



July 2020

Northwest Territories Child and Family Services

# QUALITY IMPROVEMENT PLAN 2019-2021

## Introduction

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Between 2010 and 2014, over 100 recommendations<sup>1</sup> were received by the Department of Health and Social Services on how to improve the Northwest Territories' (NWT) Child and Family Services System. The *Building Stronger Families Action Plan* was developed in response to these recommendations. Over the past four years, the Child and Family Services System embarked on a journey to enhance the delivery of these services. While much progress has been made in a number of areas, it is apparent through internal and external reviews as well as staff and stakeholder feedback, there is much more work needed to improve child and family outcomes.

The intention of the Quality Improvement Plan is to build on what has already been achieved, ensure outstanding items are completed, and address additional gaps that have been found in more recent reviews and system feedback. This Quality Improvement Plan brings together different information sources, such as:

- Incomplete items from the Building Stronger Families Action Plan;
- 2018 Report of the Auditor General of Canada on the delivery of Child and Family Services in the Northwest Territories;
- Regional and Authority 2016/17 Child and Family Services Audit Reports and Action Plans;
- Quality Reviews;
- Staff Engagement Activities (i.e., Child and Family Services Staff Suggestion Box, all Staff Teleconferences, Quality Committee and Working Group Meetings);
- Standing Committee on Government Operations;
- Indigenous Government Leaders; and
- Foster Family Coalition of the NWT.

Receiving feedback on an ongoing basis helps to ensure that we are moving in the right direction to improve the quality of Child and Family Services in order for children, youth and families to achieve better outcomes. Therefore, the Department and Authorities will continue to work closely with existing and new partners, Indigenous Governments, all of our staff, and those accessing our services, to ensure that we remain on the right track towards improving the Child and Family Services system. The Quality Improvement Plan will change over time as actions are completed and new actions are identified as needing focused attention to be addressed.

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<sup>1</sup> 2010 Report by the Standing Committee on Social Programs (73 Recommendations); 2014 Report by the Committee on Government Operations (19 Recommendations); and 2014 Report from the Office of the Auditor General (11 Recommendations)

## What we have learned and how has this shaped the Quality Improvement Plan?

Based on internal and external reviews, and stakeholder feedback, it is clear that there is a need to better resource, manage, structure and sustain changes completed under the *Building Stronger Families Action Plan*.

Based on these lessons learned, the Child and Family Services System utilized the following underlying strategic directions in developing this Quality Improvement Plan:

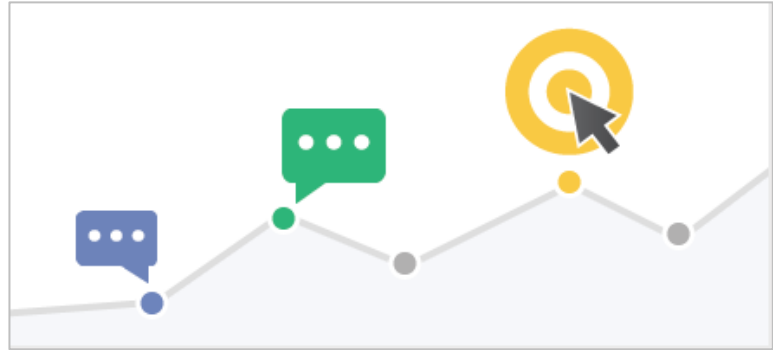
- **Culture of Quality:** Focusing on actions that will embed quality practice into our culture.
- **Human Resource Planning:** Making sure the right people are in the right places.
- **Building Staff Capacity:** Investing in staff through training and clinical supervision.
- **Engagement:** Drawing on the knowledge and experience of others.

The Quality Improvement Plan identifies ten priority areas in which the Child and Family Services System is collectively concentrating its efforts in order to improve outcomes for children, youth and families accessing services under the *Child and Family Services Act*.

1. System Improvements
2. Prevention Services
3. Cultural Safety and Respect
4. Foster Care Services
5. Investigations
6. Structured Decision Making <sup>(R)</sup>
7. Case Management
8. Permanency Planning
9. Specialized Placement Services
10. Accountability Structure

## Measuring Success

The Quality Improvement Plan describes actions that will take place between 2019 and 2021. When defining indicators of success, it is imperative to consider the time period in which change can occur, what data exists, the audit cycle, and where it may not be realistic to have baseline data.



