



IDENTIFICATION

Department	Position Title	
Health and Social Services	Manager, System Quality and Performance	
Position Number	Community	Division/Region
49-15465	Yellowknife	Child and Family Services/HQ

PURPOSE OF THE POSITION

The Manager, System Quality and Performance is responsible for establishing and implementing robust quality assurance and risk management mechanisms for the Child and Family Services and Adoption Services systems as well as facilitating critical and time-sensitive quality improvement initiatives to ensure the safety and wellbeing of children, youth, young adults, and families across the Northwest Territories.

SCOPE

Located in Yellowknife and reporting to the Territorial Executive Director, Child and Family Services, the Manager, System Quality and Performance (Manager) oversees a team of Quality Specialists, Child and Family Services (CFS) and Adoption Services positions.

The CFS system is inclusive of the Department and the Health and Social Services Authorities, which are under the authority of the Territorial Executive Director of Child and Family Services, also referred to as the “Statutory Director” of both CFS and Adoptions. The CFS system provides care and support to children, youth, and families across the NWT through programs and services legislated by the Northwest Territories (NWT) *Child and Family Services Act*, the *NWT Adoptions Act* and the *Federal Act respecting First Nations, Inuit and Métis children, youth and families*. Under the *Child and Family Services Act*, the Statutory Director is accountable for the care and support of approximately 1,221 children and youth (2021-22 Directors’ Report); and is the permanent custodian of 96 children/youth.

The Manager is appointed as the Deputy Director of CFS and Adoption, under the Statutory Director of CFS and Adoptions, where they hold critical decision-making powers that directly impact the wellbeing of children and youth. The incumbent works closely with the NTHSSA’s Deputy Director Practice and the Hay River Health and Social Services Authority (HRHSSA) as well as the Tlicho Community Services Agency’s (TCSA) Assistant Directors in their support of clinical decision making and practice support through guidance on the interpretation of the



standards and legislation. In the Statutory Director's absence, this position provides working and afterhours coverage as Deputy Director, responding to crisis situations occurring in the CFS system. Deputy Directors in the Department, at the pleasure of the Statutory Director, can exercise all powers of the Statutory Director, except for the appointment of Deputy Directors and/or any specific Ministerial appointments such as the completion of the Director's Report.

The Manager's scope of work profoundly shapes the short-term impacts and long-term outcomes for children, youth, and families. Therefore, the incumbent must establish, maintain, and improve upon mechanisms that identify quality and risk issues through the CFS and Adoption systems. The urgency and importance of this work was highlighted in the Auditor General of Canada Reports in 2014 and 2018, noting the far-reaching improvements required at all levels in the system. Quality assurance mechanisms include, but not limited to, completing comprehensive file reviews, compliance system-wide audits, quality reviews of critical practice areas, as well as developing recommendations at the system and practice level. The Manager will direct, support, and advise on quality and safety issues, significant incidents, and advise on risk mitigation strategies. To effectively impact change, the incumbent must maintain superior working relationships within and across the Department and three Authorities, and be able to deliver difficult results, and navigate emotionally charged discussions. Additionally, the incumbent must maintain a professional and compassionate attitude while adhering to the legislation and standards.

The Manager ensures the coordination, delivery, training and support of the Adoption Workers under the NWT *Adoption Act* as well as the Custom Adoption Commissioners who are appointed by the Minister of Health and Social Services under the NWT *Aboriginal Custom Adoption Recognition Act*.

In the work of supporting children and/or youth and their families the Manager will experience and will be required to resolve ongoing conflicts at several different levels. Furthermore, the incumbent must coordinate placement services for multiple complex cases, and as a Deputy Director, many critical decisions must be made when carrying out the duties of the position.

