



IDENTIFICATION

Department	Position Title	
Health and Social Services	Manager, Child and Family Services Programs	
Position Number	Community	Division/Region
49-4987	Yellowknife	Child and Family Services /HQ

PURPOSE OF THE POSITION

The Manager, Child and Family Services Programs (Manager) is responsible for the development, oversight and sustainability of critical territorial programs in the Northwest Territories Child and Family Services (CFS) system, delivered under the authority of the Territorial Executive Director, Child and Family Services (also referred to as the “Statutory Director” [CFS/Adoptions]). This includes, but is not limited to Adoptions, Foster Care, Specialized Placements (In-Territory/Out-of-Territory), the Matrix electronic Information System, the Adoption Registry, new and historical child welfare records and the development of policies, standards and procedures that support existing and new programs. These programs ensure that the CFS system is able to effectively support children, youth, young adults and families and that they are safe, secure and that their health and wellness is improved or sustained.

SCOPE

Located in Yellowknife and reporting to the Territorial Executive Director, Child and Family Services, the Manager, Child and Family Services Programs manages a team of eight (8) employees; Adoptions Specialist, Foster Care Specialist, Inter-Provincial/ Territorial Specialist, Records Coordinator, Records Clerks (2) as well as a Business Analyst and Clinical Information Analyst.

The Manager, Child and Family Services carries Deputy Director accountability on behalf of the Statutory Director, Northwest Territories (NWT) Child and Family Services Act and the Statutory Director of the NWT Adoption Act. The Manager is also designated as the Registrar for the Adoption Registry under *the NWT Adoption Act* and acts as a liaison between the Registrar, NWT Vital Statistics and the Governance and Band Administration Registrar, Indigenous and Northern Affairs Canada. The Manager ensures the coordination, delivery and training of Custom Adoption Commissioners, appointed by the Minister under *the NWT Aboriginal Custom Adoption*

Reconciliation Act. On average, approximately 45 custom adoptions are completed and registered with the NWT Supreme Court annually.

The Statutory Director, Child and Family Services and Statutory Director, Adoptions (hereinafter “Statutory Director”), is responsible for the delivery of the CFS Program, including foster care and placement resources and the Adoptions Program, under two separate pieces of NWT legislation (*the NWT Child and Family Services Act*, and *the NWT Adoption Act*). The Adoption program area also supports the administrative support, training and delivery of *the Aboriginal Custom Adoption Recognition Act* for adoptions in the NWT. Under the Child and Family Services Program, the Statutory Director under *the Child and Family Services Act* is accountable for the care and support of approximately 984 children and youth per year (ten-year average, 2017-18 Directors’ Report) and up to approximately 40 young adults between the age of 19-22 who qualify for extended support services through *the Child and Family Services Act*. The Statutory Director, Child and Family Services is the permanent custodian guardian of approximately 150 children (2017-18 Directors’ Report). Between October 2017 and March 31, 2018, CFS conducted 315 investigations on 728 children in the NWT. In 2017-18, 98% of children, youth and families served were indigenous. The 2014 and 2018 audits completed by the Office of the Auditor General of Canada, as well as the Director’s Audit (completed for the 2016 – 17 fiscal year), indicate a number of significant quality and risk issues in for Child and Family Services, and point to the urgent need to implement significant and far-reaching improvements in the NWT CFS system, and at all levels within the system, including but not limited to the leadership, direction and support provided by the Statutory Director(s), the Department, and the leadership and frontline operations of the HSSAs.

The Statutory Director determines the appointment of powers and decision making responsibilities to the various roles within the system, under the parameters of legislation. The Statutory Director has appointed Deputy Directors in the Department to provide overarching authority to CFS and Adoptions on behalf of the CFS system. Deputy Directors of the Department, at the pleasure of the Statutory Director, are able to exercise all powers of the Statutory Director, with the exception of the appointment of Deputy Directors and/or any specific Ministerial appointments such as the completion of the Director’s Report.

Under the Accountability Framework developed by the Statutory Director, two Deputy Directors of Practice have been appointed in the NTHSSA [the positions of Director, Child, Family, Community Wellness; and Manager, Child and Family Services Programs] to facilitate CFS clinical decision making and practice support on the ground and as close as possible to the frontline. (Only Deputy Directors in the Department have the full appointment by the Statutory Director as Deputy Directors under both CFS and Adoptions legislation). HRHSSA and TCSA CEOs, and COOs of the six NTHSSA regions delivering CFS (excluding Stanton) have been appointed by the Statutory Director, as Assistant Directors in order to support administrative decision making within regions and communities. The Statutory Director has delegated Managers/Supervisors as well as Child Protection Workers in these HSSAs with an array of clinical and administrative powers, to ensure timely and effective support to children, youth, families and young adults.

