



Program Director

Job Site: Samaritan House

Effective: 2007

Revised: August 23, 2011

Reports to: Executive Director

Salary: Ranges from \$43,264.00 - \$50,876.80 annually, commensurate to qualifications, experience, and length of service.

Benefits: This position qualifies for the standard ICCS Benefits Package which is available to employees not already covered under a spousal plan. Benefits are paid by ICCS and are in addition to salary.

Function

- Creates a healthy environment for clients and employees according to the society's management philosophy (see definitions below)
- Provides oversight of all shelter operations
- Supports the program manager in all human resource matters
- Provides case management to all clients
- Develops, plans, and implements systems, protocols, and routines within the program
- Monitors all established routines and systems for effectiveness and function; amending and improving as necessary
- Reviews all collected data and prepares reports for the executive team and the board of directors
- Is the main Samaritan House liaison with health authority, government, and law enforcement members and teams
- Trains shelter employees in the implementation of case plans, and supervises and evaluates employees in their compliance with and support of case and care plans and the case planning process

Qualifications

Education:

1. An undergraduate degree in the social/human sciences (i.e. Social Work, Psychology, Sociology, Criminology, Counseling and Guidance, Criminal Justice); OR a degree in Public Administration; OR A combination of extensive experience in the public administration or social/human services field with a Diploma in the social/human sciences (i.e. Social Work, Social Services, Human Services, Criminology, or a related field such as Nursing or Medicine). Exceptional candidates without a degree but with an equivalent combination of education and experience will be considered
2. At least one course in substance use and psychosocial rehabilitation

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3. Courses in conflict resolution, leadership and supervision, business and management, psychopathology, neuropharmacology, human development, personality and behavior, are highly desirable
4. Courses in communication (i.e. CYC 252), psychopathology, neuropharmacology, human development, personality and behaviour, behaviour change (PSYC 326), conflict resolution, leadership, supervision, business, and management a significant asset
5. First aid level 1
6. Foodsafe
7. Managing Hostile Interactions, Motivational Interviewing, and Non-violent Communication training a significant asset
8. Nonviolent Crisis Intervention training an asset
9. Suicide prevention training an asset
10. Motivational Interviewing and/or NVC training is an asset
11. Courses in women's studies an asset
12. Courses in administration an asset

Skills and Knowledge:

1. Leads with integrity
2. 3 years experience in a management or supervisory role
3. Familiar with case planning and social work practices
4. Knowledge of "12 step" philosophy and practice
5. Understands group and team dynamics and believes in and supports a team approach
6. Practices effective Interpersonal conflict resolution and de-escalation techniques
7. Practices Active Listening, Motivational Interviewing, NVC, or other empathy-based communication techniques
8. Maintains strong and healthy boundaries
9. Communicates well verbally and in writing
10. Proficient at time management and organization including the ability to prioritize and multitask
11. Knowledge of street culture and the methods and strategies used by street entrenched individuals to obtain services
12. Understands and practices self-care
13. Demonstrates professionalism, including the understanding and practice of professional ethics
14. Respects and is able to assist individuals with concurrent disorders, non-emergency medical conditions, and multiple barriers to housing including anti-social and disruptive behaviour.
15. Is familiar with common feminine health issues and is sensitive to cultural and ethnic taboos and teachings related to gender. Is able to assist individuals with non-emergency medical conditions, and speak frankly but sensitively about sexual health and safety
16. Possesses knowledge of theories, principles, and practices in the field of addiction and recovery and understands the relationship between abuse and substance use for many women

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17. Knowledge of community resources
18. Ability to maintain calm demeanour when faced with challenging behaviours

Requirements:

1. The position has an "in program" designation requiring that 30 hours per week be spent working in the program supporting and directing the program manager and support workers; and interviewing clients to provide case planning. Time away from the program is allowed for interviews, training, administration, Team Leader's meetings and for shopping (approximately 10 hours per week)
2. Because this position is in a women's shelter working with women, candidates for the position must be female
3. Required to have dependable transportation and valid driver's license
4. Required to work with a moderate degree of physical activity throughout the day
5. Required to maintain confidentiality and insure security systems and privacy
6. Required to share with the program manager the responsibility to be "on call" for weekend telephone consultation for on-duty employees and to make occasional site visits when "on call" to provide debriefing and other management support. The schedule for sharing this responsibility to be divided equitably and to be by mutual agreement.
7. Required to present and follow the philosophy and values of the organization
8. Because this position involves supervision of a large staff working in a stressful environment, developmentally advanced social skills are required including the ability to build moral, resolve conflicts, create and maintain routines and protocols, and carry out all necessary paperwork related to employee disability, benefit claims, WCB claims, and union requirements
9. Because the Program Director is responsible for gateway services, including assessing the complex needs and personal capacity of a wide variety of clients she must be skilled at non-judgmental listening, empathetic inquiry, tact, and discernment
10. Required to supervise all aspects of the daily operation, ensuring compliance with Island Crisis Care Society's policies, contract obligations, collective agreements, and legal mandates
11. Must pass criminal records check, take the New Media Learning On-Line Training courses entitled Preventing Sexual Harassment and Preventing Employment Discrimination, and sign and comply with the following:
 - i. ICCS confidentiality pledge
 - ii. ICCS professional conduct agreement
 - iii. ICCS acknowledgement of policies
12. Organizing and attending monthly staff meetings and participation in program reviews is required
13. Works collaboratively with the Program Manager to insure the smooth operation of the program.
14. Membership in BCGEU (union) is **not** mandatory for this non-union position but also does not disqualify an applicant

Duties

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1. Networks, meetings, and Partners
 - a. Leads or delegates the leading of staff meetings to the program manager
 - b. Attends Team Leader meetings weekly to report on issues of concern and to discuss issues of concern with the management team
 - c. The main liaison with the BC Housing Portfolio Manager, providing all information, reports, and feedback required; and promotes a healthy, open, and respectful relationship with all BC Housing representatives
 - d. Maintains professional and courteous relations with all Health Authority contacts including all VIHA social workers, crisis nurses, and team coordinator (VIHA, ICMS, A&DS, CRT, Etc.)
 - e. Creates and maintains rapport with Ministry of Social Development employees, the RCMP, and any agencies or community groups who may request service from or information about the program
 - f. Attends public and community meetings as the official representative of Samaritan House when asked to do so by the Executive Director
2. Managerial
 - a. Monitors and supervises all on-site activities and services
 - b. In partnership with ICCS administration and in collaboration with the program manager ensures the program operates within budget
 - c. With authorization from the Executive Team identifies short and long term goals for the program. These goals are to be centered in the contract mandate, focused on client care and human resources, and be designed to demonstrate measurable results
3. Human Resource Duties
 - a. Creates or delegates the creation of schedules for all program staff to insure uninterrupted operation of the program
 - b. In partnership with the Program Manager and Executive team to hire Support Workers to maintain an adequate casual and relief pool. All interviews are done in a collaborative format with the Program Director (or another ICCS program manager) and at least one executive on an on-going basis
 - c. In partnership with the Program Manager trains, evaluates, and disciplines Samaritan House employees according to ICCS guidelines and policies and with strict adherence to the collective agreement
 - d. In partnership with the Program Manager evaluates Samaritan House employees on their compliance with case plans and identifies systemic and employee related impediments to client progress
 - e. Partners with the Program manager and Executive team to hire Support Workers to maintain an adequate casual and relief pool.
 - i. All interviews are conducted with three interviewers. The Program Director, an executive team member, and the program manager. If the program manager is unavailable, another ICCS program manager may serve instead
 - f. Trains, evaluates, and disciplines the Program Manager and, to a lesser degree as needed, the Support Workers, custodian, and all other program employees according to ICCS guidelines and policies and collective agreement

