



## IDENTIFICATION

Department	Position Title	
Northwest Territories Health and Social Services Authority	Executive Director of Child, Family and Community Wellness	
Position Number	Community	Division/Region
48-2280	Yellowknife	Child, Family & Community Wellness/ HQ

## PURPOSE OF THE POSITION

The Executive Director, Child, Family and Community Wellness (Executive Director) is accountable for providing senior leadership and strategic direction to Child and Family Services (CFS) for the Northwest Territories Health and Social Services Authority (NTHSSA). This position establishes territory-wide program and service plans, including program standards, policies and procedures and reporting requirements for CFS delivered within the six regions of the Northwest Territories (NWT), in accordance with the policy direction and legislative requirements established by the Department of Health and Social Services (DHSS). This role provides expert advice and guidance to the Chief Executive Officer (CEO) and the Senior Leadership Team to facilitate the provision of effective CFS across the NWT.

Appointed by the Minister, the Executive Director holds the Deputy Director Practice under the *Child and Family Services Act*, the *Adoption Act* for all six regions of the NTHSSA as well the Tłıchǝ Community Services Agency (TCSA) and Hay River Health and Social Services Authority (HRHSSA) in the NWT.

## SCOPE

The NTHSSA is the single provider of all health and social services in the NWT, with the exception of the Hay River and Tłıchǝ regions, covering 1.2 million square kilometers and serving approximately 43,000 people, including First Nations, Inuit, Metis, and non-aboriginal people. Health and Social Services means the full range of primary, secondary and tertiary health and social services delivered by more than 1,400 staff.

Under the direction of the DHSS, the NTHSSA is established to move toward one integrated delivery system as part of the government's transformation strategy. As a key member of the

Leadership Team, the Executive Director will lead the integration of Child and Family Services, across six Health & Social Services regions (previously Health and Social Services Authorities), and ensure efficient and effective service delivery. The Executive Director will also establish a close working relationship with the TCSA, and the HRHSSA, to facilitate uniform program and service delivery across the NWT. It should be noted that the TCSA and HRHSSA must each procure a range of Social Services through the NTHSSA, dependent on their own individual scope of services. Therefore, Social Services, including but not limited to CFS and MHAS must at all junctures include the TCSA and HRHSSA in territorial planning. The DHSS plays an important role in the connectivity between NTHSSA, TCSA, and HRHSSA because it establishes the common policy framework and common standards for the entire system. Operational consistency and collaboration across these three authorities is required in order to provide a quality, integrated Health and Social Services system for the NWT. The Executive Director is accountable for working collaboratively with leaders in the other authorities to enable effective operational planning and service delivery for CFS across the NWT.

The incumbent leads CFS system innovation and reform, ensuring that the CFS system improves substantively, to facilitate the protection, safety and wellbeing of children, while providing the maximum support possible to families, especially the implementation of policies, strategies, processes and programming to facilitate service delivery, prevention, early intervention and family reunification (the reunification of children with their guardians/custodians) in order to facilitate the family's ultimate success in meeting the protective needs of children.

The incumbent must manage considerable risks as they lead and direct the CFS system. Risks are associated with, but are not limited to the number of children (and families) served; the geographic area in which children are supported; the proportion of indigenous children; the historical concerns about systemic abuse of these children and their families through systems such as the welfare, residential school and child welfare systems; the fragility of system-wide human, financial, foster care, auxiliary supports, and specialized placement resources; the political sensitivity of decision making; and the challenge of balancing the need for protecting children with the need to support families and communities. There are significant risks for errors, and both non-culpable and culpable actions by staff in the management of child protection cases, and ultimately resulting in the potential for child harm. There is a history of significant litigation in child and family services cases nationally and internationally, with some cases within the NWT.

