



Job Description: Provincial Improvement Consultant

With a mandate to measure and report on health care quality and to promote and support quality improvement throughout Saskatchewan's health care system, the work of the Health Quality Council is guided by its core purpose:

Vision: The highest quality of health care for everyone, every time

Mission: To accelerate improvement in the quality of health care throughout Saskatchewan

Our organizational values:

- create meaningful connections,
- spread passion for learning, and
- work to make a difference,

as well as our organizational principles:

- put the patient first,
- respect every individual,
- know and do what is right,
- think scientifically,
- be optimistic,
- add value every day, and
- be accountable

These values express how we expect each member of the HQC team to work with each other and with those beyond HQC to achieve our mission and vision and the improvement aspirations of the health system.

Position Summary:

The Health Quality Council exists to accelerate improvement in the quality of health care within Saskatchewan by working closely with Saskatchewan's health regions and Cancer Agency, the Ministry of Health, and health providers from across the province.

The Provincial Improvement Consultant position serves to support the Saskatchewan Health Care System throughout the province by:

- Collaborating with improvement leaders, providers, patients and families to build shared standards and processes;
- Identifying and spreading leading practices to accelerate the pace of improvement;
- Supporting and nurturing provincial networks to build capability and capacity in improvement ;
- Monitoring and reporting on performance at multiple levels of the system
- Leading and supporting improvement activities and designing and delivering training within the province.

The scope of this role is varied and serves to support the health system's strategic priorities, including system-wide process improvement.

Reporting Relationship:

This position reports to a Director, within a program area that is overseen by an Executive Director or alternate as designated by the CEO within the Health Quality Council.

There are no direct or indirect reports to this position; however, there is the expectation that this position will broadly influence health system staff, physicians and leaders across the province.

Responsibilities:

1. Supporting the design and development of a Provincial Integrated Learning System, focused on building the capacity and capability of those working in the health care system to engage in and lead improvement work, through:
 - a. Identifying target learning groups and conducting a learners needs analysis
 - b. Developing design blueprints
 - c. Build curriculum based on learning objectives to achieve key outcomes
 - d. Facilitating, coordinating and delivering learning programs.
2. Communicating and engaging with colleagues at all levels to effectively support the development, implementation, and assessment of strategic, operating and improvement plans across the province.
3. Supporting the development and implementation of a provincial visual management system and strategies including relevant measurement systems to monitor service line performance, strategic health system performance, and the impact of improvement activities across the province through:
 - supporting daily visual management.
 - providing measurement support and coaching to improvement event teams, including providing guidance on metric selection, data collection, reporting for monitoring front-line improvement, and understanding of the linkage between front-line measurement and strategic and operational health system “big dot” measures.
 - supporting the provincial leadership team, senior leaders and expert advisors, to select, understand and meaningfully report on health system strategic and operational measures, and to operationalize their data collection, analysis and reporting for monitoring and understanding the provincial impact of health system priority work.
 - supporting Patient-Quantity Analysis (PQA) across service lines within Regional Health Authorities (RHAs) and other provincial health organizations.
4. Coordinating efforts to recruit Patient Family Advisers and promoting their inclusion in continuous improvement initiatives across the province to support a strategy of Patient and Family Centred Care.
5. Building effective relationships with colleagues at all levels within their teams and externally as required:
 - Proactively build and maintain internal networks in support of continuous improvement.
 - Foster external relationships and partnerships to advance learning and support process improvement.
6. Assisting health organizations’ Continuous Improvement Office (CIO) infrastructure development, including input into forms, objectives and materials.
7. Overseeing document management (including elements such as document control, storage, access and security) to support and enable a consistent approach to continuous improvement within the province.
8. Supporting the spread of leading practices through coaching and training, communicating and engaging with colleagues to ensure the development and implementation of the annual plan.
9. Leading and supporting a variety of continuous improvement events and activities. This may also include scheduling and providing coaching support; using improvement methodologies and project management tools to develop comprehensive implementation plans including elements such as training, communication, change management, implementation, ongoing support and feedback mechanisms.
10. Engaging in the curriculum design and development process, to build effective learning and development programming.
 - Assess and identify learning needs across stakeholder groups, to inform the provincial improvement curriculum
 - Curate and create learning materials and resources rooted in Adult Learning principles, to support the provincial improvement curriculum
 - Engage with provincial stakeholders to inform, review and co-design curriculum.
 - Develop evaluation frameworks to assess effectiveness of learning material and participant experiences

