



IDENTIFICATION

| Department | Position Title | |
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| Northwest Territories Health and Social Services Authority | Territorial Manager, Prevention and Preservation Services | |
| Position Number | Community | Division/Region |
| 48-15632 | Fort Smith | Child, Family, and Community Wellness/Territorial Operations |

PURPOSE OF THE POSITION

The Territorial Manager, Prevention and Preservation Services is responsible for leading the development and implementation of consistent delivery strategies to ensure clients and families receive safe, quality prevention and preservation services as well as timely access to resources. This position plays a key role in establishing and expanding the delivery of prevention and preservation services within an integrated Child and Family Services system across the Northwest Territories.

SCOPE

The Northwest Territories Health and Social Services Authority (NTHSSA) is the single provider of all health and social services (HSS) in the Northwest Territories (NWT), with the exception of Hay River and Tłıchʼo regions, covering 1.2 million square kilometers and serving approximately 43,000 people, including First Nations, Inuit, Métis, and non-indigenous persons. HSS includes the full range of primary, secondary and tertiary health services and social services including family services, protection services, care placements, mental health, addictions, and developmental activities, delivered by more than 1,400 HSS staff.

Since 2013, the NWT health and social services system has been engaged in a strategic renewal process. This began with System Transformation, a multi-year, community engagement-driven process to develop a model for an integrated health and social services system. The resulting changes to the system's governance structure have enabled a one-system approach, allowing for greater efficiency and integration while better respecting the unique contexts and strengths of the NWT's distinct regions and cultures.

Under the direction of the Minister of Health and Social Services, the NTHSSA was established to move toward one integrated delivery system as part of the Government of the Northwest

Territories (GNWT) transformation strategy. The NTHSSA sets clinical standards, procedures, guidelines and monitoring for the entire NWT. While the Tẖcẖ Community Services Agency (TCSA) operates under a separate board, and Hay River Health and Social Services Agency (HRHSSA) remains separate in the interim, Service Agreements will be established with these boards to identify performance requirements and ensure adherence to clinical standards, procedures, guidelines and policies as established by the NTHSSA.

The Child, Family, and Community Wellness division works collaboratively with the NTHSSA Regions, TCSA and HRHSSA to provide leadership, support, advice, training, and quality assurance, and to ensure that clients and families have access to, and receive the best available quality care and services.

Located in Fort Smith, the Territorial Manager, Prevention and Preservation Services (TMPPS) reports to the Executive Director, Child, Family and Community Wellness and works as part of the Child, Family and Community Wellness Division (CFCW) of the NTHSSA. The TMPPS ensures effective coordination of services and proper service delivery in the prevention and preservation program areas of Child and Family Services (CFS) through regular liaison with regional NTHSAA leaders, Department of Health & Social Services (DHSS) staff, community leaders, and other government departments and non-governmental organizations (NGOs). The incumbent leads the expansion of universal prevention programs and family support services, and will also lead the implementation of a Family Preservation program along with reunification services for families with complex needs, trauma, those experiencing family violence, and who may be involved with the Child Protection System. As well, the incumbent ensures on-going monitoring and evaluation of prevention and preservation services delivery to ensure that services are culturally safe, responsive to the needs of families and communities, and are effective and iterative. This position provides direct supervision to the Healthy Family Program Supervisors and the Family Preservation Program Supervisor.

The TMPPS is responsible and accountable for ensuring that prevention and preservation services provided by the NTHSSA Child, Family and Community Wellness division meet the needs of client groups in accordance with the appropriate legislation, regulations and policies. This role will also focus on the analysis of problems and development of solutions, focusing on a proactive approach to Child and Family Services.

The TMPPS is responsible for leading the development, implementation and monitoring of processes for community engagement to support reconciliation in child welfare and to ensure that prevention and preservation services are culturally safe and responsive to the needs of families and communities.

