



IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Manager, Placement Resources, Child and Youth Services	
Position Number	Community	Division/Region
48-16681	Yellowknife	Child, Family and Community Wellness

PURPOSE OF THE POSITION

The Manager of Placement Resources, Child and Youth Services is responsible for ensuring the effective delivery of Adoptions, Foster Care Services, coordinating with DHSS all out of territory placements as well as contract management of all in territory Assessment and Treatment Programs and Services for children, youth and families.

The effective delivery of a full range of Adoption and Foster Care Services and specialized in territory and out of territory placements will involve providing professional and developmental leadership to foster care and adoption workers within the Northwest Territories Health and Social Services Authority (NTHSSA), Tłıchǫ Community Services Agency (TCSA), and Hay River Health and Social Services Authority (HRHSSA), along with managing the financial, personnel, and administrative functions for these program areas within NTHSSA, and providing consultant services to the system to ensure the development and revision of programs and functions to meet the needs of children and families.

The incumbent will work closely with the Territorial Director to ensure effective oversight of deliverables of the Assessment and Treatment Programs contracted. As well as administering the coordination, and evaluation of services, programs, and policies in the areas of child and youth placement for all five (5) regions of the Northwest Territorial Health and Social Services Authority. This will also involve directing, monitoring and managing applications for all in and out of Territory Placement for children, youth and families' territory-wide.

The Manager of Placement Resources 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 provides direct clinical supervision of up to eight Foster Care and Adoption Workers.

SCOPE

The Northwest Territories Health and Social Services Authority (NTHSSA) is the single provider of all health and social services in Northwest Territories (NWT), with the exception of Hay River and Tłıchǫ regions, covering 1.2 million square kilometers and serving approximately 43,000 people, including First Nations, Inuit, Metis, and non-indigenous persons. Health and social services 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 health and social services 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 Northwest Territories. While the TCSA operates under a separate board, and 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.

Located within one of the five regions of the NTHSSA, the Manager of Placement Resources will report directly to the Territorial Director, Child, Family and Community Wellness. The Manager of Placement Resources ensures effective coordination of services and proper service delivery in the Foster Care, Adoption and Placement areas of Child and Family Services (CFS) through regular liaison with Regional NTHSAA leaders, Department of Health & Social Services (DHSS), Community Leaders, contractors and other Government Departments and Non-Government Organizations.

The Manager of Placement Resources is responsible for leading the development, implementation and monitoring of processes for community engagement to support reconciliation in child welfare and to ensure that placement resources are culturally safe and responsive to the needs of families and communities.



This position will also work with the other Regional and Territorial Managers, and other stakeholders, to determine priorities in the provision of services, programs and resources provided by the Child, Family and Community Wellness division. This collaboration will include recommendations on the strategic direction for the provision of placement resource services.

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 Manager of Placement Resources 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 for taking a proactive approach in the identification of key issues and goals through collaborative interaction with the NTHSSA Regions and TCSA and HRHSSA as required.

The Manager of Placement Resources, in consultation with the Territorial Director, Child, Family and Community Wellness 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 training and clinical supervision of all clinical reports. This position will support their clinical reports in their development of healthy relationships with foster caregivers, colleagues and communities through clinical supervisor with each staff member.

The Manager of Placements Resources must provide a healthy, creative and supportive environment for all Child and Family Services 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*, *Adoption Act*, *Public Guardian Act*, *Mental Health Act*, Human Resource Manual, *Staffing Appeals Regulations* and various other government policies. Also, the incumbent must work within the terms of any agreement reached with NWT unions.

The Manager of Placements Resources, Child and Youth Services has up to eight (8) direct clinical reports that are accountable to provide direction and support to all six regions, (and at many points this is inclusive of the TCSA and HRHSSA for a strategic level) as follows:

- Foster Care and Adoption Social Worker for the Beaufort Delta Region;
- Foster Care and Adoption Social Worker for the Sahtu Region;



- Foster Care and Adoption Social Worker for the Dehcho Region;
- Foster Care and Adoption Social Worker for the Yellowknife Region;
- Foster Care and Adoption Social Worker for the Fort Smith Region;

The Manager of Placement Resources leads placement and adoption services for the NTHSSA as well as specialized treatment and placement for children, youth and families for the NWT. They will foster and sustain community partnerships to support the effective integration of program development, promotion and changes throughout the system. This position collaborates with Territorial, Regional, DHSS, HRHSSA and TCSA on continuous quality improvement activities as they relate to the delivery of placement and adoption 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 honor 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. The majority 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 Child and Family Services 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 stay 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. Supports and facilitates collaboration between NTHSSA, DHSS, and regional teams across the NWT to strengthen the focus on cultural safety in delivering Child and Family Services and assesses the variability of the services 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.

