



## **IDENTIFICATION**

<b>Department</b>	<b>Position Title</b>	
Northwest Territories Health and Social Services Authority	Regional Manager, Child and Family Services	
<b>Position Number</b>	<b>Community</b>	<b>Division/Region</b>
48-2285	Norman Wells	Child, Family and Community Wellness/ Sahtu

## **PURPOSE OF THE POSITION**

The Regional Manager, Child and Family Services plays a lead role in implementing the Northwest Territories Health and Social Services Authority (NTHSSA) strategic objectives for the consistent delivery of child and family services, within the Sahtu Region. Under the strategic guidance of the NTHSSA, and the operational direction of the NTHSSA, the position will develop, implement, monitor, and provide reporting on the delivery of child and family services within their regions.

This position provides overall management of child protection services within the Sahtu Region.

## **SCOPE**

The NTHSSA is the single provider of all health and social services (HSS) in the Northwest Territories (NWT), with the exception of Hay River and Tlicho regions, covering 1.2 million square kilometers and serving approximately 43,000 people, including First Nations, Inuit, Metis, and non-indigenous. 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 HSS staff.

While the Tłı̄ch̄ Community Services Agency (TCSA) will operate under a separate board and Hay River Health and Social Services Agency (HRHSSA) will in the interim, the NTHSSA will set clinical standards, procedures, guidelines and monitoring for the entire NWT. Service Agreements will be established with these boards to identify performance requirements and adherence to clinical standards, procedures, guidelines and policies as established by the NTHSSA.

Under the direction of the Minister of Health and Social Services, the NTHSSA is established to move toward one integrated delivery system as part of the government's transformation strategy.

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 (CFS), Indigenous families and their children are disproportionately overrepresented in the system. Most of the children who are involved with CFS 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, and the Regional Manager, Child and Family Services is expected 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 legacies of colonization and residential schools have impacted Indigenous health outcomes and the way health and social services are delivered and accessed. The incumbent is expected to honour and promote a culturally safe environment at all times, and 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 Regional Manager, Child and Family Services (Manager) holds an appointment as a Child Protection Worker under the *NWT Child and Family Services Act*.

Located in Fort Simpson, the Manager reports directly to the Territorial Director, Child,

Family and Community Wellness (TD-CFCW), to ensure that client and family needs are being supported and addressed within their regional catchment area; and to identify and address program challenges and opportunities for improvement, establish program objectives for the region, and to report on and contribute to the evaluation of the effectiveness and efficiency of the program delivery in the region. This position also contributes to the development of the program area across the territory through their participation on cross-territory initiatives and projects.

The Manager is responsible for the overall daily management of Sahtu Region – Child and Family Services, an annual operating budget of \$2.8M and a staffing group of 10+ direct and indirect reports including, Regional Supervisor, Child and Family Services; Family and Community Social Work; and Administrative Assistant positions. The Manager provides support and operational direction to a multi-disciplinary work force and through recruitment and retention efforts ensures adequate staffing for the provision of safe, professionally competent, and culturally-appropriate, and consistent services to clients in the Sahtu communities. The Manager is accountable for critical decisions affecting various aspects of people's lives from birth to death; and is responsible and accountable for ensuring the wide range of services provided by Family and Community Social Workers meets the needs of client groups and the public in accordance with the appropriate legislation, regulations, standards, and policies. As well, this position is responsible for recruiting and hiring and managing a skilled workforce.

The decisions and recommendations made by the Regional Manager, Child and Family Services may have a direct impact on the effectiveness and efficiency of human resources, program and service delivery, and financial budgets. This requires effective research, analyzing, and problem solving to be facilitated to ensure decisions align with the NTHSSA's practices as well as best practice guidelines, and to ensure effective use of funding.