When measuring success, there are different levels of performance indicators that can tell us how we are doing in terms of meeting short, medium and long term outcomes. In the short term, our focus will be on measuring if we are improving standard compliance and satisfaction among Child and Family Services Staff.

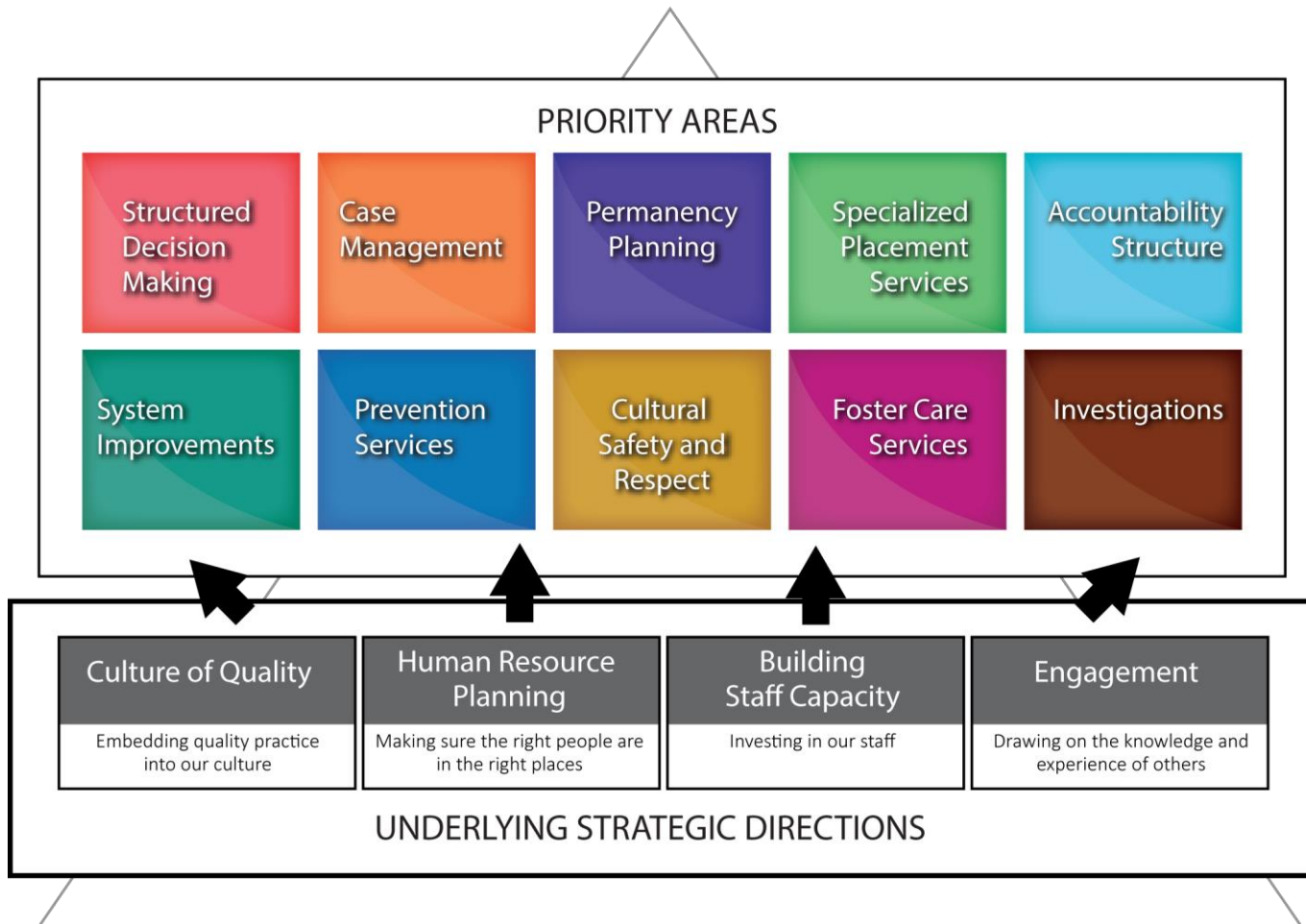
As part of this Quality Improvement Plan, we will also be developing a set of system performance indicators to collect and track data that will help determine whether the Child and Family Services System is meeting its goals and better supporting children and families (action item 1.4). While it can be difficult to demonstrate significant change in the short term, over the next year and half these key indicators will help focus the Child and Family Services System toward significant outcomes.