- 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 services in region.
- Contact with clients, stakeholders, Indigenous Government's and Organizations, community resources for review and resolution of complaints and concerns and improvement of services in region
- Lead the development of a customary care models in partnership with Indigenous Governments and communities in collaboration with DHSS
- 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 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 Child and Family services.

2. Leads, and manages effective, efficient and quality service delivery in the areas of Adoption, and Placement Services, including Foster Care and Specialized placements, and any other related programs, applicable for all NTHSSA, TCSA and HRHSSA.

- Develops a collaborative partnership with the Department of Health and Social Services to ensure alignment of the NTHSSA and Departmental initiatives.
- Establishes standardized tools and processes for communicating and collaborating with staff, foster caregivers, adoptive parents and other key stakeholders on an ongoing basis.



- Develops and chairs a forum for Foster Care and Adoption Workers and Territorial Lead, Specialized Placements, including development of a terms of reference (TOR).
 - Receives, considers and addresses communication/feedback from stakeholders. Makes recommendations for changes within the system to improve client care/services outcomes, quality, and/or efficiencies.
 - Supports and contributes to the development of a system for continuous quality improvement activities within Child and Family services, specifically within Foster Care and Adoption services system.
 - Ensures regional Foster Care and Adoption (FCA) workers and the Territorial Lead, Specialized Placement engagement in contributing to the development of action plans that focus on quality improvement.
 - Support, coach, supervise and mentor FCA workers and the Territorial Lead, Specialized Placement with growth, development and assist with managing change.
 - Monitor, evaluate and action objectives within work plans that are developed and modified as required.
 - Participate in committees and working groups as required to work toward consistent service delivery at a system level.
- 3. Evaluate the client care/services within the Placement and Adoption program from a structure, process and outcomes framework and collaborate with colleagues to prioritize and implement actions to make system improvements.**
- Select and monitor areas within placement and Adoption FCA services on evidence-based client care/service at both a regional and territorial level.
 - Collect data on system outcomes, analyze and provide to senior management and to the teams and other stakeholders as required on both regional and territorial levels.
 - Measure and monitor progress toward division and organizational delivery goals.
 - Monitor outcomes at both the regional and territorial level related to best practices in placement, and adoption service delivery.
 - Analyze and provide rationale as to why outcomes are not being achieved at both regional and territorial levels as required.
 - Identify any gaps.
 - Lead correction actions as required when improvement is not occurring at regional and territorial levels.
- 4. Leads, direct and manages the promotion, recruitment, retention, training and monitoring of foster homes. Leads, manages and directs reviews with respect to Quality of Care of children in foster care resources.**
- Support and facilitate collaboration amongst NTHSSA and DHSSA team across the NWT to strengthen Foster Care services.
 - Work collaboratively with the training team and DHSS to develop interactive, multi-modal training curricula specific to FCA Workers as well as Foster Caregivers.



- Create and implement a framework for improving the retention and recruitment of foster caregivers and adoptive parents, specifically kin placements.
- Measure the quality and effectiveness of FCA services in the NWT using indicators such as client service experiences, available data and other system methodologies.
- Evaluate Foster care and Adoption services outcomes.
- Develop and implement biannual surveys for foster caregivers to assess, evaluate and understand their experience within CFS; adjust programming accordingly and use data to inform practices.
- Make recommendations and support the Regions to enhance services and service livery and further improve outcomes.
- Ensure that all CFS staff across the NWT has access to adequate training and professional development.
- Ensure that foster caregivers and adoptive parents across the NWT have access to adequate training and professional development.
- Collaborate with the Foster Family Coalition - NWT (FFC-NWT) to support the work of the organization in ensuring foster caregivers receive ongoing training and support.
- Continue the work of building the partnership with FFC-NWT to ensure trust, transparency and interdependence and explore how this relationship can be further developed.

5. Champion inter-professional collaboration among your staff with their regional community social service workers (CSSW), community counselling team, foster families, local RCMP, nursing, medical and allied health professionals and key regional and community stakeholders to achieve optimal client care/service outcomes and effective integration of care.

- Establish and maintain effective relationships with the Regional FCA staff, and Regional Managers.
- Liaise with the FFC-NWT and the Department of Health and Social Services.
- Work with the Territorial Director, Child, Family and Community Wellness to prepare briefing materials, advice on contentious issues, special client needs, program revisions, and expansions.
- Participates in various committees to help ensure the provision of quality services and coordination of services on local, regional, and territorial level.
- Advises the Territorial Director, Child, Family, and Community Wellness Practice of significant developments in Child and Family services that could have implication for operations, including making recommendations for corrective actions.
- Role model inter-professional relations for quality care and management practices, focusing on building respectful and trusting relationships with foster caregivers and adoptive parents.
- Provide educational opportunities for other allied services connected to foster care and adoption.



