible.

Implementing a quality assurance program which involves individually and regularly assessing the quality of each service and program against pre-determined standards. Providing regularly reports to the Public Administrator regarding on-going quality assurance activities.

Conducting periodic patient/resident satisfaction surveys to ascertain an indication of how well the objectives for delivery health care are being met.

Ensuring that an on-going process is in place to regularly report on whether the organization's resources have been appropriately used during the provisions of care/service.

Seeking an accredited status from the Canadian Council on Health Facilities Accreditation.

## **Management Control and Organization**

Providing leadership and guidance to the organization.

Developing and maintaining a current organizational structure that involves the assignment of major areas of accountabilities into rational units within the structure. Obtaining the approval of the Public Administrator and the Department of Health for proposed structural changes.

Ensures that the organization's policies and procedures facilitates proper internal management control for personnel, capital equipment and supplies.

Allocating and monitoring the budgets by departments. Ensuring that a sound budget process is conducted which reflects input from department heads and medical staff.

Having written financial reports provided and explained to the Public Administrator at regular intervals. Demonstrating a familiarity with the information presented.

Limiting any deviation between expenditures and approved budgets, and recognizing the causes of budget variances. Projecting costs and revenues with reasonable accuracy.

Provides the Director, Hospitals & Health Facilities Operations with accurate and timely information to meet required Government deadlines as specified from time-to-time.

## **Personnel Administration**

Selecting senior staff based on qualifications, skills and abilities appropriate to the position's job description.

Ensuring that the facility's wage and salary administration program is administered within the guidelines issued by Department of Personnel.

Using management techniques that facilitate effective employee performance. Taking disciplinary action where appropriate.

Ensuring that there are established programs for staff orientation, performance appraisal, in-service education, and other training/development.

Addressing strategic requirement of the organization in the community.



## **Organization of Medical Services**

Assuming a liaison role between medical staff in matters relating to care and treatment patients/residents.

Ensuring that there is formally organized medical organization with Minister of Health approved by-laws.

Ensuring that criteria for appointment to the medical staff are established and adhered to.

Securing facilities, equipment, support services and staff in order to have the optimal patient/resident care within available resources.

Taking appropriate action to deal with identified medical care problems, and bringing the problems to the attention of the appropriate individual and the Public Administrator, if necessary.

Involving key clinical staff in the development of programs, construction/renovations, and administrative policies that have implications for patient/resident care.