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- g. Provides regular feedback to employees on their compliance with case plans and identifies systemic and employee related impediments to client progress
 - h. Maintains effective communication with staff, volunteers, and the Executive Team
 - i. Cooperates with the Volunteer Coordinator to insure volunteer activities compliment case plans without conflicting with collective agreement stipulations
 - j. Listens to employee questions and reports related to program operations and provides answers or amendments to systems and protocols if appropriate
 - k. Provides feedback on employee morale to the Executive Team indicating planned corrective efforts
 - l. Models "motivational Interviewing" and NVC with clients and train and encourages support workers to use these methods for interacting with clients
4. General Client Services
- a. Through the collection and analysis of data and anecdotal recording; identifies client needs, patterns, and challenges and reports findings to the Executive Team and makes recommendations for program amendments to meet gaps in service
 - b. Ensures intake sheets, and all relevant client paper work and data entry is completed correctly, confidentially, and according to established schedules
 - c. Communicates with and supervises the Samaritan House Program Manager and participates in meetings with clients and their teams as requested by the Case Manager and works to foster a strong relationship and open communication with VIHA case managers and other client service professionals
 - d. Participates in case conferences with client's health authority case managers and other case management professionals (Seniors Outreach, Community Living, etc.)
 - e. Ensures that incident reports are logged correctly and communicated to the Executive Team via the database or fax to the MOFA
 - f. Models empathetic communication techniques with staff and clients and trains and encourages support workers to use similar method for interacting with clients
 - g. Enforce program rules, consequences and privileges
 - h. Oversees the Transition Suites
 - i. Collects rent
 - ii. Processes admittance and evictions
 - iii. Liaisons with VIHA case managers
5. Case Management
- Is available as a source of case management support for clients throughout assigned shifts
- a. *Assessment*
 - i. Interviews clients after settling in period and initiates case management actions
 - ii. Conducts individual, group, and family case management sessions as necessary
 - iii. Determines acute and secondary needs of each client
 - iv. Determines emotional triggers and established behaviour patterns
 - v. Interviews with the client and interviews with the client's contacts and family members; compiles case history information and enters it into the database

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b. Planning

- i. Develops written case plans in consultation with each client
- ii. Suggests to clients a range of appropriate health assessments, including mental health assessments

c. Implementation

- i. Executes specific case management activities and/or interventions that will lead to accomplishing the goals set forth in the case management plan
- ii. Ensures that each client is assisted based on the unique circumstances of the individual, referring her to appropriate services and treatment providers

d. Coordination

- i. Organizes, secures, integrates, and modifies shelter resources necessary to accomplish the goals set forth in the case management plan.
- ii. Informs staff and management of each client's case plan
- iii. Communicates and cooperates with any of a client's team (VIHA case manager and/or supportive members of her family, etc.) so that any existing case plan is complimented by shelter services

e. Monitoring

- i. On an ongoing basis gathers sufficient information from all relevant sources about the case management plan and its activities and/or services to determine the plan's effectiveness

f. Evaluation

- i. Determines at regular intervals the case management plan's effectiveness in reaching desired outcomes and goals. This might lead to a modification or change in the case management plan in its entirety or in any of its component parts
- ii. Documents the outcomes of case plans, noting both successes and failures

6. Office Records and Documentation

- a. Maintains the office records and logbooks
- b. Reads log book, initials previous communications, and ensures that all employees comply with standard log protocol
- c. Ensures accuracy of all records and files
- d. Reviews and corrects errors in the database and supervise other employees to insure confidentiality and accuracy at intake and discharge
- e. Ensures statistical reports are submitted according to established schedules to ICCS administration and BC Housing
- f. Ensures that incident reports are logged correctly and filed appropriately
- g. Ensures that all payroll details, including new hire packages, changes in employee status, and timecards, are processed quickly and according to established policies and schedules
- h. Submits staff schedules to the MOFA
- i. Ensures that necessary documentation is submitted to ICCS administration in a timely fashion

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- j. Documents the successful aspects of the program and make(s) suggestions for improvement
7. Shopping if and when necessary (2 to 6 hours per week) with use of ICCS van or kilometrage on personal vehicle at .45/km
8. Ensures cleanliness of residence and maintenance of residence and grounds
9. Other related duties as assigned by the Executive Director

Definition

Case Plan – According to the contract with BC Housing case planning involves developing a personal service plan to assist a client to reintegrate into the community.