In the subsequent pages of this plan, many indicators of success are repeated. This is expected given improving the quality of child and family services is not solely based on one particular action; rather it is the combination of actions that will ultimately produce the results we hope to achieve. The following summarizes the high level indicators of success for the Quality Improvement Plan:

- Level of compliance with key standards
- Completion of activities as per the assigned deadlines
- Vacancy rate of child and family services frontline staff
- Self-reporting satisfaction from Child and Family Services System Staff
- Self-reporting satisfaction from stakeholders

## Child and Family Services Quality Improvement Plan At a Glance

An improved Child and Family Services system in order to achieve better outcomes for children, youth and their families



## Area of Priority #1: System Improvements

Area of Priority #1: System Improvements					
	Actions	Lead	Deadline	Outcome	Indicator of Success
Culture of Quality	1.1 Support the implementation of the Federal <i>Act respecting First Nations, Inuit and Métis children, youth and families</i> by enhancing Standards of practice related to working with Indigenous children, youth and families	DHSS	Ongoing	As a result of increased collaboration and engagement with Indigenous communities, the Child and Family Services system will be guided on how best to respect and preserve the identity and sense of belonging for Indigenous children and youth.	Enhanced systems of support and places of safety within the child or youth's community.  Reduction of the number of Indigenous children and youth in the Director's care.
	1.2 Formalize the review process for ongoing updates to the Child and Family Services Standards and Procedures Manual and communication processes.	DHSS	February 2019	The Child and Family Services Standards and Procedure Manual is clear, and reflects leading practices within the NWT context.	Level of compliance with Child and Family Services standards.
	1.3 Conduct NWT System Wide Audit of key legislative and standard requirements.	DHSS	Every Two Years	The Child and Family Services System is continuously improved upon based on quality assurance processes.	Level of compliance with Child and Family Services standards.
	1.4 Work with the Legislative Assembly or one of its committees to <u>commence</u> a comprehensive review of the provisions and operation of the Act.	DHSS	Every Five Years	The Child and Family Services System is continuously improved upon based on quality assurance processes.	Child and family Services Act reflects leading practices within the NWT context.

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Area of Priority #1: System Improvements					
	Actions	Lead	Deadline	Outcome	Indicator of Success
	1.5 Develop a set of key indicators to collect and track data that will help determine whether the Child and Family Services System is meeting its goals and better supporting children and families.	DHSS	October 2019	There is increased monitoring and reporting of relevant indicators.	Consistent reporting of performance indicators.
	1.6 Complete system-wide accreditation.	HRHSSA TCSA NTHSSA	September 2019	The Child and Family Services System is continuously improved upon based on quality assurance processes.	All Health and Social Services Authorities pass accreditation.
HR Resource Planning	1.7 Continue to implement the comprehensive human resources recruitment and retention plan.	NTHSSA	Ongoing	The Child and Family Services System has increased capacity to deliver quality services to children, youth and families.	Decrease the number of vacancies of Child and Family Services staff.
	1.8 Improve the human resource capacity to meet the needs of children, youth and families accessing services under the <i>Child and Family Services Act</i> .	DHSS	April 2019 and Ongoing	The Child and Family Services System has increased capacity to deliver quality services to children, youth and families.	Level of compliance with Child and Family Services standards.
	1.9 Develop a project plan to conduct ongoing assessments of Child and Family Services' optimal team design and skill mix, workload, workflow, and caseloads.	DHSS	July 2019	A fair, equitable and adequate distribution of resources across all regions and authorities.	Level of compliance with Child and Family Services standards.
	1.10 As per the methodology described in the project plan (action 1.8), perform ongoing assessments of the financial and human resources needed to deliver child and family services.	DHSS	<i>Deadlines will be identified in the project plan.</i>	A fair, equitable and adequate distribution of resources across all regions and authorities.	Level of compliance with Child and Family Services standards.