## **RESPONSIBILITIES**

- 1. Provides leadership, direction and professional expertise in the delivery of quality-based Child and Family Services within the Sahtu region of the NTHSSA. This program must be delivered in accordance with the statutory requirements of the *Child and Family Services Act* and GNWT Standards in order to provide mandated, cost effective, prompt and quality services in accordance with the applicable Acts, manuals, policies and procedures of the NWT and the Authority.**
  - Provides leadership to regional staff and programs to ensure that all CFS clients/families served by the Sahtu region receives equitable, efficient, appropriate, accessible, supportive, timely and safe child and family services.
  - Collaborates with the Territorial Director, Child, Family and Community Wellness (TD-CFCW) to identify current and future delivery requirements in child and family services through consistent, territory-wide program development.
  - Advises and informs the TD-CFCW with regard to program and service delivery, quality plans, outcomes, opportunities, risks, threats, and including but not limited to incidents

affecting or potentially affecting the safety and/or wellbeing of CFS clients/families and/or staff, and the integrity of the Sahtu region and of the NTHSSA.

- Recommends strategic initiatives, and identifies opportunities to sustain or improve the child and family programs and services delivery, for review and consideration by the NTHSSA.
- Leads the development of, and implements a child and family services work plan for the region that aligns with the NTHSSA strategic direction, policies and procedures for child and family services.
- Works collaboratively with the NTHSSA Child and Family Services Quality Team to contribute to the development and implementation of performance indicators, measures for improvement, and reports on outputs and outcomes on a periodic basis as determined by the NTHSSA.
- Collaborates with the TD-CFCW to develop regional procedures for CFS program areas;
- Communicates with TD-CFCW and other members of the Clinical Integration Team to share program priorities and goals.
- Implement training model and orientation process to ensure Child and Family Services staff have an adequate level of knowledge and qualification in accordance with the statutory requirements of the *Child and Family Services Act* and GNWT standards.
- Ensures collaborative partnership with TD-CFCW to ensure alignment of Sahtu Region and NTHSSA quality and safety initiatives.
- Collaborates with Regional Managers and others within related disciplines in the NTHSSA, the TCSA and the HRHSSA, to ensure a quality CFS care program that is delivered consistently across regions and jurisdictions;
- Works collaboratively with the Regional/Territorial Quality and Client Experience Team and TD-CFCW to implement program and policy updates to align with the Accreditation Canada Standards of Excellence.
- As the Regional Team Lead for the CFS Program, communicates standards, policies and procedures for CFS and programs as they relate to the Accreditation Canada process.
- Works collaboratively with the Regional/Territorial Quality and Client Experience Team and TD-CFCW to ensure team members receive an orientation and education on Accreditation Canada's Program and the Accreditation Process.
- Implements team action plans, based on results of any work required to align with program standards, and recommendation from onsite Accreditation Canada Surveys.
- Reports work plan process to TD-CFCW.
- Gathers data and information to track program indicators set by the NTHSSA leadership team.
- Promotes clients' and families' involvement in planning and service design, as well as quality and safety issues at the organization level, including quality improvement and client safety activities.
- Fosters respectful, compassionate, culturally appropriate, and competent care that is responsive to the needs, values, beliefs, and preferences of clients and their family members. Supports mutually beneficial partnerships between clients, families, and health and social care service providers.

**2. Leads and manages the logistics of regional CFS delivery, including but not limited to the management and support of staff, and the management of capital resources required to meet regional operational needs.**

- Provides subject matter expertise, guidance, direction, and exemplary leadership to the Regional Child and Family Services staff.
- Effectively and efficiently manages a budget, human and capital resources in order to facilitate a successful CFS and programs delivery in the Sahtu region.
- Manages CFS within the allocated resources and in accordance with Territorial Acts and Regulations, NTHSSA Policies and adherence to Professional Regulations, Standards and Protocols while following an interdisciplinary model to maintain and enhance the health and wellness of the people of the NWT.
- Collaborates with the TD-CFCW and Regional Managers and any relevant dyadic leadership counterparts of the Sahtu Region to ensure the safe, effective and efficient coordination of child and family services to clients and families.
- Participates in regular meetings with the TD-CFCW to plan programming and models of care delivery.
- Ensures compliance with CFS legislation through conducting manager audits. Travels to communities within the Sahtu Region and/or NWT to conduct audits as required.
- Ensures quality assurance of NTHSSA Audit recommendations by developing and implementing Action Plans to address concerns and ensure quality assurance. Communicates program goals and activities to all required parties; provides direction and guidance to staff involved in programs and services.
- Coordinates monthly Regional Child and Family Services teleconferences with CFS staff
- Leads and participates on various committees to help ensure the provision of quality services and coordination of services on local and regional level.
- The Regional Manager, Child and Family Services is expected to be on regular stand-by on a rotating basis with other Managers/Supervisors for emergency consultation and approval to front line social workers who may need to deal with emergent child protection matters; stand by services aligns with worker safety protocols.
- Provides regularly scheduled clinical supervision to their direct reports with regards to their Child and Family Services case load as well as participate in case conferences on complex or contentious cases.
- Oversees and monitors the distribution of workload between Child and Family Services staff.
- Reviews legal court material including originating notices, notice of motions, affidavits, plan of care reports, and affidavits of services before staff process the same with legal registries.
- May be required to present child protection matters to presiding Judges; may also be called to testify in child protection matters.
- Supervise preparation of documents and reports required by all child protection regulations, protocols, and practices.