Under the Accountability Framework, the Manager, Child and Family Services Programs, is appointed by the Statutory Director as a Deputy Director of Adoptions, and as a Departmental

Deputy Director of Child and Family Services.

The incumbent is one of the roles designated by the Statutory Director, to participate in Federal/Provincial tables in which interprovincial agreements and relations, adoptions, CFS information systems, and foster care are key subjects of discussion. The incumbent and their staff, in conjunction with the social epidemiologist, also play a significant leadership role in establishing and supporting pan-territorial initiatives with the Yukon and Nunavut, and in the development of common indicators and outcomes for these three northern CFS systems.

The incumbent will assist the Statutory Director in developing specialized resource and placement options for children, youth, young adults, and family treatment. The incumbent will support the enhancement of local specialized placement options for children and youth, develop RFPs (Request for Proposal) for these services, and lead the development of contracts for these services. Currently most specialized placement options are located outside of the NWT, therefore the incumbent, in conjunction with their staff, will assess the viability of specialized placement options for the NWT and in so doing, work with the Statutory Director to propose the reallocation of funding to FMB and ultimately, for the approval of the Legislative Assembly. The budget for specialized placement resources is currently approximately \$10M. The incumbent will manage the budget on behalf of the Statutory Director. The Territorial Treatment Centre (Yellowknife) and the Trailcross Treatment Centre (Fort Smith), fall under the auspices of the Department and under the oversight of the incumbent, with the budgets for those facilities totally approximately \$3M.

The Auditor General of Canada, in their 2018 review, noted several deficiencies in the foster care system of the NWT, including the failure to appropriately assess and support foster families. The incumbent will work with the HSSAs, to improve and enhance recruitment, development, training and to facilitate the standardization of supports to foster families. The incumbent and their staff, will be required to work with key stakeholders, including the NWT Foster Family Coalition, to enhance training support to foster families, and to ensure that foster parents are appropriately educated on system requirements, and to address the needs of children and youth. The incumbent will also ensure that training is culturally appropriate and respectful.

The Matrix information system, established in 2017, is nearing the end of its completion as a project, however, this system will require continued management, monitoring, and adjustment in order to accommodate the needs of the CFS system, and to ensure the integrity of CFS data, which will be used to inform several QI/QA and risk management initiatives. The incumbent will work with the Clinical Information System Analyst and Business Analyst, as well as key stakeholders in the system and in the NTHSSA Information Health Technology (IHT) area, to ensure that the Matrix system continues to support the needs of the CFS system over the long term.

This position provides after-hours coverage as a Deputy Director, responding to crisis situations occurring in the CFS system.

RESPONSIBILITIES

1. Oversees the NWT Adoptions program, and ensures program quality and adherence to legislative requirements, standards and procedures in order to facilitate appropriate adoption services delivery in the NWT.

- Establishes a territorial work plan for the adoptions program, with key outputs, outcomes, and indicators of success and works collaboratively with the HSSAs to ensure appropriate delivery of adoptions services.
- Supports and facilitates the development and implementation of adoptions training for adoption workers in the regions.
- Supports and facilitates the implementation of adoptions training for prospective adoptive applicants to ensure they understand adoptions processes, and are properly equipped and supported to adopt children.
- Ensures that adoption standards and procedures are appropriately developed and implemented, with due consideration to the unique cultural needs of children and youth, and to ensure that the adoptions program is culturally respectful and safe.
- Identifies gaps and needs for quality improvement in adoptions standards, procedures, processes, and practices, and works collaboratively with system stakeholders, managers and frontline staff to enhance the adoptions program.
- Ensures that the adoptions program meets all of its obligations under legislation, and regulations.
- Works collaboratively with Communications to ensure public awareness of the adoptions program and its positive impact in the lives of children and youth.
- Reviews and approves adoption packages and adoption process steps to facilitate the timely adoption of children, including the processing of court documentation and court orders with respect to the adoption of children and youth.
- Monitors to ensure adherence by adoptions staff to all legislative and policy requirements, and to practice requirements.
- Maintains an appointment as Deputy Director, Adoptions, to support decision making on Adoptions cases.

2. Manages the territorial specialized resources and placement program and the implementation of inter-provincial/territorial communication and coordination.