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Area of Priority #1: System Improvements					
	Actions	Lead	Deadline	Outcome	Indicator of Success
	1.11 Initiate a supervisory on-call model.	NTHSSA	April 2019	Child Protection Workers have consistent access to practice advice after hours.	Level of compliance with Child and Family Services standards.
Staff Capacity	1.12 Develop and implement a phased training framework <sup>2</sup> .	DHSS	Ongoing	Child and Family Services Staff have access to consistent and quality training to assist them in fulfilling their responsibilities.	Level of compliance with Child and Family Services standards. Level of staff satisfaction with training.
	1.13 Clarify roles and responsibilities of practice support within the TCSA, HRHSSA, NTHSSA and DHSS, and in relation to each other.  Communicate to all Child and Family Services Staff.	DHSS	January 2019	All Child and Family Services Staff have role clarity for practice support.	Level of satisfaction with role clarity among all Child and Family Services Staff.
	1.14 Implement a clinical supervision model, and train supervisors and managers.	NTHSSA	June 2019 and ongoing	CPWs are supported in quality decision making and care planning.	Level of compliance with Child and Family Services standards.

<sup>2</sup> Intended audiences of the framework are Assistant Directors, Manager/Supervisors, Frontline Staff (i.e., CPWs, Foster Care Workers, Family Preservation Workers, Administrative Assistants)



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Area of Priority #1: System Improvements					
	Actions	Lead	Deadline	Outcome	Indicator of Success
Engagement	1.15 Establish a Child and Family Services Quality Committee <sup>3</sup> and Working Groups <sup>4</sup> .	DHSS	Ongoing	The Child and Family Services System is continuously improved upon based on knowledge and experience of others.	Regular collection of staff feedback to inform the delivery of Child and Family Services.
	1.16 Conduct Child and Family Services staff teleconferences to highlight special initiatives, good news stories, discuss topics of interest/concern and receive feedback.	DHSS	Monthly	The Child and Family Services System is continuously improved upon based on knowledge and experience of others.	Regular collection of staff feedback to inform the delivery of Child and Family Services.
	1.17 Implement an anonymous Child and Family Services Staff Suggestion Box and a mechanism to address suggestions.	DHSS	Ongoing	The Child and Family Services System is continuously improved upon based on knowledge and experience of others.	Regular collection of staff feedback to inform the delivery of Child and Family Services.
	1.18 Ensure there are mechanisms in place after training events to capture Child and Family Services Staff feedback to inform programs, services, and policies.	DHSS NTHSSA	Ongoing	The Child and Family Services System is continuously improved upon based on knowledge and experience of others.	Regular collection of staff feedback to inform the delivery of Child and Family Services.
	1.19 Develop and implement the Child and Family Services Communication Plan for internal and external stakeholders.	DHSS	April 2019 and then ongoing	Stakeholders will have the relevant information to support Child and Family Services in the NWT.	Increased transparency of the Child and Family Services System.

<sup>3</sup> **Quality Committee** - combines multidisciplinary team members from all levels of the system to work together to develop recommendations for quality improvement of the Child and Family Services System. Establishes and assigns work to smaller system wide working groups to address specific questions and issues that are designed to improve quality.

<sup>4</sup> **Working Groups** – established by the quality committee, working groups are time limited, tasked with specific actions, and bring together frontline staff and external stakeholders to solve specific questions/issues or implement small quality improvement projects.