The overrepresentation of Indigenous children and youth in the CFS system across the NWT compels us to take a different approach to service delivery. Therefore, the Manager plays an integral role in transforming the CFS and Adoption systems through the creation of new and updating existing standards, directives, procedures, tools and forms to align with the required philosophical shifts in child welfare, new system initiatives/programs, and amendments to the legislative frameworks. To accomplish this work, the incumbent and their team must continuously review leading and wise practices nationally and internationally as well as soliciting feedback from NWT CFS staff. Further, the incumbent will be required to conduct a critical analysis of the necessary system structures, the resources required, and the unintended consequences of any changes in practice resulting from the introduction of new



and/or updated standards. This work must be approached towards the goal of a culturally safe health and social services (HSS) system. The Manager will be required to find effective pathways to communicate new/updated standards, and to determine and implement cycles of continuous improvement to the overall CFS and Adoption Services Standards and Procedures Manuals to ensure alignment between all sections and improve the overall useability and accessibility of these manuals.

One significant challenge faced by governments is that mainstream organizations, like health and social services, cannot be separated from the legacy of colonialism and anti-Indigenous racism in Canada. In health and social services settings, present day anti-Indigenous racism or systemic racism, impacts access to services, quality of care and health outcomes for Indigenous peoples. This also results in a system that inherently privileges the ideas, needs and norms of the dominant white settler population, including the privileging of western knowledge over Indigenous approaches and ways of knowing.

The HSS system is committed to addressing anti-Indigenous racism and promoting cultural safety and anti-racism. DHSS staff are expected to always honour and promote a culturally safe and anti-racist environment as well as to interact with clients, families, community members, partners and colleagues in a relationship-based approach. This involves being tactful, respectful, self-aware, and humble in order to develop and maintain ongoing and trusting relationships.

RESPONSIBILITIES

1. Manage the development and implementation of robust quality assurance, risk management and quality improvement initiatives to ensure the safety and wellbeing of children, youth, and families served by the CFS and Adoption Services systems.

- Establish an enterprise risk management framework for the NWT CFS and Adoption Services systems, in partnership with the three HSSAs, the Statutory Director's legal counsel, and the counsel for the Department of Justice.
- Establish practice and performance indicators to measure compliance with standards, directives and legislation through ongoing quality review and cycle of audits.
- Establish the system wide audit and quality review plans and ensure their effective implementation for the entire CFS system. Topics span prevention and protection services, adoption services, out of territory services, and foster care services.
- Develop regional, authority and system-wide recommendations based on the results of quality reviews and audits.
- Ensure the timely development of, and status reporting on, Regional and/or Authority specific quality improvement plan in response to recommendations and results of quality reviews and audits.
- Conduct in-depth file and fatality reviews, as required, and provide sound advice and recommendations to the Statutory Director, Regions and/or Authorities.



- Track, provide guidance, and synthesize themes from serious occurrence reporting by the Regions and/or Authorities staff through an established risk reporting system as well as alerting the Statutory Director on matters that require immediate attention as well as providing routine updates and recommendations for their consideration.
- Synthesize common themes across quality assurance mechanism to support quality improvement initiatives, highlight improvements, and risks requiring further action.
- Verify and provide recommendations to ensure compliance with standards and legislation when enhancement and changes are made to the electronic CFS information system (“Matrix NT”).
- Notify and/or consult with the Statutory Director, legal counsel, and system leaders as applicable, about risks, incidents, and strategies to mitigate risks, and advise the Statutory Director on options for response.
- Troubleshoot and support regions where they are having difficulty with compliance issues and provides guidance and direction.

2. Manage the timely development and updates to the CFS and Adoptions Services Standards and Procedures Manual to align with the philosophical shifts in child welfare, leading and wise practices, new system initiatives/programs, and amendments to the legislative frameworks.