This position is appointed by the Statutory Director, as Deputy Director Practice in order to have clinical and administrative powers, to ensure timely and effective support to children, youth, families and young adults for NTHSSA, TCSA and HRHSSA. The Executive Director will lead the delivery of "practice" training and support to all HSSA staff; they will assist with quality assurance and quality improvement through processes such as timely quality reviews (monthly monitoring of specific key indicators, as approved by the Statutory Director through standards or directives), and PDSAs (plan-do-study-act process improvements); they will assist the Statutory Director in ensuring the effective delivery of child and family services across the NWT CFS system, including such areas as investigations, case management, prevention, intervention, foster care, and placement services.

In order to establish a healthy, well-functioning CFS system that is forward thinking and rooted in best practice, the Executive Director will collaborate with the Statutory Director and TCSA, HRHSSA to work together to redesign the system to support team work, shared decision making, and a top-down, bottom-up system structure that ensures that the frontline is able to inform and shape management decision making and quality improvement within the system. In terms of overall direction, processes will be put into place to facilitate the broader, meaningful involvement of external stakeholders, especially indigenous communities, and indigenous leadership, but also importantly, the clients themselves, to help improve system outcomes and client experience.

Indigenous communities in the NWT are at various stages of pursuing self-government, and the Federal Government is committed to supporting these initiatives. The Executive Director in collaboration with the Statutory Director must work closely with Indigenous organizations, regional wellness councils to facilitate appropriate awareness, education and support for Indigenous organizations in their unique journeys toward obtaining a greater voice in decision making with respect to indigenous children and youth, up to and including a self-government agreement, as it pertains to the delivery of child and family services, or portions of this program area in Indigenous communities.

This position carries out its responsibilities in accordance with GNWT acts, regulation, policies, and departmental procedures that include the *Child and Family Services Act*, *Health Information Act*, the *Public Service Act*, *Public Service Regulations*, Human Resource Manual, *Staffing Appeals Regulations* and various other government policies. As well, the incumbent must work within the terms of any agreements reached with unions. This position carries out its responsibilities in accordance with the Public Service Citizen-Centered Approach to provision of services, including using Citizen-Centered Service Improvement Tools and Techniques to continuously enhance service delivery.

The Executive Director reports directly to the Chief Executive Officer and leads a team of approximately One Hundred Twenty-Five (125) staff providing leadership to CFS throughout the NWT. The incumbent is responsible and accountable to ensure CFS meets or exceeds territorial and national standards.

The Executive Director has three (3) direct 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) as follows:

- Territorial Director, Engagement and System Development ;
- Territorial Director, Child, Family and Community Wellness; and
- Program Officer, Child and Family Services

Compensation & Benefits:

- The Executive Director of Child, Family and Community Wellness is responsible and accountable for spending of a budget of approximately \$85,000,000.00

## **ACCOUNTABILITIES**

The Executive Director is accountable to the CEO for providing strategic direction and leadership in the execution of child and family services delivery in the NTHSSA. In addition to functional leadership, this role provides expert advice and guidance to the CEO and the Executive Leadership Team in best practice, quality, safety, and service delivery for child and family services.

The Executive Director is accountable for:

- Planning, implementing, monitoring, and evaluating the development of a culture of quality and safety across the NTHSSA, in accordance with DHSS directives, Territorial and National legislation, regulations and standards for child and family services.
- Establishing and directing on the model for delivery of child and family services programs provided by the NTHSSA, in a manner consistent with the direction established by the DHSS, and in consideration of the resources available, best practices (e.g. Accreditation Canada), regulatory bodies, and applicable legislation.
- Establishing and directing on quality standards for child and family services and programs delivered by the NTHSSA, as required by the DHSS, and in consideration of the resources available, best practices (e.g. Accreditation Canada), regulatory bodies, and applicable legislation.
- Establishing program plans, standards, policies, procedures and guidelines, as well as recommending and supporting the development of clinical tools and resources to be used for program delivery throughout the NTHSSA as it relates to child and family services.
- Directing on the service volumes and clinical and service outcomes that are expected for child and family services delivered by the NTHSSA, in consideration of the resources available to support service delivery.
- Establishing and directing reporting requirements for the programs and services.
- Establishing mechanisms to support monitoring programs and services to ensure compliance including the TCSA and HRHSSA, with program expectations and requirements.
- Monitoring, evaluating, and reporting to the DHSS, as well as other regulatory bodies as required, on the quality and outcomes of child and family services programs and services delivered by the NTHSSA.