## Area of Priority #2: Prevention Services

Area of Priority #2: Prevention Services					
	Actions	Lead	Deadline	Outcome	Indicator of Success
Culture of Quality	2.1 Create policies and processes to support equitable distribution of supports under voluntary services agreements; support services agreements; and extended support services agreements.	NTHSSA TCSA HRHSSA	July 2020	Children, youth and their families are provided with preventions services that meet their needs.	Level of compliance with key standards.
	2.2 Streamline access to mental wellness supports for children, youth and families.	DHSS NTHSSA TCSA HRHSSA	Ongoing	Children, youth and families have improved access to mental wellness services under the <i>Child and Family Services Act</i> .	Level of compliance with key standards.
HR Planning	2.3 Develop a family preservation program for the NWT that strengthens partnerships with community resources.	DHSS NTHSSA TCSA HRHSSA	March 2020	Families have access to additional resources focused on preservation.	Establishment of additional resources to support family preservation.

## Area of Priority #3: Cultural Safety and Respect

Area of Priority #3: Cultural Safety and Respect					
	Actions	Lead	Deadline	Outcome	Indicator of Success
HR Planning	3.1 Implement strategies to grow the Northern Child and Family Services workforce at all levels of the organizations.	NTHSSA	Ongoing	The Child and Family Services System has an increased northern workforce.	Increase proportion of Indigenous Child and Family Services staff.
Staff Capacity	3.2 Provide ongoing cultural safety training to staff.	DHSS	Ongoing	Child and Family Services are provided with training around cultural safety and respect.	Staff report greater level of knowledge of cultural safe and respectful practices.
Engagement	3.3 Provide orientation to Indigenous community leadership bodies on the Child and Family Services program.	DHSS	May 2019 and Ongoing	Community leaders have a basic understanding of how the Child and family system works and their opportunities to support families.	Community leaders report increased knowledge of Child and Family Services.
	3.4 Improve communication and partnerships with Indigenous communities to support and care for children and families in their communities.	DHSS	Ongoing	A partnership is fostered between Indigenous Communities and the Child and Family Services System.	Improved communication with Indigenous leaders on Child and Family Services issues.
	3.5 Explore options for community agreements with those communities that indicate an interest in considering an increased role in supporting families involved in the CFS system.	DHSS	Ongoing	Some communities are playing a direct role in supporting Child and Family Services.	The number of active community agreements.

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<b>Area of Priority #3: Cultural Safety and Respect</b>					
	<b>Actions</b>	<b>Lead</b>	<b>Deadline</b>	<b>Outcome</b>	<b>Indicator of Success</b>
	<b>3.6</b> Develop processes to engage and receive feedback from children, youth and families to help improve the system and services.	DHSS	November 2019	Child and Family Services are informed by feedback from child, youth and families.	An engagement process is implemented to gather children, youth and families feedback.
	<b>3.7</b> Establish a Culturally Respectful Child and Family Services System Quality Working Group to inform actions under this priority area.	DHSS	January 2019	Child and Family Services are informed by feedback from the working group.	Increased engagement of frontline staff.

## Area of Priority #4: Foster Care Services

Area of Priority #4: Foster Care Services						
	Actions	Lead	Deadline	Outcome	Indicator of Success	
Culture of Quality	4.1	Conduct quality reviews to monitor compliance on key foster care requirements.	NTHSSA	Quarterly	Foster homes are appropriately assessed and screened.	Level of compliance with key foster care services standards.
	4.2	Complete a comprehensive update to Foster Care Standards and Procedures to reflect leading practices.	DHSS	On Hold	Foster care standards are clear, and reflect leading practices.	Level of compliance with key foster care services standards.
	4.3	Provide equitable supports for foster children that build on their resilience, personal interests and strengths.	DHSS	Ongoing	All foster children have access to equitable supports across the NWT.	Level of compliance with key foster care services standards.
HR Planning	4.4	Implement a consistent approach to managing and supporting foster caregivers by creating specialized foster care caseloads in all regions.	NTHSSA	Ongoing	Focused resources dedicated to Foster Care Services.	Level of compliance with key foster care services standard.
Staff Capacity	4.5	Provide enhanced training and support to all NWT foster caregivers, in collaboration with the Foster Family Coalition of the Northwest Territories.	DHSS NTHSSA	March 2020 and Ongoing	Children placed in foster homes are better supported by the foster caregivers.  Foster caregivers are better prepared to foster children.	Proportion of foster caregivers trained.  Level of foster caregiver satisfaction with training and support.