- Implement cycles of continuous improvement to the entire CFS and Adoption Services Standards and Procedures Manuals as well as improve the overall useability and accessibility of these Manuals.
- Establish feedback mechanism to enhance standards, procedures, processes, and practices that include collaborative processes with various stakeholders, CFS managers, and frontline staff across the three Authorities.
- Review and synthesize leading and wise practices nationally and internationally in CFS and Adoption Services to inform the development and implementation of standards, procedures, policies, and directives.
- Revise standards to support the implementation of new tools, new system initiatives/programs and legislative amendments.
- Assess the appropriateness, feasibility, cultural safety, necessary system structures, resources required, and potential unintended consequences prior to the finalization of new standards and directives.
- Assess the effectiveness of standards, procedures, policies, and directives and adjust as required.
- Ensure that CFS and Adoption Services staff are effectively trained in system standards, procedures, policies and directives.
- Provide recommendations to the Statutory Director for improving legislation and regulations.
- Assess the impact of new and revised standards on Matrix NT and provide recommendations to the Manager of Strategic Projects and Initiatives.



- 3. Lead mission-critical projects to transform the CFS system that results in positive outcomes for NWT children, youth, and families.**
 - Aligned with the CFS strategic direction, lead initiatives and establish work plans to advance and transform CFS and Adoption program that includes timelines, and indicators of success.
 - Motivate, inspire, and challenge team members to perform at peak efficiency.
 - Ensure that communications flow effectively within project teams, across division units and to senior management.
 - Participate in cross-system, -departmental and -jurisdictional forums/committees to enhance practice, performance, and transformation of CFS and Adoptions, such as the CFS Coordinating Committee, Child and Youth Fatality Review Committee, FPT Forum on Adoptions, and the Directors of Child Welfare Forum [if required]].
 - Co-lead the CFS Coordinating Committee, which includes senior managers from the three Authorities, to formulate and implement quality improvement strategies.
 - Prepare Ministerial responses as well as briefing and issues notes and contribute to cabinet submissions.

- 4. Serve as the appointed Deputy Director of Child and Family Services under the NWT *Child and Family Services Act*.**
 - Provide Deputy Director coverage in the absence of the Statutory Director, during working hours and on-call.
 - Alert the Statutory Director and their legal counsel to any significant incidents requiring their advice and/or attention.
 - Provide timely direction and support for complex child protection cases, significant incidents to ensure potential harm can be addressed and mitigated.
 - Review and approve requests as Deputy Director of Child and Family Services to support the NTHSSA's Deputy Directors Practice, TCSA and HRHSSA Assistant Directors as well as frontline appointed Child Protection Workers, as applicable.
 - Appoint and revoke the statutory appointments and authorized persons designations of Child Protection Workers at the request of the Statutory Director, Deputy Directors of Practice, and Assistant Directors.

- 5. Serve as the appointed Deputy Director of Adoption under the NWT *Adoption Act*.**
 - Provide Deputy Director coverage during working hours to support decision making on adoption cases.
 - Alert the Statutory Director and their legal counsel to any significant incidents requiring their advice and/or attention.
 - Provide timely direction and support for complex adoption cases, significant incidents to ensure potential harm can be addressed and mitigated.
 - Provide expert advice to the Quality Specialist, Records Coordinator, and the Deputy Registrar of Adoption in reviewing post adoption inquiries and determining eligibility of the disclosing information from the adoption records.



- Provide expert advice to Quality Specialist, Records Coordinator, and the Deputy Registrar of Adoption in completing searches for adopted persons or birth parents to facilitate reunification between parties.
- Ensure appropriate storage of departmental records related to adoptions in consultation with the Records Coordinator and Deputy Registrar of Adoption.
- Ensure that the registry for completed adoptions under the *Adoptions Act* is maintained in an appropriate manner.
- Appoint and revoke the statutory appointments of Adoption Workers at the request of the Statutory Director, Deputy Directors of Practice, and Assistant Directors.

6. Facilitate the adoption of children and youth through Departmental, Step-Parent, Private, Interprovincial and Intercountry Adoptions.