11. Coordinate and organize opportunities to facilitate learning, sharing and celebration of quality improvement methods, processes and provincial progress, by organizing, coordinating and hosting provincial meetings, either face to face or using virtual methods, including Telehealth and/or Webex.
12. Monitor and maintain accuracy in electronic learning, data and information sharing platforms, (including websites, Moodle, SharePoint and KaizenTracker.ca)

Competencies:

Know How (Knowledge and Abilities)

1. Knowledge of Continuous Improvement and Lean concepts, tools and methodologies. Mastery in quantitative and qualitative tools is expected in order to coach and mentor others in using Continuous Improvement and Lean tools and methods, including measurement and reporting, to meet the improvement needs of individuals and teams.
2. Knowledge of adult learning principles, group facilitation and coaching techniques. This requires a solid understanding of a range of facilitation and coaching tools, techniques and approaches that can be used to clarify issues, focus discussion, and build effective working relationships to further support teams in achieving their improvement objectives.
3. Demonstrated interest and ability to learn and then teach/coach acquired skills to team leaders, team champions and staff engaged in quality improvement training and workshops.
4. Familiarity with and ability to choose appropriate tools and methods to meet the needs of individuals and groups.
5. Ability to create and deliver standardized training and training plans and facilitating the training.
6. Foundational understanding and ability to apply project management methodology creatively in the most complex situations.
7. Change Management and Motivation – complete understanding and ability to apply structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.
8. Effective strategic leadership, implementing successful change, and leading people through transition while maintaining effective communication across all three areas.
9. Knowledge of Various Computer Software and Technical Equipment – understands and capable of operating a personal computer and utilizing spreadsheet and word processing applications, as well as ability to operate video camera and other imaging equipment used in support of quality improvement activities.

Accountabilities

1. Leadership – demonstrates personal leadership with the desire to enable others and foster the ongoing learning or development of self and others, shares information and promotes individual effectiveness and promotes team effectiveness and feedback by:
 - Giving directions or demonstrations with rationale as a learning strategy for others.
 - Soliciting input from team members to solve problems and generate solutions.
 - Giving individuals specific feedback for development purposes on a regular basis.
 - Allowing people to learn from mistakes and reassures others after a setback.
 - Respect the privacy and need for confidentiality of the patients and providers that we work with.
 - Even in 'difficult cases,' finding something constructive to say and motivating individuals to continue or improve performance.
2. Resource Management – uses resources effectively, uses multiple resourcing approaches and influences effective resource management by:

- Handling competing priorities, managing own time and deploying resources under one's control to areas where they will have a significant impact.
 - Effectively contributing to a range of significant projects and time-sensitive issues, integrating and deploying appropriate resources.
 - Understanding project requirements; suggest how project management could position fiscal and human resources to achieve project or organizational objectives – no direct responsibility over budget.
3. Results Orientation – takes personal responsibility for results, creates own measures of excellence, improves performance, sets and works to meet challenging goals, by:
 - Setting challenging goals with objective performance indicators, and measures success against these.
 - Analyzing costs, benefits and risks of different activities; making decisions and setting priorities based on potential value created.
 - Identifying significant barriers to project team performance and persists over an extended period in overcoming them.
 - Identifying and managing risks to achieve significant performance gains.
 4. Continuous Improvement – has interest and keeps current in own field of expertise, keeps current with organizational changes, and links knowledge to current needs by:
 - Demonstrating an in-depth understanding of potential solutions in areas of expertise/work that could impact the organization.
 - Seeing the applicability of current or emerging approaches, tools, methods and/or technologies in other health systems to improve health care quality in Saskatchewan.
 - Incorporating learning from past successes and failures when developing new processes and methodologies.