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Area of Priority #4: Foster Care Services					
	Actions	Lead	Deadline	Outcome	Indicator of Success
	<b>4.6</b> Provide enhanced training and support to Child and Family Services Staff in delivering foster care services.	DHSS NTHSSA	March 2020 and Ongoing	Child Protection Workers are provided with the necessary training to provide services according to the standards.	Level of compliance with key foster care services standards.  Reduction in the number of moves between fosters homes.
Engagement	<b>4.7</b> Develop and implement a foster care recruitment and retention strategy.	NTHSSA	September 2019	Children in care are placed in foster homes as close to their community as possible.	Increased recruitment and retention of foster caregivers.
	<b>4.8</b> Establish a Foster Care Quality Working Group to inform the actions under this priority area.	DHSS	January 2019	Changes to foster care services reflect the NWT context and the knowledge and experience of others.	Increased engagement of frontline staff.
	<b>4.9</b> Provide contact information of foster caregivers to the FFC-NWT.	NTHSSA HRHSSA TCSA	Ongoing	Foster caregivers are connected to FFC-NWT resources.	Level of foster caregiver satisfaction with training and support.

## Area of Priority #5: Investigations

Area of Priority #5: Investigations					
	Actions	Lead	Deadline	Outcome	Indicator of Success
Culture of Quality	<p><b>5.1</b> Conduct quality reviews to monitor compliance on key investigation requirements.</p> <p>Conduct follow-up regional meetings to discuss results and determine strategies to improve compliance.</p>	NTHSSA	Monthly	Focused strategies are being used to improve compliance with key investigation standards.	Level of compliance with key Investigation standards.
	<p><b>5.2</b> Complete a comprehensive update to the investigation section of the Child and Family Services Standards and Procedures Manual to integrate leading practices, forensic interviewing techniques, and Structured Decision Making Assessment Tools®.</p>	DHSS	On Hold	Investigation standards are clear, and reflect leading practices.	Level of compliance with key Investigation standards.
Staff Capacity	<p><b>5.3</b> Provide ongoing opportunities for training to CFS staff on interviewing skills.</p>	DHSS	Ongoing	Child and Family Services Staff have increased knowledge and confidence in conducting interviews.	<p>Improved satisfaction and confidence with interviewing and investigations.</p> <p>Level of compliance with key investigation standards.</p>
Engagement	<p><b>5.4</b> Engage staff to better understand the challenges and opportunities in meeting key standards on interviews and investigations.</p>	NTHSSA	Ongoing	Focused strategies are being used to improve compliance with key investigation standards.	Level of compliance with key Investigation standards.

## Area of Priority #6: Structured Decision Making®

Area of Priority #6: Structured Decision Making®					
	Actions	Lead	Deadline	Outcome	Indicator of Success
Culture of Quality	6.1 Develop a written protocol for quality assurance checks of the SDM® tools, with feedback mechanism.	NTHSSA	February 2019	Quality Assurance on the SDM® Assessment Tools checks are systematic and standardized.	Increased accuracy in completing the SDM® Assessment Tools.
	6.2 Implement the remaining two SDM® Assessment Tools (Risk Reassessment and Reunification).	DHSS	March 2021	CPWs are using reliable assessment tools to inform their practice.	Implementation of the remaining two SDM® Assessment Tools.
Staff Capacity	6.3 Create expert SDM® trainers within the NWT Child and Family Services System.	DHSS NTHSSA	May 2019	SDM® is being implemented in a way that is sustainable and provides ongoing learning for staff.	Increased accuracy in completing the SDM® Assessment Tools.
	6.4 Deliver refresher trainings on current SDM® Assessment Tools for Managers and Supervisors, and frontline staff.	DHSS	Ongoing	SDM® is being used consistently across the NWT.	Increased accuracy in completing the SDM® Assessment Tools.
Engagement	6.5 Administer staff survey around SDM® to establish baseline and information to inform training.	DHSS	October 2018	The Department has baseline information on the level of knowledge possessed by staff around the SDM® assessment tools.	Completion of the survey and utilization to inform training and practice support.



