



Hospice Calgary

# Program Director

**Children's Grief Centre | Osten-Victor Living with Advanced Illness Centre**

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## POSITION INFORMATION

<b>Position Title:</b>	Program Director, Children's Grief Centre & Osten-Victor Living with Advanced Illness Centre
<b>Reports To:</b>	Executive Director
<b>Status:</b>	1.0 FTE, Permanent
<b>Work Location:</b>	In-Person (SE Office)   Flexibility as operationally required
<b>Direct Reports:</b>	Counsellors – CGC & LAIC, Program Coordinators; Intake Workers (approx. 15 direct reports)
<b>Dotted-Line:</b>	Counsellors maintain a dotted-line relationship to the Clinical Supervisor of their respective Centre of Care for clinical practice oversight
<b>Works Closely With:</b>	Clinical Supervisor – CGC; Clinical Supervisor – OVLAIC; Operations; Volunteer Services; Director of Clinical Care- Rosedale, Fund Development and Marketing; Finance

## POSITION SUMMARY

The Program Director provides strategic and operational leadership across Hospice Calgary's Children's Grief Centre (CGC) and Osten-Victor Living with Advanced Illness Centre (LAIC). This role is responsible for shaping a unified, high-performing program portfolio that honours the unique identity of each Centre while fostering a shared culture grounded in collaboration, compassion, and excellence.

With accountability for program strategy, service innovation, operational performance, and people leadership, the Program Director will guide teams through continued organizational integration while strengthening the quality, accessibility, and impact of services for the community.

Reporting directly to the Executive Director, the Program Director leads Counsellors, Program Coordinators, and Intake Workers across both Centres of Care and works in close partnership with the Clinical Supervisors. Together, they ensure operational leadership, clinical excellence, and staff support remain aligned through clearly defined and complementary roles.

## REPORTING STRUCTURE & ROLE CLARITY

### Primary Management Accountability

All counsellors, program coordinators and intake workers report directly to the Program Director as their primary manager. The Program Director is accountable for all people management functions: hiring, onboarding, performance management, coaching, professional development, HR processes, workload planning, conduct, and overall team wellbeing.



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### **Dotted-Line Clinical Relationship — Clinical Supervisors**

Counsellors and intake workers have a dotted-line relationship to their Centre of Care's Clinical Supervisor, scoped to clinical practice oversight: case consultation, therapeutic approaches, professional standards, reflective practice, and clinical risk.

### **Integrated Leadership Approach**

The Program Director and Clinical Supervisors operate as an aligned leadership partnership, sharing information and presenting a unified presence without overriding each other's accountability. This partnership is a cornerstone of the model's success and a visible signal to staff that the structure is built on trust and clarity.

## **PRIMARY DUTIES & RESPONSIBILITIES**

### **Strategic Leadership & Program Vision**

- Lead the development and implementation of a multi-year program strategy, and annual plans, for both Centres of Care, aligned with Hospice Calgary's organizational mission, values, and strategic plan.
- Lead the identification and realization of synergies between the CGC and LAIC, including aligned service models, cross-referral pathways, joint community partnerships, and staff capacity sharing.
- Champion Hospice Calgary's Model of Care, equity-informed service design, and client/family-centred practice across both Centres.

### **Program Development & Service Innovation**

- Lead the design, development, and launch of new and enhanced programs, service offerings and public education, grounded in identified community needs, research, and best practice.
- Identify and develop cross-centre programming opportunities that leverage the complementary expertise of both teams with a focus on increasing client impact.
- Oversee program documentation, policy development, and the maintenance of service delivery standards across both Centres.

### **Operational Leadership & Cross-Centre Efficiency**

- Oversee day-to-day program operations across both Centres, ensuring consistent, reliable, and high-quality service delivery.
- Lead cross-centre operational integration: identify and implement shared systems, processes, and tools that create efficiencies without compromising the distinct identity or service quality of either Centre.
- Design and continuously improve operational workflows.
- Maintain compliance with organizational policies, privacy/confidentiality requirements, professional standards, accreditation standards and applicable legislation.
- Organize and attend departmental and inter-departmental meetings to maintain effective communication across the organization.



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### **People Leadership & Team Development**

- Recruit, onboard and orient new team members, developing comprehensive onboarding plans in coordination with Clinical Supervisors.
- Set clear performance expectations and provide ongoing coaching, feedback, and formal reviews, incorporating clinical practice input from Clinical Supervisors.
- Foster a culture of psychological safety, curiosity, and resilience, proactively supporting staff wellbeing given the emotional demands of bereavement and palliative care work, and navigating complex people situations with emotional intelligence and fairness.
- Lead workforce planning and succession, build a sustainable, engaged team, and partner with the Manager of Volunteer Services where volunteers intersect with program delivery.

### **Program Performance and Impact Measurement**

- Lead performance measurement and quality improvement.
- Define, track, and report on key performance indicators and continuously strengthen the program evaluation frameworks and outcome measurement tools to demonstrate impact and drive improvement.
- Act as a super-user and steward of data systems (e.g., Jane); produce reports in compliance with funding contracts and organizational requirements.

### **Budget & Resource Stewardship**

- Develop and manage program budgets in collaboration with Finance and the Executive Director and monitor financial performance.

### **Partnerships**

- Build and maintain community partnerships that extend Hospice Calgary's reach and strengthen the continuum of grief and advanced illness support.
- Coordinate the sharing of expertise and best practices across Centres of Care (CGC, LAIC, Rosedale Hospice) to support continuity of care and organizational learning.

## **QUALIFICATIONS & EDUCATION**

### **Required**

- Master's Degree in the Human Services Field, Non-Profit Management, Health Administration, or a related discipline, preferred.
- Minimum 7 years of progressive leadership experience in a health, social services, or nonprofit setting, with at least 3 years in a senior program management or director-level role.
- Demonstrated experience as a primary people manager: hiring, coaching, performance management, and team development across multi-disciplinary or multi-program teams.
- Proven track record of program development and service innovation, including needs assessment, logic model development, and outcome measurement.
- Experience working in interdisciplinary teams.
- Strong financial acumen: budget development, management, and reporting.



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### Preferred / Assets

- Background in grief, bereavement, palliative care, or mental health — providing strong contextual understanding of the work of both Centres.
- Training in quality improvement methodologies.
- Experience with accreditation processes.
- Knowledge of Calgary and Alberta's health care system and social services sector.

### KEY COMPETENCIES

Competency	Description
<b>People Leadership &amp; Team Development</b>	Recruiting, onboarding, performance management, building trust, supporting staff wellbeing, fostering a positive team culture, managing conflict, and developing others.
<b>Operational Leadership &amp; Cross-Centre Efficiency</b>	Day-to-day operations, workflow design, intake/referral pathways, scheduling, capacity management, documentation standards, shared systems, and ensuring consistent, high-quality service delivery across both Centres.
<b>Change Navigation &amp; Integration</b>	Leading change initiatives, driving cross-centre operational integration, implementing new processes/tools, managing resistance, and helping teams adapt while maintaining distinct centre identities.
<b>Stakeholder Engagement &amp; Communication</b>	Building relationships with internal and external partners, representing the program to community groups, funders, and referral sources, and ensuring clear, transparent communication at all levels.
<b>Strategic Thinking &amp; Program Growth</b>	Aligning program goals with organizational strategy, identifying opportunities for growth or improvement, using data to inform decisions, and contributing to long-term sustainability and impact.
<b>Data &amp; Resource Stewardship</b>	Uses evidence and evaluation to guide decisions and demonstrate impact while managing resources responsibly and improving efficiency without reducing quality.