Providing appropriate, timely and effective services is essential to building and maintaining a healthy community. Positive decisions and partnerships have a positive effect in supporting a culture of health and wellness within the community. The TMPPS actively participates in the development of the NTHSSA's operational plan to ensure effective, consistent, and quality delivery of Child, Family, and Community Wellness initiatives. This role is responsible to take a proactive approach in the identification of key issues and goals

through collaborative interaction with the NTHSSA Regions, TCSA and HRHSSA.

In consultation with the Executive Director, Child, Family and Community Wellness the incumbent is responsible for the development, implementation, and evaluation of programs and services, while ensuring the needs of clients and families are met to a standard reflecting continuous quality improvement within legislative frameworks, evidence based practice, standards and protocols. This position will develop and work to achieve specific objectives and outcomes for the NTHSSA Child, Family and Community Wellness division.

This position is responsible for recruiting, training and supervising all direct reports. This position will support direct reports in their development of healthy teams through clinical supervision with supervisors, consultations, team building, and the development and organization of each program area.

The TMPPS must provide a healthy, creative and supportive environment for all CFS staff by encouraging open dialogue, feedback mechanisms, and opportunities for input and staff recognition. This position carries out its responsibilities in accordance with the Government of Northwest Territories' (GNWTs) acts, regulations, policies, and departmental procedures that include the Health Information Act, the Public Service Act, Public Service Regulations, Child and Family Services Act, Public Guardian Act, Mental Health Act, Human Resource Manual, Staffing Appeals Regulations and various other government policies. As well, the incumbent must work within the terms of any agreement reached with NWT unions.

The TMPPS works closely with internal and external stakeholders to use appropriate resources for the delivery of the highest level of quality care and service at the most appropriate cost.

This position supervises a team of Healthy Family Program and Family Preservation Program Supervisors which coordinate and supervise the provision of frontline services to families. The job holder leads a community of practice comprised of 14 Healthy Family Program sites throughout the NWT and several newly developed Family Preservation Program (FPP) sites, and leads and promotes the delivery of universal prevention as well as secondary and tertiary intervention services for families to support family health and wellbeing, as well as stabilization, safety, and reunification. The incumbent fosters and sustains community partnerships to support the effective integration of program changes throughout the system. This position collaborates with Territorial, Regional, DDHSS, HRHSSA and TCSA personnel on continuous quality improvement activities as they relate to the delivery of prevention and preservation services.

The legacies of colonization and residential schools have impacted Indigenous health outcomes and the way health and social services are delivered and accessed. Staff are expected to honour and promote a culturally safe environment at all times.

Cultural safety is an outcome where Indigenous peoples feel safe and respected, free of racism and discrimination, when accessing health and social services. Relationship-based care is fundamental to cultural safety because it prioritizes the need for trusting, caring and ongoing

relationships between patients and clients with providers. Embedding a culturally safe approach in HSS has been identified as critical to supporting equitable access to care with the long term goal of improving health outcomes for Indigenous peoples.

For Indigenous residents of the NWT, who represent over 50% of the population, these shifts are particularly significant because despite some improvements over time, there remain significant disparities in their overall health status in comparison to non-indigenous residents. Health disparities are largely attributed to inequalities in the social determinants of health, which for Indigenous residents include the legacies of colonization and systemic racism. With specific reference to Child and Family Services, Indigenous families and their children are disproportionately overrepresented in the system. 99% of the children who are involved with Child and Family Services are Indigenous, a fact that can be attributed both to the historical legacies and systemic racism as mentioned above, but also to the lack within the CFS System of culturally safe and accessible family supports. These factors have also impacted the way health and social services are delivered and accessed by Indigenous peoples in the NWT, contributing to additional complexities in Indigenous health disparities. When Indigenous peoples feel culturally safe interacting with staff and the HSS system they are more likely to access care when needed, leading to improved health outcomes.

Colonization has a continuing and profound impact on NWT Indigenous families today; therefore, the TMPPS position is responsible to promote and support a system-wide shift towards prioritizing early childhood development, culturally-based prevention, and family and community-driven programming that supports the health and wellbeing of all families in the NWT and supports families who are struggling with multiple barriers to safely staying together.