Problem Solving

1. Decisive Insight – breaks down problems, analyzes problems to reach decisions, uses strategies and conducts in-depth analysis to solve problems, by:
 - Using a variety of conceptual frameworks to examine problems.
 - Making multiple causal links: several potential causes of events, consequences of actions, or multiple chains of events.
 - Anticipating obstacles and thinking ahead about next steps.
 - Interpreting data to provide usable insights for the organization and customers.
 - Staying grounded in available evidence to inform decisions, even in emotionally charged situations.
2. Building Partnerships – The ability to build relationships, collaborate effectively, and solidify relationships, by:
 - Developing collaborative relationships with stakeholders with the explicit intent to share information/resources and advance the objectives of both groups.
 - Providing value to stakeholder relationships by giving them information or assistance when no specific project/initiative is underway.
 - Actively seeking to learn from others on one's team.
 - Engaging others through open and planned communication.
 - Building relationships based on personal trust, credibility and expertise, not formal power or hierarchy.
3. Strategic Thinking – understands strategies, thinks in strategic (future-oriented) terms, and aligns own priorities to organizational objectives, by:
 - Developing plans for short-term or clearly defined projects, which involve determining milestones, assessing the impact of the project on others and effectively communicating at the appropriate stages.
 - Assessing and linking short and mid-term actions and priorities in the context of long-term organizational strategies.
 - Reviewing own and team's actions and priorities against the organization's objectives, and adjusting actions/priorities accordingly.
 - Developing and defining own work and development goals in line with organizational objectives.
 - Understanding competing organizational priorities.
4. Communication – listens actively and responsively and uses multiple actions to persuade, calculates impact of actions or words, uses complex or indirect methods of communication, by:
 - Clearly expresses ideas using both written and oral communication.
 - Adapting style and approach, maintaining own integrity, to suit different audiences.
 - Challenging the status quo, presenting new ideas and effectively handling potential conflicts.
 - Addresses counter arguments with well-considered responses; demonstrating flexibility in approach and language.

- Interpreting information beyond what is said, especially where thoughts, concerns or feelings are poorly expressed by others
- Effectively reasoning/negotiating with others by clearly articulating concepts/strategies and focusing on how new ideas can achieve HQC's mission.
- Demonstrating the ability to see things from another's perspective; responsive to others' feelings.
- Building networks of support for ideas and/or initiatives.

Working Conditions:

1. **Physical Effort:** Regular exposure to computer work two to three hours at a time. When providing quality improvement coaching and facilitation support, there may be moderate walking, standing, light lifting, and bending with some exposure to tools required for building model/prototype structures.
2. **Travel:** As a provincial organization supporting health delivery organizations across the province, overnight travel will be expected. This may average up to five days per month, and will vary throughout the year. Work may be carried out in clinical areas or support areas. Day trips to support health delivery organizations may also be required. Employees must hold a valid driving licence, entitling them to drive in Saskatchewan.
3. **Flexibility:** Some meetings have to be scheduled early in the morning or early in the evening in order to facilitate participation by stakeholders whose office hours are already fully committed.
4. **Sensory Attention:** Significant attention to detail is required with focused concentration given to data analysis and display as well as form and report preparation; significant ability to manage multiple and competing priorities on a daily basis; considerable emotional intelligence ability (i.e., appreciation and attention to the human side of change).
5. **Mental Stress:** Flexible hours and considerable innovation to meet competing organizational (and system) priorities and demands; comfort in challenging administrative and clinical leaders to think in non-conventional ways; adept in mining and leveraging a broad range of data to influence change.

Qualifications:

- A Master's degree in a health care related discipline, education and/or adult learning, engineering, social sciences, or business administration and three years' work experience, preferably in a health care environment
or;
- A Bachelor's degree in a health care related discipline, education and/or adult learning, engineering, social sciences or business administration and five years' work experience preferably in a health care environment
or;
- Other education or experience related to quality and process improvement, Lean management systems, knowledge translation and ten years' work experience, preferably in a health care environment..
- Lean Leader Certified (LLC), Lean Improvement Leaders Training graduate (LILT) or successful completion of any other advanced training in continuous improvement or Lean methods, is considered an asset.