- Manages a budget of approx. \$10 million to provide specialized resource supports for children, youth and their families requiring therapeutic treatment services that cannot be met in the NWT.
- Participates in the Request for Proposal and procurement processes to evaluate and secure specialized therapeutic service providers inside and outside of the NWT.
- Ensures that existing out-of-territory providers are meeting contract requirements, system requirements and that policies and procedures are in place to guide service delivery to NWT children in care. Ensures that they are supported, and properly informed regarding NWT requirements.
- Monitors the implementation of interprovincial placement agreements to ensure that all children placed outside of the NWT and all children placed from other jurisdictions in the NWT have appropriate inter-provincial agreements, assigned courtesy

- supervision workers, and that the requirements of these agreements are being fulfilled by all parties.
- Ensures appropriate quality assurance and risk management processes are in place to support the care of children, youth, or adults placed in foster homes or with families, who reside, or temporarily reside in other provinces.
- Assists the Statutory Director in expanding NWT specialized placement resources and capacity building, to decrease the NWT's reliance on out-of-territory resources and develop resources closer to families.
- Reviews options for enhancing the delivery of specialized placement options in the NWT and implements RFPs and RFQs to determine local interest in areas such as treatment foster care, family treatment, and other related areas.
- Recommends the development of new specialized placement resources in the NWT, for approval by the Statutory Director, and the Deputy Minister, HSS.
- Assists the Statutory Director in the development of submissions to cabinet, to re-profile funding committed to out of territory services, and/or to develop new funding requests for in-territory services, for presentation to Cabinet.
- Negotiates and updates agreements and contracts on behalf of the Statutory Director for the development and sustainability of NWT specialized placement resources.
- Approves payment to out-of-territory and in-territory providers for the care and support of children, youth, young adults, and the treatment of families.
- Monitors to ensure that specialized placements are being appropriately used to support children, youth, young adults and families. Identifies issues and gaps and addresses concerns with HSSAs to ensure that children, youth and young adults are not maintained in out of territory placements longer than is necessary, and that parents and families are effectively supported by the CFS system do the necessary preparatory work to be reunified with children in a timely manner.
- Consults with the NTHSSA practice specialists, senior and middle management, and the frontline to ensure that out of territory resources and the territorial placement program are meeting the needs of the CFS system, that new specialized placement options are developed and that they are meeting the needs of children, youth, young adults and families.
- Develops evaluation processes that enable client and stakeholder feedback on the effectiveness of placements and supports. Uses this feedback to enhance services and inform performance monitoring of contracted providers.
- Ensures effective communication and coordination of the inter-provincial desk to process inter-provincial alerts, and information requests.

3. Leads and manages system quality improvement/quality assurance efforts to strengthen the foster care system, and to strengthen training and support to foster care staff and foster families, to ensure better outcomes for children and youth in foster care.

- Facilitates, and conducts research on international and national best practices in foster care and foster care support/management, that may be appropriate for the NWT environment, in consultation with key internal and external stakeholders.
- Manages, monitors and oversees the financial Contribution Agreement with the NWT Foster Family Coalition approximating \$250K.

- Strengthens and sustains a partnership with the NWT Foster Family Coalition to facilitate enhance foster parent training, increase the engagement, knowledge, skills and abilities of foster parents, and improve care outcomes for children and youth.
 - Enhances training to foster care social workers to ensure that they are appropriately equipped to support foster parents, and that they have appropriate roles and responsibilities.
 - Works with HSSAs to address challenges in the implementation of the foster care program, and in the management of effective relationships with foster families across the system.
 - Develops standards and procedures for the foster care program, and, in partnership with the HSSAs, ensures appropriate training and education is implemented with staff.
 - Monitors to ensure that foster families are appropriately supported by HSSAs/regions.
 - Reviews the quality reviews provided by the NTHSSA on behalf of the foster care system, and works collaboratively with the NTHSSA to support quality improvement processes and initiatives, including audits (internal/external).
 - Ensures that the foster care system is culturally respectful and safe for children, youth and families.
- 4. Provides leadership to ensure that the CFS electronic information system meets the ongoing requirements of the CFS system planning, documentation requirements and reporting.**
- Ensures an effective transition from the Matrix project phase to ongoing support for system operations.
 - Works with system stakeholders to ensure that Matrix continues to provide the necessary support to staff.
 - Works with social epidemiology and project management in order to gather and analyze data from the Matrix system, and uses this data to inform quality improvement initiatives in collaboration with the NTHSSA practice specialists, management and the frontline.
 - Ensures an effective procedures manual and training processes are in place for system staff, to support an all users.
 - Ensures appropriate role based access, and auditing processes are in place, in consultation with the Department's privacy unit.
 - Ensures that processes for making system changes are appropriately vetted, approved, and documented.
 - Maintains an effective relationship with Information Health Technology (IHT), NTHSSA, the vendor, and other system stakeholders to ensure that the system is continually updated and supported.
 - Assists with the development of business submissions to improve the capacity of the system to respond to new business needs.
 - Assists with the effective implementation of new products, including but not limited to Structured Decision Making (SDM) tools [Risk Re-Assessment and Family Re- unification] on the Matrix system.
 - Assists with the development of business cases to Cabinet, to support the implementation of new products on the Matrix System.