The incumbent is expected to demonstrate compassionate care that is free of racism and discrimination to clients, families, community members, and other members of the health care team. Practicing from a trauma- and violence-informed care perspective is expected and the position requires that interaction with clients and families, community members, partners and colleagues is tactful, respectful and humble. The incumbent employs self-reflection to encourage the professional growth of self and others.

RESPONSIBILITIES

1. Leads and manages effective, efficient, quality service delivery in the areas of Prevention and Preservation Services, including the Healthy Family Program and Family Preservation Programs, and any other related programs, applicable for all NTHSSA Health & Social Services Regions, TCSA and HRHSSA.

- Develops a collaborative partnership with Indigenous Governments, Departmental Child and Family Services and Indigenous Health and Community Wellness Division staff; Department of Education, Culture and Employment as well as other program areas such as health services, and non-profit organizations to ensure alignment of the NTHSSA and Departmental initiatives.
- Promotes evidence-informed, strengths-based and proactive, culture-based, child- and family-centered, trauma- and violence-informed approaches to supporting

children, youth, and families.

- Promotes evidence-based models of care and services for family support and prevention services and programs.
- Develops and implements leadership strategies, regional organization and work-flow systems to support the implementation of Prevention and Preservation services.
- Implements evaluation mechanisms that are inclusive of input from clients and families to determine program delivery effectiveness in meeting goals and objectives and conducts program evaluation and analyzes data.
- Travels to the NTHSSA Regions, TCSA and HRHSSA as needed to support the implementation and delivery of Prevention and Preservation Services.
- Recommends the most effective methods of resource allocation to support effective and efficient service delivery across the NWT.
- Prepares detailed proposals for the Territorial Director, Child, Family and Community Wellness to support required program resources allocation for prevention and preservation services.
- Oversees the implementation, education and continual fulfillment of Accreditation Canada Standards as it applies to the areas of preservation and prevention in CFS.
- Fosters respectful, compassionate, and culturally safe services and programs that are responsive to the needs, values, beliefs, and preferences of clients and their family members. Supports mutually beneficial partnerships between clients, families, and social service providers.

2. Leads, manages, facilitates and supports Family Preservation practice in the NWT, specifically focusing on the establishment of a framework and standards of practice.

- Develops an overall framework for family preservation practice in the NWT context.
- Researches and drafts standards of practice for Family Preservation Workers in the NWT, ensuring collaboration with and input from other departments and organizations.
- Develops and chairs a forum for Family Preservation Workers, including development of a 'terms of reference' (TOR).
- Develops an implementation plan, communications plan, and monitoring and evaluation plan for the Family Preservation Program.
- Oversees and leads change management activities.
- Leads on-going and iterative program development activities to ensure that Family Preservation services are culturally safe and evidence-informed.
- In collaboration with the Training Leads and the DHSS, develops a training pathway for Family Preservation Workers and Supervisors.
- Researches and participates in the development of a training model, and leads the monitoring and evaluation of the training model and orientation process for Family Preservation staff.

3. Manages and supports the implementation, monitoring and evaluation of the Renewed Healthy Family Program in communities across the NWT.