**3. Leads and manages social services delivery in response to regional and local client/family needs.**

- Identifies the need for further treatment and assessment resources and work in collaboration with other service providers to coordinator client referrals to appropriate resources.
- Participates in the development, communication and implementation of Regional Operational Planning/Strategic Plan.
- Develops and maintains collaborative relationships with local and regional government and non-government groups.
- Conducts regular community travel to outlying communities to meet with leadership, resources, and staff.
- Collaborates and promotes partnership opportunities with relevant government and non-government agencies/organizations to effect enhanced and improved service delivery in the region
- Provides leadership, guidance and support to staff participating in community development initiatives.
- Promotes service delivery processes to leadership, regional resources, to enhance the communities' understanding of Child and Family Services' programs/services.
- Collaborates with TD-CFCW in preparation of briefing materials as required.
- Reviews job descriptions to reflect staff responsibilities, and update as required.
- Ensures CFS files and are maintained according to the highest possible standards.
- Identifies training needs for staff and other community resources and works in collaboration with the Child, Family and Community Wellness Division.
- Reviews assessment tools to determine the level of care required by children with special needs and assist with the determination of appropriate foster care rates.
- Reviews social work theories to provide a basis for clear direction in the development of procedures.
- Provides training, orientation, and information to staff, community agencies, and other professions on child protection and role of CSWs, in accordance with the applicable Acts, manuals, policies, standards, and practices.
- Posts, negotiates and manages contracts with regional NGO as it relates to Child and Family Services portfolio.
- Collaborates with other service providers in the Sahtu Region to ensure coordinated and seamless service provision.
- Ensures that the TD-CFCW is up to date with regional Child and Family Services caseloads and Foster Care Placement to ensure the quality and safety of the programs;
- Creates and maintains a safe and respectful workplace for employees and patients/clients.
- Ensures workplace health and safety through their daily management: identifying prevention opportunities, ensuring staff are trained in Risk Monitor Pro or other incident reporting systems, investigating potential risk and accidents, and applying timely corrective measures.
- Represents the NTHSSA Sahtu Region in Labour Relations to ensure that harmonious working relationships with the Union of Northern Workers (UNW) and management are maintained
- Manages the CFS team to ensure alignment with NTHSSA and GNWT human resource policies and guidelines.

- Manages first level grievances in coordination with Human Resources (HR) and UNW.
  - Leads meetings with the UNW local representatives as the need arises and/or on a regular basis to discuss issues/concerns and work together to resolve same.
  - Collaborates with HR to assist staff with accommodation plans and progress.
  - Provides timely performance feedback, mentoring and coaching.
  - Manages ongoing analysis of financial data to monitor program expenditures and provide Variance Reporting as required.
  - Works closely with the Regional Comptrollers in identifying capital needs for program area.
  - Assists in the development of the annual Sahtu Regional budget for CFS.
- 4. Supports and facilitates collaboration between NTHSSA, Department of Health and Social Services, 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.
  - 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 Child and Family services.
- 5. Supports and promotes employees of the Region being committed to creating and maintaining a safe and respectful workplace for employees and clients. Building a safe and respectful workplace is everyone's responsibility and the Regional Manager plays a critical role in modeling this.**
- All employees and contractors have a professional and personal responsibility to perform their duties to health and safety regulations, standards, practices and procedures;
  - All stakeholders (management, staff, Union of Northern Workers, and Workers' Safety and Compensation Commission) need to ensure our Workplace Health and Safety Committee works effectively, with a shared purpose of continuous quality improvement in health and safety;