## Area of Priority #7: Case Management

Area of Priority #7: Case Management					
	Actions	Lead	Deadline	Outcome	Indicator of Success
Culture of Quality	7.1 Conduct quality reviews on children and youth who are in the Director's temporary and permanent care.	NTHSSA	Quarterly	Children and youth have meaningful contact with their Child Protection Workers as well as appropriate case planning and permanency planning.	Level of compliance with key standards.
	7.2 Conduct quality reviews on Plan of Care Agreements.	NTHSSA	Quarterly	Plan of Care Agreements are being implemented as intended.	Level of compliance with key standards.
	7.3 Update contact standards to reflect leading practices.	DHSS	October 2019	Children are better supported based on their needs.	Level of compliance with contact standards.
	7.4 Implement quality assurance processes for Matrix NT.	DHSS	April 2019 and ongoing	Reliable data is being generated through Matrix NT to support monitoring, accountability and decision making.	Routine quality assurance checks are being completed with Matrix NT.
	7.5 Complete a comprehensive update to the plan of care agreement section of the Child and Family Services Standards and Procedures Manual to reflect leading practices and Structured Decision Making Assessment Tools®.	DHSS	On Hold	Plan of Care Agreement Standards are clear, and reflect leading practices.	Level of compliance with key standards.

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<b>Area of Priority #7: Case Management</b>					
	<b>Actions</b>	<b>Lead</b>	<b>Deadline</b>	<b>Outcome</b>	<b>Indicator of Success</b>
	<b>7.6</b> Update incident reporting standards to reflect new accountability structure and leading practices.	DHSS	December 2019	Incident reporting standards are clear, and reflect leading practices within the NWT context.	Level of compliance with key standards.
	<b>7.7</b> Update documentation standards to reflect Matrix NT and leading practices.	DHSS	February 2020	Documentation standards are clear, and reflect leading practices within the NWT context.	Level of compliance with key standards.
<b>Staff Capacity</b>	<b>7.8</b> Provide training to current and new staff on Matrix NT.	DHSS	Ongoing	Child and Family Services Staff are using Matrix NT consistently and are entering data correctly.	Level of satisfaction with Matrix NT.

## Area of Priority #8: Permanency Planning

Area of Priority #8: Permanency Planning					
	Actions	Lead	Deadline	Outcome	Indicator of Success
Culture of Quality	8.1 Revise key standards to include enhanced permanency planning tools.	DHSS	March 2019	Permanency planning standards are clear, measurable, and culturally appropriate.	Level of compliance with permanency planning standards.
	8.2 Implement the new guardianship standard.	DHSS	December 2018	Staff have better clarity on the screening requirements and supports to provide to guardians taking on these responsibilities.	Adherence to the guardianship standard.
	8.3 Create an oversight mechanism for the practice of transferring guardianship.	NTHSSA	April 2019	The Statutory Director has increased oversight over the practice of transferring guardianship.	Completion of file reviews.

## Area of Priority #9: Specialized Placement Services

Area of Priority #9: Specialized Placement Services					
	Actions	Lead	Deadline	Outcome	Indicator of Success
Culture of Quality	<b>9.1</b> Conduct a review of children in Out-of-Territory (OOT) Specialized Services to ensure a current interprovincial placement agreement (IPPA) for each child is in place with applicable provisions for courtesy supervision.	DHSS	October 2018 and ongoing	Children and youth in OOT Specialized Services have a current IPPA.	Up-to-date IPPAs in place for children and youth in OOT Specialized Services.
	<b>9.2</b> Conduct quality reviews to monitor adherence to minimum contacts and case reviews for children and youth in OOT placements.	NTHSSA	Quarterly	Children and youth are supported in their OOT Specialized Service.	Increased compliance with minimum contact standards.
	<b>9.3</b> Review the OOT Specialized Services Program to determine opportunities to better support these children and youth in the NWT <sup>5</sup> . If required, modify NWT program and services to better support the needs of children and youth, and their families.	DHSS	March 2019	Opportunities on how to better meet the needs of children and youth placed in the OOT are defined.	Recommendations where we can improve services in the NWT.
	<b>9.4</b> Restructure the OOT Specialized Services Program and determine the required human resources to effectively deliver it.	DHSS	April 2019	Children, youth and families have access to quality services through the OOT Specialized Services Program.	Adherence to established targets for the OOT Specialized Services Program.