- In collaboration with the DHSS, develops Standards of Practice for the Healthy Family Program.
 - Supports each region to implement outreach-oriented, culturally-based and family- and community-driven prevention programming for families with young children.
 - Manages and supports the implementation of recommendations from the Healthy Family Program Renewal project.
 - Oversees and leads change management and quality improvement activities.
 - Supports the development, monitoring and evaluation of the implementation of a training model and orientation process for Healthy Family Program staff.
 - Develops and chairs a forum for Healthy Family Program staff, including development of a TOR.
 - Will be responsible for oversight of contracts to support Healthy Family programming across the NWT, such as the Collective Kitchen program.
- 4. Develops and implements communication strategies to build positive relationships within the communities (externally) and the NTHSSA (internally), fostering open communication and partnership with the residents of NWT and directly contributing to the NTHSSA planning and multi-disciplinary decision-making.**
- Champions inter-professional collaboration amongst Family Preservation Workers, Case Aide Staff, Healthy Family Workers, Community Social Services Workers, Community Counselling team, foster families, nursing, medical and allied health professionals and key regional and community stakeholders to achieve optimal client care/service outcomes and effective integration of care.
 - Establishes and maintains effective relationships with staff, supervisors and regional managers.
 - Works with the Executive Director, Child, Family and Community Wellness to prepare briefing materials, advise on contentious issues, special client needs, program revisions, expansions and continuous practice improvement.
 - Participates on various committees and working groups to help ensure the provision of quality services and coordination of services on local, regional and territorial levels.
 - Identifies, assesses, manages and advises in a timely manner the Executive Director, Child, Family and Community Wellness of significant developments specific to Prevention and Preservation Services that could have implications for operations, including making recommendations for corrective actions.
 - Role models inter-professional relations for quality care and management practices.
 - Establishes and maintains contact with other agencies and support groups at territorial, regional and community levels.
 - Participates in short and long-term planning.
 - Ensures support, open communication and dialogue with NWT Indigenous Governments who through self-government are providing Healthy Family or Family Preservation programming or who are interested in taking on these programs in the future.
 - Facilitates and fosters positive communication and collaboration between key stakeholders, within and outside the community of the NWT.
 - Promotes community awareness of the role of child and family support in order to

- enhance community development and enhance the effectiveness of service delivery.
 - Recognizes the cultural diversity of the communities and incorporates this into the planning and delivery of service.
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- 5. Supports and facilitates collaboration between NTHSSA, DHSS, and regional teams across the NWT to strengthen the focus on preventative and Indigenous culture-based approaches to delivering Child and Family Services and assesses the variability of the Family Preservation, Healthy Family and other prevention-based programs in each Authority and/or Region to determine opportunities for improvements in quality, service outcomes, or efficiencies, while specifically analyzing the required resources and programming in each community.**
- Develops reporting tools to capture statistics on activities and interventions undertaken by each region as well as tools and processes for communicating and collaborating with regional staff.
 - Evaluates specific services in terms of outcomes; assesses and makes recommendations on how services can be enhanced to further improve outcomes.
 - Supports, coaches and mentors others to succeed with changes occurring.
 - Completes a yearly territorial report based upon the statistics provided.
 - Assists with the development of a system for continuous quality improvement activities within CFS.
- 6. Ensures the adherence of the NTHSSA to standards and procedures, and within this context, develops, implements and evaluates operational policies and procedures ensuring quality services in the areas of Prevention and Family Preservation in all NTHSSA regions, including supporting TCSA and HRHSSA.**
- Ensures adherence to Departmental standards and procedures in all regions.
 - Develops operational policies and procedures to guide practice and as required when organizational needs emerge.
 - Provides the drafts of new or updated policies and procedures to the Director, Practice.
 - Recommends policy and procedure changes to meet operational requirements.
 - Standardizes administrative procedures to reduce duplication and improve operational functions.
 - Ensures ongoing education and orientation on new, updated or amended CFS policies, procedures, protocols, guidelines, legislation and professional practice issues.
 - Gathers/uses client experience feedback to inform program and service delivery, and the establishment of policies/approaches.
- 7. Provides professional, functional, and developmental leadership to ensure access to clinical and subject matter expertise for Healthy Family Program, Family Preservation and other prevention and preservation leaders across the NWT, so that expertise and continuous improvement are effectively developed and shared territory wide.**

- Works with the Program Supervisors to continuously develop and maintain new or improved programs, operational policies, and practices that enhance and continuously improve prevention and preservation services.
- Identifies quality improvement issues, and provides oversight and recommendations in developing, implementing and evaluating a quality improvement plan.
- Oversees the formal reporting system and provides direction and guidance on complaints and occurrences of an unusual or highly sensitive nature.
- Provides oversight on legislation, regulation, policies and procedures and best practice;
- Provides subject matter expertise, guidance, and program direction to the Program Supervisors.
- Provides innovative leadership to a multidisciplinary group of Supervisors and other professional service providers.
- Develops and maintains systems to assist team building and to provide support to staff and develop communication networks to enhance service delivery.
- Provides regularly scheduled clinical supervision to the Program Supervisors.
- Engages in regularly scheduled clinical supervision with the Executive Director, Child, Family and Community Wellness.