- Consolidating and coordinating contracted service delivery through Non-Government Organizations (NGOs) and other partners for all regions as it relates to child, youth and family programs.
- Identifying clinical support, people and talent, and development needs to support the delivery of programs and services.

## **RESPONSIBILITIES**

1. As part of the NTHSSA Executive Leadership Team the Executive Director provides expert advice in planning, implementation, monitoring and evaluation of the vision, goals, and strategic directions for the NTHSSA.
2. In accordance with values and principles of the NTHSSA, the Executive Director plays a key role in the overall leadership of NTHSSA's program services resources.
3. Provides leadership for the development of standards for child and family services and programs, and various models of service delivered within the NTHSSA, with sensitivity for the need to allow for local variation.
4. Provides leadership in planning, implementing, monitoring, and evaluating of child and family services delivered by the NTHSSA, TCSA and HRHSSA with sensitivity for the need to allow for local variation.
5. Provides leadership in planning, implementing, monitoring, and evaluating emergency preparedness plans for child and family services.
6. Provides leadership in planning, implementing, monitoring, and evaluating systems to ensure compliance with Accreditation Canada required organizational practices and standards.
7. Builds productive and collaborative working teams and relationships with multiple key stakeholders in order to achieve goals.
8. Works collaboratively with internal stakeholders to ensure that all program and service requirements are implemented efficiently and effectively at the regional and community level.
9. Collaborates with internal stakeholders to plan, implement, monitor, and evaluate effective resourcing models for the delivery of services, utilizing a multi-disciplinary team approach.
10. Liaises with and establishes collaborative and productive relationships with external government and non-government stakeholders, including but not limited to Justice, ECE, Housing Corporation, Municipalities, First Nations, and NGOs to ensure a coordinated approach to the delivery of child and family services in the NWT.

- 11.** Seeks input from a variety of sources and solicits professional advice relating to program and service activities to ensure that evidence and best practice considerations have been incorporated into program and service expectations.
- 12.** Prepares proposals, reports, and other communications as required by the CEO and DHSS colleagues.
- 13.** In accordance with NTHSSA priorities and strategic plan, prioritizes needs within limited resources.
- 14.** Delegates authority, resources and activities appropriately to staff for achievement of the NTHSSA vision, mission, and values.
- 15.** Promotes resourcefulness in using existing resources and leveraging progress already made when overseeing the development of tools, resources and requirements for programs and services.
- 16.** Ensures that appropriate action is taken in situations of non-compliance with program standards and expectations, or when results/outcomes are not as expected.
- 17.** Collaborates with, and provides information to DHSS staff, as required, in order to maximize successful execution of departmental strategies.
- 18.** Provides innovative leadership to a broad range of program partners and stakeholders in a time of substantial change and opportunity with the GNWT.
- 19.** Establishes conditions that support a healthy workplace, optimal performance and development of staff through performance management, human resource planning, creation of positive learning environments and planning for change.
- 20.** Establishes and/or ensures regional compliance with quality standards for child and family services delivered by the NTHSSA, as required by the DHSS, and in consideration of the resources available, best practices, regulatory bodies, and applicable legislation.
- 21.** Develops and implements quality improvement priorities and approaches for CFS delivered by the NTHSSA, and supports the regions in the delivery of quality improvement initiatives.
- 22.** Addresses compliance issues with program standards and expectations, or when results/outcomes are not as expected.
- 23.** Supports the development of communities of practice, engaging teams and professions jointly involved in delivering child and family services within and between the regions, to ensure that high quality, accessible and effective services are being delivered to the people of the NWT. Leverages expertise available within the regions to share knowledge and

progress already made in the development of tools, resources, and requirements for clinical programs.

24. Liaises with and establishes collaborative and productive relationships with external government and non-government stakeholders, including but not limited to Justice, ECE, Housing Corporation, Municipalities, First Nations, and NGOs to ensure a coordinated approach to the delivery of child and family services in the NWT.