6. Promote safety, quality care and services, and evidence-based practice.

- Promote evidence-based models of care and services for family support services and program, community social services workers, early intervention, foster care and adoption services.
- Promote clinical/service decisions that are client and family centered, including foster families in that focus.
- Support the development of a process through which foster caregivers can provide feedback and share complaints.
- Create a clinical forum for foster care and adoption to support the ongoing growth and development of this area of practice.
- Promote and inspire leadership and management practices that support staff health, safety and well-being.
- Create and support a professional learning environment to mobilize and enhance the clinical expertise of staff.

7. Provides oversight to In Territory Residential program contracts and contribution agreements to ensure effective delivery, as well as compliance with policy and legislation.

- Provides input to Yellowknife Director on the drafting and Request for Tenders.
- Provides oversight of service contracts.
- Provides input into updates terms of reference for service provider contracts.
- conducts annual contract reviews for the purpose of evaluating service delivery, utilization of financial resources.
- Works with all contractors to identify emerging treatment needs.
- Develops strategies for addressing identified issues.
- Ensures all services provided are in compliance with the Provincial/Territorial Protocol on Children and Families Moving Between Provinces and Territories.
- Ensures all services provided are in compliance with the applicable provincial legislation and licensing of each contractor.
- Administers and manages service contracts for children, youth and family.
- Ensures all services provided are in compliance with a recognized provincial or national accreditation body.
- Ensures all services provided are in compliance with the Child and Family Services Act.

8. Responsible for Financial Management of Program Resources.

- Manages an annual operational budget of approximately 7 million dollars.
- Ensures all fiduciary transactions are compliant with the GNWT financial management policies and procedures.
- Ensures ongoing analysis of financial data to include monitoring program expenditures and providing variance explanations.
- Authorizes payments consistent with the contract terms and schedules.



- Develops reports explaining variances with the established budgets.
- Proactively advises the Territorial Director, Child, Family and Community Wellness of potential for increase in expenditures, potential for cost savings or reallocations of funds.

9. Leads ongoing Program Development and Improvement

- Develops, in consultation with other members of the management team, program plans which identify resource requirements, performance objectives and how they relate to overall division objectives.
- Participates in the development and updating of strategic and operational plans to meet identified needs.
- Participates as a member of NTHSSA Child and Family Services Management Team responsible for strategic decision making, priority direction setting and resource allocation.
- Represents the department on community boards, committees, or working groups and represents department/government at inter-provincial and federal/provincial meetings.
- Reviews and analyzes proposals and briefs from other government departments and from other governments and coordinates the Northwest Territories' participation in national studies in the area of Child Placement.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental Demands

Exposure to numerous interruptions that would cause disruptions in carrying out ongoing duties in a timely manner.

Exposure to crisis situations that require immediate attention and discussion.

Exposure to emotionally disturbing experiences.



Dealing with unknown factors, uncontrolled workflow and overlapping demand.

Periods of concentration and attention to detail which can cause mental and emotional fatigue and strain.

Approximately ten percent (10%) of their time will be spent travelling to NWT communities and other Territories and/or Provinces. Travel will be by road and aircraft during all seasons, when conditions may be poor.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of program management.
- Knowledgeable of the *NWT Child and Family Services Act*, *NWT Adoption Act*, *NWT Mental Health Act* and *Health Information Act*.
- Knowledge and ability to use a variety of intervention and prevention methods, and determine which method is most appropriate at any given time.
- Knowledge of total quality management or continuous quality improvement processes.
- Knowledge of how to design and facilitate a change process. The ability to build and work with groups and teams, planning and implementing change, skilled in group dynamics and conflict resolution.
- Knowledge of administrative policies and practices in territorial systems.
- Interpersonal skills, including effective communication, coaching and motivation, is essential in order to assist staff and stakeholders to accept change.
- Written and oral communication skills include listening, observing, identifying and reporting.
- Computer skills include word processing programs and spreadsheets.
- Organizational, time management, analytical, facilitation, and presentation skills to manage multi-disciplinary responsibilities in a timely and effective manner.
- The 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 from these individuals.
- Ability to apply creative and innovative approaches to policies within child and family services to meet territorial needs.
- Ability to build partnerships and strategic alliances based on trust and to work with a variety of people from different backgrounds and personalities.
- Ability to acquire knowledge relevant to labour relations principles and processes.
- Ability to be sensitive to geographic and cultural needs of people and understand how community and culture impact the delivery of health and social services.
- Ability to commit to actively upholding and consistently practicing personal diversity, inclusion and cultural awareness, as well as safety and sensitivity approaches in the workplace.

Typically, the above qualifications would be attained by:

A Baccalaureate degree in Social Worker (BSW) or another recognized social services discipline or related field, and a minimum of five (5) years of work-related experience in Child and Family Services as well as one (1) year supervisory experience.

Equivalent combinations of education and experience will be considered.

ADDITIONAL REQUIREMENTS

Proof of Immunization in keeping with current public health practices is required.

The incumbent must successfully be appointed as a Child Protection Worker within the first six (6) months of employment and maintain it.

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