The implementation of the plan includes an assessment of the client's capacity and an identification of the client's perceptual framework – how they perceive services, themselves, and support staff. The plan contains an explanation of available options, identifies each client's goals, and explains how the shelter can support the client to achieve defined outcomes. It explains the benefits, alternatives and consequences of planned services, and includes a plan for the assessment of the effectiveness and usefulness of each plan. The case plan also refers to a specific care plan for use by support staff.

Care Plan – This plan is a short reference document for support workers that outlines the type and extent of care to be given to each client, including client specific triggers, fears, behavioral patterns, and physical and cognitive limitations.

Comorbidity – From the root words for “together” and “disease”, therefore having more than one disease at the same time. In medicine comorbidity refers to a disorder, disease, or condition that coexists with a primary disease and also stands on it's own as a specific disease, disorder, or condition. In the mental health field when a person has a wide range of symptoms not easily explained by one or even two diseases, disorders, or conditions it often means that Psychiatrists and Social Workers try to determine which and how many conditions are present. A main or dominant condition is usually the focus of their attention with other conditions etc., existing alongside it, or, comorbid. For example, someone can have a primary diagnosis of clinical depression with a substance misuse as well. Substance misuse is a common comorbidity of clinical depression.



ICCS Management Philosophy

The Three components of the ICCS Management philosophy are Values, Collaboration, and Trust. Managers who foster a work culture based on these foundations will develop a cohesive team with high morale. This culture pulls people up rather than putting them down.

- **Start with Values** - Convey, promote, and realize the organization's core values. These values are symbolized as a house with an overarching heart, as our logo illustrates. The House represents the structure and order that every program must maintain to insure safety and predictability; and the heart represents an attitude of empathy and compassion which orients and motivates authentic care. Managers create a safe and predictable environment with order, clear rules, consistent boundaries, cleanliness, fairness, and professional standards. Managers create a warm and caring atmosphere with professional kindness, hospitality, acceptance, respect, courtesy, and flexibility.
- **Collaborate** – Collaborate and cooperate with employees to increase their job satisfaction and constantly improve the delivery of service to clients. The manager's priority is the team; the team's priority is client care. Provide gentle authority and clear expectations but avoid

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coercive or manipulative techniques for achieving employee compliance. Instead discover what each employee needs in order to comply and use the resources of the team, organization, and partners to meet those needs. Encourage personal development, responsibility, autonomy, and communication. Discipline and dismissal have their place but generally should be last options. If an employee is unable to tolerate the process of collaboration towards solutions, that employee may not be suited to the culture of the society. Even very "action oriented" people can be included in collaboration if their need for action is taken into account.

- **Achieve Trust** – Trust develops with integrity, honesty, ability and results. Integrity exists when your actions line up with your values. When you combine integrity with honest communication and skillful management you produce clear results and trust is usually achieved. Skillful Managers focus on straight talk, respect, transparency, loyalty, listening, clarity, accountability, consistency, and action on items that need to change, be reiterated, or strengthened. When your team trusts you, they relax and focus less on guarding their interests, and more on the job before them. To maintain trust continue to understand each employee, hear their concerns, and act in their best interest to solve problems and issues. Failing to secure trust from an employee or an employer destabilizes the team and can result in suspicion, control seeking, and division.

Approved by:



Richard Powell
Manager of Policy and Publications