<sup>5</sup> This action links to the [Child and Youth Mental Wellness Action Plan](#) (p.17)

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<b>Area of Priority #9: Specialized Placement Services</b>					
	<b>Actions</b>	<b>Lead</b>	<b>Deadline</b>	<b>Outcome</b>	<b>Indicator of Success</b>
	<b>9.5</b> Develop a monitoring plan for the OOT Specialized Services Program.	DHSS	March 2019	Children, youth and families have access to quality services through the OOT Specialized Services Program.	Adherence to established targets for the OOT Specialized Services Program.
	<b>9.6</b> Revise key OOT Standards to reflect the program redesign.	DHSS	March 2019	OOT Standards are clear, and reflect leading practices within the NWT context.	Level of compliance with key standards.

## Area of Priority #10: Accountability Structure

Area of Priority #10: Accountability Structure						
	Actions	Lead	Deadline	Outcome	Indicator of Success	
Culture of Quality	10.1	Implement a revised accountability framework to clarify accountability, roles, and responsibilities. Communicate changes to all Staff.	DHSS	January 2019	All Child and Family Services Staff have role clarity.	Level of satisfaction with role clarity among staff.
	10.2	Monitor implementation of the revised accountability framework, and make adjustments as required.	DHSS	Ongoing	All Child and Family Services Staff have role clarity.	Level of satisfaction with role clarity among staff.
	10.3	Re-Establish the Statutory Director's Forum <sup>6</sup> .	DHSS	May 2018	Assistant Directors are supported to fulfill their delegated responsibilities.	Level of satisfaction with training and ongoing support by the ADs.
Staff Capacity	10.4	Provide specialized training for incoming Assistant Directors.	DHSS	Ongoing	ADs are supported to fulfill their delegated responsibilities.	Level of satisfaction with training and ongoing support by the Assistant Directors.
	10.5	Provide ongoing support to Assistant Directors.	DHSS	Ongoing	ADs are supported to fulfill their delegated responsibilities.	Level of satisfaction with training and ongoing support by the Assistant Directors.
Engagement	10.6	Meet with current and incoming Assistant Directors to identify their individual training needs.	DHSS	Ongoing	ADs are supported to fulfill their delegated responsibilities.	Level of satisfaction with training and ongoing support by the Assistant Directors.

<sup>6</sup> The Statutory Director's Forum was formerly called the Assistant Directors' Forum. This Forum is comprised of Assistant Directors, Deputy Directors and the Statutory Director.

If you would like this information in another official language, call us.

English

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Si vous voulez ces informations en français, contactez-nous.

French

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Kīspin ki nitawihitīn ē nīhīyawihk ōma ācimōwin, tipwāsinān.

Cree

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Tłıchq yatı k'èè. Dı wegodi newq dè, gots'o gonede.

Tłıchq

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?erihł'ıs Dēne Sųłné yatı t'a huts'elkēr xa beyáyatı the?ą ?at'e, nuwe ts'ēn yółtı.

Chipewyan

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Edı gondı dehgáh got'je zhatıé k'èé edat'éh enahddhę nıde naxets'é edahıfı.

South Slavey

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K'áhshó got'jne xadā k'é hederı ?edjht'é yerınwę nıde dúle.

North Slavey

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Jii gwandak izhii ginjik vat'atr'ijqhch'uu zhit yinothtan jı', diits'at ginohkhıi.

Gwich'in

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Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqluta.

Inuvialuktun

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Ĉ<sup>b</sup>dĀ ĩĩ<sup>sb</sup>bΔ<sup>c</sup> ΛrLJΔ<sup>r</sup>c Δ<sup>o</sup>bĩD<sup>c</sup>-<sup>sb</sup>PL<sup>b</sup>ĩb, D<sup>o</sup>c<sup>r</sup>Δ<sup>c</sup> D<sup>i</sup>b<sup>c</sup>Δ<sup>a</sup>Δ<sup>c</sup> <sup>sb</sup>Ĵ<sup>r</sup>c.

Inuktitut

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Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

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