5. Effectively manages and leads Department CFS/Adoptions program staff, and collaborates with HSSA leadership to ensure the effective implementation of existing, and new programs.

- Ensures all staff have a work plan with performance indicators in their program area.
- Leads the development of standards, procedures and policies to support existing, and new programs and initiatives, including but not limited to family preservation and early intervention programs.
- Manages the Child and Family Services Programs area to ensure a cohesive team approach internally with the Department, and with the NTHSSA, TCSA and HRHSSA.
- Ensures that staff are properly oriented to the worksite, including safety procedures, occupational health and safety,
- Monitors and supports the performance of staff.
- Provides management coverage to other staff as required by the Statutory Director, during working hours and on-call.
- Monitors and ensures the effectiveness of new programs delivered by the NTHSSA and/or other HSSAs for the system, which have been delegated by the Statutory Director, including but not limited to the territorial Family Preservation Program (planned for 2019-20).
- Leads the preparation and development of briefing notes and other Cabinet submissions on behalf of the Statutory Director, and Deputy Minister HSS, in support of the Minister, HSS.
- Collaborates with the HSSAs in the development of programs, including existing and new programs.
- Provides management coverage to the CFS division and covers off as Territorial Executive Director, CFS, and as Deputy Director, CFS, as required.
- Leads, or assists with the leadership and implementation of system audits in programs, including but not limited to CFS, adoptions, foster care, and territorial specialized placement services.

6. Oversees the management of all CFS and Adoption program records by following legislative requirements and GNWT records retention schedules.

- Develops a plan, in conjunction with the Records Coordinator and Departmental ATTIP Coordinator, for the effective management of CFS program records for the CFS system, and to improve the quality, safety and integrity of the records program.
- Develops and maintains a database (i.e. DIIMs) for CFS records.
- Ensures the appropriate file management of all CFS records, both Administrative, Operational and public facing
- Works with the Health and Social Services Chief Privacy Commissioner and Departmental ATIPP Coordinator to manage the creation, use, retention and disposition of records.
- Reviews and releases child and family services and adoption registry records on behalf of and to individuals, agencies, employees, and to the public in response to records information requests.

7. Manages contractual services provided by legal counsel on behalf of the Statutory Director.

- Implements RFPs for legal services.
- Ensures the monitoring, reconciling and processing of invoices.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental Demands

The incumbent will be exposed to significant incidents, including incidents of trauma and death, occurring with children, youth and families associated with the CFS system. They will be required to manage conflicts at a number of different levels, and with the multiple complex cases that they must coordinate services for.

KNOWLEDGE, SKILLS AND ABILITIES

- Clinical knowledge of 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, developmental issues.
- Knowledge of the relevant law, legislation, standards, procedures, and policies specific to CFS and Adoptions.
- Knowledge of legal requirements in CFS and adoptions and an ability to communicate and interact with counsel on the nuances of legal requirements.
- Knowledge and skills relating to CFS practice, foster care, adoptions,
- Knowledge and skills relating to *Access to Information and Protection of Privacy Act (ATIPP)*, and information sharing, data sharing, confidentiality and privacy requirements.
- Knowledge and skills relating to Government protocols, cabinet and other related political processes.
- Knowledge and skills relating to QI/QA processes and risk management processes.
- Knowledge and skills relating to information technology, information systems, information management.
- Knowledge and skills relating to Human Resources, Systems (IT, technology) and Labour Relations.
- Knowledge and skills relating to financial management and budgeting, business planning and financial reporting processes, budgeting, forecasting, and allocation.
- Ability to acquire knowledge of NWT communities, indigenous governments, cultural considerations, NWT environment.
- Skills and abilities relating to strategy development, project management, program design and development, monitoring, evaluation and policy development/writing.
- Skilled and abilities regarding statistics, statistical reporting, and methodologies.

- Organizational and planning skills.
- Communication skills including reading, oral and writing
- Wide range of negotiation skills, from managing conflicts with individuals, groups, including indigenous organizations, inter-jurisdictional committees, etc. to contracts.
- Assessment skills related to CFS issues, operations, practice
- Ability to implement complex systems and processes for QI, QA, risk management
- Leadership skills and abilities including conflict management/resolution, engagement of others, emotional intelligence and change management.
- Ability to write clear, engaging and succinct policies, directives, briefing notes

Typically, the above qualifications would be attained by:

Bachelor’s Degree in Social Work or a related discipline with seven (7) years of work-related experience in child and family services as well as a minimum of two (2) years of management and supervisory experience.

ADDITIONAL REQUIREMENTS

Position Security (check one)

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

French language (check one if applicable)

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

Indigenous language: Select language

- Required
- Preferred