8. Provide people and financial management leadership to the Child and Family Services team.

- Lead the Prevention and Preservation Team in line with current GNWT human resource practices and policies.
- Promote and support collaborative and equitable labor relations practices. Is aware of and follows the GNWT Human Resource Policies and Guidelines and the Union of Northern Workers Contract.
- Conduct regular staff meetings and follow GNWT performance management practices.
- Participate in the screening and selection of staff reporting directly to the incumbent in conjunction with the Human Resources staff.
- Review job descriptions to reflect work responsibilities of staff.
- Develop, delivers and/or facilitate the delivery of orientation, in-service training, certification, and re-certification programs.
- Ensure ongoing analysis of financial data to include monitoring program expenditures and provide variance explanations.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands

Mental Demands

This position requires duty travel commitments to NWT communities, other Territories and/or Provinces to not exceed twenty-five percent (25%) of the incumbent's time.

Incumbent experiences unknown factors, uncontrolled workflow, overlapping demands and numerous interruptions that may cause disruption in carrying out ongoing duties in a timely manner.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of program management.
- Knowledge of and ability to use a variety of intervention and prevention methods, and determine which method is most appropriate at any given time.
- Knowledge of colonial history and contexts for understanding inequities (social determinants of health) in health outcomes and access to health and social services.
- Knowledge and skills in the delivery of strengths-based family-centered promotion and prevention-oriented family support and/or early childhood support programs.
- Knowledge of trauma-informed principles and practice.
- Knowledge of program management, including budget development, preparation, and control is required to ensure financial responsibilities are carried out effectively and efficiently.
- Knowledge of total quality management or continuous quality improvement processes.
- Knowledge of how to design and facilitate a change process, with the ability to build and work with groups and teams, planning and implementing change; skilled in group dynamics and conflict resolution, coaching and motivation.
- Knowledge of administrative policies and practices within territorial systems.
- Knowledge of HSS Legislation, programs, services, policies and procedures.
- Knowledge in the development and implementation of effective child and family services.
- Knowledge and skills in working with small northern communities and with northern Indigenous peoples.
- Leadership and motivational skills and ability to build capacity in others.
- Conflict resolution and problem-solving skills.
- Communication skills including listening, observing, identifying and reporting.
- Organizational, time management, research, analytical, facilitation, and presentation skills to manage multi-disciplinary responsibilities in a timely and effective manner.
- Computer skills including word processing programs and spreadsheets.
- Ability to develop and maintain positive working relationships with individuals, agencies, elected community leaders, and employees in order to communicate program information, including the ability to obtain and respond to feedback.
- Ability to apply creative and innovative approaches to policies within CFS to meet territorial needs.
- Ability to build solid partnerships and strategic alliances based on trust, and to work with

- a variety of people from different backgrounds and personalities.
- Ability to acquire and utilize knowledge of the NWT Child and Family Services Act, NWT *Mental Health Act* and the *Health Information Act*.
- Ability to understand how community and culture impact the delivery of health and social services; sensitive to geographic and cultural needs of people.

Typically, the above qualifications would be attained by:

A Baccalaureate degree in a recognized social services discipline or related field. A minimum of five (5) years of work-related experience in Child and Family Services is required, as well as a minimum of three (3) years management and supervisory experience.

Equivalencies may be considered.

ADDITIONAL REQUIREMENTS

Position Security (check one)

- ☐ No criminal records check required
- ☐ Position of Trust – criminal records check required
- ☒ Highly sensitive position – requires verification of identity and a criminal records check

French Language (check one if applicable)

- ☐ French required (must identify required level below)
 - Level required for this Designated Position is:
 - ORAL EXPRESSION AND COMPREHENSION
 - Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐
 - READING COMPREHENSION:
 - Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐
 - WRITING SKILLS:
 - Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐
- ☐ French preferred

Indigenous Language: Select Language

- ☐ Required
- ☐ Preferred