### **WORKING CONDITIONS**

While most work will be in an office with long periods of sitting and standing, the incumbent will be required to travel to all regions on a regular basis throughout the year.

#### **Physical Demands**

Physical demands on the incumbent are consistent with the typical GNWT office environment.

#### **Environmental Conditions**

Expected to travel approximately 20% of their time to NWT communities and other Territories and/or Provinces. This position travels regularly on small planes and ice/winter roads during all seasons when travelling to or from the different communities. Duty travel involves absences from the office and from home.

#### **Sensory Demands**

Sensory demands on the incumbent are consistent with the typical GNWT office environment.

#### **Mental Demands**

There will be considerable demands placed upon the incumbent by internal and external stakeholders to quickly develop solutions and achieve results. This can cause significant levels of mental stress, especially given the demands on the local and national Health and Social Services system which will somewhat hamper the incumbent's ability to meet these demands. In addition, the need to negotiate a consensus among a variety of independent stakeholders in the Health and Social Services system, including professional associations and Health and Social Services authorities, educational institutions and the public, adds further stress.

### **KNOWLEDGE, SKILLS AND ABILITIES**

- Advanced training and demonstrated leadership skills in the area of social services and/ or health services.
- Demonstrated skills in senior level health and social services administration.
- Proven knowledge of the Health Information Act, how it applies to carrying out the duties of the position, how it applies to the overall HSS system.
- Knowledge of the health and social services system within the NWT, including the different departmental programs, program delivery models, and the socio-cultural and political environments in the NWT.

- Advanced knowledge of health, public health and social services legislation, regulation and policy.
- Advanced knowledge of program planning and evaluation methods in the health and social service sectors.
- Advanced knowledge and understanding of best practices in quality, safety, and client experience in health and social services sectors. These are inclusive of international and national best practices as published by agencies and think-tanks (e.g Institute for Healthcare Improvement, Accreditation Canada, Canadian Institute for Health Information, Canadian Mental Health Association, Canadian Patient Safety Institute, Child Welfare League of Canada, Provincial Agencies in Health Quality (e.g. Saskatchewan Health Quality Council, Health Quality Council, Health Quality Council of Alberta, BC Patient Safety and Quality Council, Manitoba Quality Network, New Brunswick Health Council, Patient Canada), as well as advanced knowledge and understanding of quality, safety, and client experience academic literature and current national trends.
- Advanced knowledge and understanding of the methods for incorporating program and service delivery evidence into practice.
- Demonstrated management and interpersonal skills in order to lead and guide others to accomplish tasks and meet desired targets. Effective communication, coaching and motivational skills in order to share a clear vision and optimize human resource performance in a time of significant ambiguity and change will be required.
- Excellent organizational, time management, analytical, facilitation and presentation skills.
- Ability to analyze, evaluate and interpret a wide range of information and apply it within the unique social, economic and political environments of the NWT.
- Ability to effectively lead and motivate both professional and non-professional staff, including those who have accountabilities to other employers or to professional associations.
- Proven understanding of the Collective Agreement, competency-based performance, and labour relations within the context of the GNWT employment environment.
- Proven citizen-centered client service focus and critical thinking skills, with an ability to see the bigger picture.
- An ability to build and maintain good working relationships with colleagues throughout the GNWT, the health and social services system nationwide and with partners outside the government.
- Sensitivity to geographic and cultural needs of people, understanding how community and culture impact the delivery of health care.
- Advanced ability to operationally utilize eHealth, mHealth and/or information and communication technologies as they relate to provision of services.

**Typically, the above qualifications would be attained by:**

A Bachelor Degree in Social Work plus a Master's Degree in social work, or business administration related field (equivalent degrees at the Master's Level will be considered), with 5 years of progressively more responsible experience in Social Services Delivery/Administration and 5 years management experience.



The following qualifications will be considered an asset:

- Certified Health Executive;
- Certified in the Service Improvement Planning and Implementation (SIPI) Methodology;

**ADDITIONAL REQUIREMENTS**

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

**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:**

- Required
- Preferred