- All Managers play an active role in workplace health and safety through their daily management: identifying prevention opportunities, ensuring staff are trained in Risk Monitor Pro or other incident reporting systems, investigating potential risk and accidents, and applying timely corrective measures;
- Ensures collaborative partnership with TD-CFCW ensure alignment of Beaufort Region and NTHSSA quality and safety initiatives;
- Supports a healthy workplace, where employees can provide quality service under safe conditions, is the right thing to do and makes good business sense.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual demands.

### **Environmental Conditions**

No unusual conditions.

### **Sensory Demands**

No unusual demands.

### **Mental Demands**

Incumbent is required to travel regularly on small planes and ice/winter roads and through adverse road and weather conditions when traveling to or from the different communities in the Sahtu Region.

Incumbent is required to produce work of a high quality on a daily basis often under very stringent deadlines. There are significant logistical challenges in providing social services in outlying communities. Lack of resources, challenges filling positions, and the inability to provide regular on-site supervision results requires a great deal of creativity and problem solving.

There may be exposure to emotionally disturbing situations. The incumbent is required to review correspondence, court documents, and other reports submitted by staff to ensure accuracy and detail reflected in the child protection standards.

Incumbent is occasionally required to work in insecure situations (home visits and call outs).

The Manager is required to manage and supervise employees who may be suffering from ongoing stress and burnout.

Decisions that affect children's future must be made in stressful situations under time duress. Client contacts can be difficult; clients can be angry or upset and be difficult to communicate with. The community may have several demands, which may be in conflict with the available resources or the authority allowed under legislative policies.



## **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of theories, principles, and practices of professional social work with particular emphasis on assessment techniques, family systems, separation, loss and grieving, the impact of colonization particularly surrounding the residential school legacy, child and youth development and how these affect the placement and the dynamics of child protection.
- Knowledge of, and adheres to, the Social Worker Professional Code of Ethics.
- Knowledge of the *NWT Child and Family Services Act; Adoptions Act and Aboriginal Custom Adoption Recognition Act*.
- Knowledge in the theory and a strong commitment to the practice of Structured Decision Making as a case management tool in child protection work.
- Skills relating to program management, including budget development, preparation, and control.
- 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 and ability to use a variety of intervention and prevention methods, and determine which method is most appropriate at any given time.
- Word processing programs and spreadsheets – knowledge and application thereof.
- Ability to skillfully use the MatrixNT information management system
- Skilled in total quality management or continuous quality improvement processes.
- Ability to supervise, administer, manage and provide effective and efficient leadership.
- Interpersonal skills including effective communication, coaching and motivation in order to manage the human resources of the unit.
- Ability to understand and apply the principles of labour relations and processes.
- Written and oral communication skills including listening, observing, identifying and reporting.
- Organizational, analytical, and time management skills to manage multi-disciplinary responsibilities in a timely and effective manner.
- Able to interpret and apply detailed and complex legislation, regulations, policies, standards, and procedures related to professional social work practice.
- Ability to make sound clinical decisions, and develop and implement child protection related programming.
- Ability to develop and maintain positive working relationships with individuals, agencies, elected community leaders, and employees.
- Ability to build solid partnerships and alliances based on trust and collaboration.
- Ability to be sensitive to the geographical and cultural needs of the people and understand how community and culture impact the delivery of health and social services.

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

A Bachelor's degree in social work, and a minimum of five (5) years direct experience as a child and family services social worker, combined with a minimum of two (2) years of direct experience supervising child and family services programs.

Completion of a Master in Social Work and/or a Management Program would be an asset.

**ADDITIONAL REQUIREMENTS**

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

Must have, or be eligible to receive a Statutory Appointment in Child Protection and an Adoption Appointment in order to perform child protection and adoption duties.

Must meet GNWT Professional Registered Social Worker Requirement.

**Position Security**

- 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