



HUMAN RESOURCES MANUAL

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STATEMENT

Park Place Seniors Living (Park Place) will have standardized position descriptions for all employees (including our contract partners) based on relevant standards of practice and/or provincially-mandated expectations and Park Place policy.

PURPOSE

To provide a standardized job description that outlines expectations of role, scope and responsibilities for every staff member working at PARK PLACE including our contract partners.

PROCEDURE

DEPARTMENT: Operations

JOB TITLE: Site Leader / Director of Care (DOC)

REPORTING RELATIONSHIP: Vice President of Operations

JOB SUMMARY

Reporting to the Vice President of Operations, the Site Leader/DOC is responsible for the leadership, care planning, community relations, quality improvement, contract administration, service partner performance, marketing and management of the home and will participate in future planning for the site in accordance with the organization's mission, vision and strategic direction. Also responsible for the implementation, coordination and supervision of the delivery of the compassionate care model of resident care for a program area and may also provide direct care.

KEY ACTIVITIES

Leads the site interdisciplinary/inter-company team in the development, implementation and evaluation of site operating plans and systems that support achievement of the Park Place goals and objectives for the Home.

Provides a safe and healthy environment where care and service is effective, efficient and person-centered resident care with a focus on continuous quality improvement. Provides basic care as required.

Uses the nursing process to assess resident needs; collects and compiles data; identifies problems; develops, communicates, implements and evaluates resident care plans and documents observations and care provided

Establishes and maintains a network of community contacts, industry professionals and other stakeholders to assist and support the organization in achieving its goals and objectives within the home and as part of the community at large. Facilitates the development of community relation strategies that foster positive relationships and promotes the home within the community. Seek out opportunities to involve the community in the home, including special events and volunteerism.



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Implements financial controls and forecasting systems. Monitors departmental budgets and manages the organization within the limits of the approved operating and minor capital budgets. Conducts budget variance analysis. Reviews manager financial reports and proposals and makes recommendations to the Vice President of Operations. Seeks out opportunities for revenue generation in support of augmenting site programs and services.

Provides leadership and promotes teamwork amongst the home team, and holds the overall responsibility for all aspects of human resource management such as: service partner alignment, recruitment, employee relations, health and safety, performance management, staff development, discipline and termination.

Sets service expectation of service Partners and monitors the outcomes and performance of these services. Ensures that these partners' practices and policies are aligned with those of Park Place.

Directly supervises departmental managers and administrative staff. Monitors performance, through formal and informal processes including quarterly and annual reports, budget compliance, and satisfaction surveys, incident reporting and clinical program outcomes.

Develops, and presents, recommendations related to further development on the site in keeping with trends and requirements within the community and industry. Researches, evaluates and presents a business case for all capital improvement projects.

Participates in the development of, implements at the site level, projects and programs having organization wide impact including continuous quality improvement and accreditation, risk management, human resource planning systems implementation and program development. Plans and delivers staff/resident/family and community education and development workshops and seminars on topics related to seniors care.

Develops implements and evaluates a site communication plan. Disseminates information and receives and acts on feedback and recommendations from stakeholders. Leads or participates in resident and family council meetings.

Leads the development and monitoring of site marketing plans for private pay residential care and community programs.

Leads the development and monitoring of building maintenance systems, environmental and preventative maintenance programs. Directly supervises maintenance service providers.

Leads the development and monitoring of site education and quality improvement initiatives. Chairs the site quality Improvement committee and all accreditation initiatives.

KEY COMPETENCIES

1. Complexity and Judgment

The work requires securing the information required to diagnose business problems and opportunities and identify initiatives that merit further consideration. In responding to these situations, the position has the latitude to develop and implement original/creative solutions within the confines of provincial



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standards and legislative requirements. Decisions taken have a significant impact on day-to-day operations, programs, and service deliver. In addition, decisions can have an impact on revenue generation, credibility and professional standing as a licensed healthcare provider. Where decisions are unprecedented, or where there is an undefined course of action consults the Vice President of Operations.

2. Accountability

This position is responsible for:

- Ensuring operating plans are developed, consistently implemented throughout the organization, regularly monitored and revised when required, and evaluated against the goals and objectives of each department, the site and the organization as a whole
- Ensuring the site meets or exceeds program/service delivery, human resource, community and financial goals and objectives
- Ensuring the site is providing residential care services that meet or exceed client expectations; licensing requirements, health authority contractual requirements and provincial standards
- Providing staff and residents with a safe, comfortable and homelike environment'
- Providing management and staff development opportunities that support the achievement of site organizational goals and objectives
- Establishing and maintaining a collaborative relationship with other Park Place facilities and community at large through effective communications and community relation plans
- Reporting accurate, timely and detailed information to the vice President of Operations concerning site operations
- Ensuring the physical plant, its systems and components are maintained in good working order.

3. Supervision

Provides direct supervision for Park Place management and administrative staff. Provides indirect supervision to residential care staff. Administers contracts and evaluates performance of all contracted service partners.

Supervisory responsibilities include the recruitment of senior staff; approving staff training and development plans; providing guidance and direction to senior staff; monitoring and evaluating performance; ensuring supervisors maintain healthy, safe work environment for their staff; resolving employee conflicts; and taking and approving the appropriate disciplinary and/or termination action.

4. Contacts

Internal contacts include:

- Working with the vice President Operations and management team to develop and evaluate operational, human resource, quality improvement, education, marketing, community relation and maintenance plans
- Reviewing reports and responding to inquiries from managers, and staff
- Conducting management meetings to share information, discuss strategic and operational issues, evaluate financial performance and problem solve
- Liaise with Service Partner leaders to support strong client centered outcomes.

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External contacts include:

- Liaison with various governing bodies including the Health Authority, municipal and provincial politicians, professional associations, economic development, community leaders and other stakeholders to ensure the site meets or exceeds community needs and expectations, contractual obligations, provincial standards and legal requirements.
- Participating in community relation and promotional events and meeting with members of the community, senior's groups and associations, chambers of commerce, economic development and other stakeholders to raise the profile and market the services of the organization.
- Communicating with the Vice President Operations, other Park Place sites and corporate office on issues related to Park Place operational issues.

QUALIFICATIONS

A Bachelor degree in Nursing, Health Planning or Health administration coupled with at least five years management experience in a seniors housing or residential care setting; **AND**

- Current active registration with the BC College of Nursing Professionals
- Skilled communicator, participatory leader, visionary and change agent
- Excels at building relationships with management, staff, clients, service providers and external stakeholders
- Able to plan, organize and direct the operations of a large site within a multi-site organization
- Financial management, budgeting expertise
- Knowledge of collective agreements and labour legislation in the applicable province preferred
- Strong conflict resolution and problem solving skills
- Sound understanding of/skilled in sales and marketing, community relations and customer service. Effective networking skills
- Innovative, creative, systematic thinker
- Certified in First Aid

Proficiency in the use of computers, including word processing, basic accounting, database management, email and internet.

Working Conditions

- Physical Demands – the work requires sitting for extended periods of time; standing; walking, bending and lifting. Periodic travel between the site, corporate office and/or external contacts; and a regular on-call situation. Physical ability to perform the duties of the position.
- Mental demands – the work requires extended periods of concentration, multi-tasking and the prioritization of work. The work is subject to the pressures created by constant interruptions, time constraints and multiple deadlines.
- Working Environment – The work is carried out in a long-term care home.
- Must be able and willing to work flexible hours.