- Ensure that the adoptions program meets all its obligations under legislation and regulations.
 - Review and approve adoption applications, pre-placement reports, family union reports, subsidized departmental adoption assistance applications, letters of notice etc. to facilitate the timely adoption of children and/or youth.
 - Processes court documentation and court orders with respect to the adoption of children and/or youth.
 - Ensures the timely completion of reviews of the Subsidized Departmental Adoption Assistance Agreements as per the NWT *Adoption Act and Regulations* which requires a mandatory review of all Agreements every (3) years.
- Support the Quality Specialist with selecting a family for a child and/or youth who is available for adoption.
- Work collaboratively with Communications to ensure public awareness of the adoptions program and its positive impact in the lives of children and/or youth.
- Support and facilitate the development and implementation of adoptions training for adoption workers in the Authority and/or Regions.
- Support and facilitate the implementation of adoptions training for prospective adoptive applicants to ensure they understand adoptions processes and are properly equipped and supported to adopt children.

7. Oversee the monitoring, coordination, training and appointment of Custom Adoption Commissioners under the NWT *Aboriginal Custom Adoption and Recognition Act*.

- Collaborate with the Policy, Legislation and Intergovernmental Relations Division to facilitate the nomination and (re-)appointment of Custom Adoption Commissioners through Indigenous governments and organizations.
- Develop and provide training instructions for new Custom Adoption Commissioners in collaboration with the Statutory Director's Legal Counsel, DHSS Curriculum Specialist, Vital Statistics, Department of Justice Legal Counsel, and the Supreme Court.
- Ensure that the Honoria for the completion of a custom adoption is processed in a



timely manner.

- Coordinate face to-face training/meeting and knowledge exchanges amongst Custom Adoption Commissioners and Legal Counsel as well as Vital Statistics.
- Track the issuing and registering of the Custom Adoption Commissioners Appointment.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental Demands

Incidents of harm and self-harm of children and/or youth, as well as their family members will be regularly reported to the incumbent, and they will often be required to make significant, life changing decisions for children and/or youth, and their families.

The Manager will be exposed to significant incidents, including incidents of trauma and death, occurring with the children and/or youth and their families who are associated with the CFS system.

KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of and/or the ability to acquire and apply knowledge of the relevant law, legislation, standards, procedures, and policies specific to CFS and Adoption Services programs.
- Knowledge of legal requirements in CFS and Adoption Services as well as an ability to communicate and interact with counsel on the nuances of legal requirements.
- Knowledge of privacy legislation and information sharing, data sharing, confidentiality as well as privacy requirements.
- Knowledge of CFS practice, foster care, and adoption services.
- Knowledge of and/or the ability to acquire and apply knowledge relating to *Access to Information and Protection of Privacy Act (ATIPPA)*, and information sharing, data sharing, confidentiality, and privacy requirements.
- Knowledge of and/or the ability to acquire and apply knowledge relating to GNWT protocols, cabinet, and other related political processes.



- Clinical knowledge of CFS, adoptions, foster care, family preservation, specialized care (including but not limited to treatment foster care, group home care, family treatment), mental health, addictions, family violence, sexual abuse, physical abuse, neglect, and developmental issues.
- Knowledge and skills relating to planning, strategy development, monitoring and evaluation, project management, policy development/writing, program design and development. and Systems (IT, technology).
- Knowledge of descriptive statistics and data presentation.
- Skilled in quality assurance, quality improvement and risk management processes.
- Ability to acquire and apply knowledge of human resources processes, information technology, information systems, information management and labour relations.
- Skilled in business planning, financial reporting processes, budgeting, forecasting, and allocation.
- Negotiation skills, from managing conflicts with individuals, groups, inter-jurisdictional committees, etc.
- Assessment skills related to CFS issues, operations, and practice.
- Relationship management skills including leadership and engagement.
- Oral communication skills, and the ability to write clear, engaging, as well as succinct policies, directives, ministerial responses and briefing notes.
- Ability to acquire and apply knowledge of NWT communities, Indigenous governments, cultural considerations, and the NWT environment.
- Organizational and planning skills.
- Leadership skills and abilities including conflict management/resolution, engagement of others, emotional intelligence and change management.
- 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 Bachelor's Degree in Social Work or a related discipline and five (5) years of relevant experience in child and family services and/or adoption services that also includes one (1) year of supervisory or team lead experience.

Equivalent combinations of education and experience will be considered.

ADDITIONAL REQUIREMENTS

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