





ᐅᐅᐅᐅ ᐅᐅᐅᐅ ᐅᐅᐅᐅ ᐅᐅᐅᐅ  
Building Nunavut Together  
Nunavutluqatigiingniq  
Bâtir le Nunavut ensemble

ᐅᐅᐅᐅ ᐅᐅᐅᐅ ᐅᐅᐅᐅ ᐅᐅᐅᐅ  
Minister of Family Services  
Ministre des Services à la famille  
Ministauyuq Qatan'ngutiliqiyikkut

Of note, in the Department's previous Quality Protects Action Plan update to Standing Committee, it noted that the Department was successful in obtaining funding for Parent and Community Engagement Training for CSSWs. The training was to be delivered in collaboration with the Ilisaqsivik Society in Clyde River, and was expected to begin in Winter 2017. Following the update given to Standing Committee, the Department was advised that the Ilisaqsivik Society no longer had the capacity to develop the training. The Department would like to assure the Standing Committee that it remains committed to this training program and will be working with Ilisaqsivik Society to determine whether they can facilitate the training for FY 2017/2018. If are they unable to because of capacity issues, the Department will seek a new vendor to deliver the training. The training will increase CSSWs understanding of community engagement, and their ability to work collaboratively with parents and build positive partnerships within communities and regions.

As noted in the update, the Auditor General's recommendations have shaped and will continue to shape, the long-term priorities for the Department. The Department of Family Services' 2017-2020 Business Plan identifies priorities explicitly linked with all of the Auditor General's recommendations. As such, the Standing Committee can be assured that the Department remains committed to maintaining the progress it has achieved, and further strengthening its capacity to address the Auditor General's recommendations.

The Department of Family Services is grateful for your support and that of the members of the committee.

We trust you will find this information helpful.

Sincerely,

Hon. Johnny Mike  
Minister of Family Services

cc: Rebekah Williams, Deputy Minister, Department of Family Services

**Members of the Committee:**

MLA Alexander Sammurtok  
MLA Tony Akoak  
MLA Joe Enook  
MLA David Joanasia



**QUALITY  
PROTECTS  
ACTION  
PLAN**

**Update to the Standing  
Committee on Public  
Accounts,  
Independent Officers  
and Other Entities –  
August 2017**

**Report of the Auditor General of Canada to the  
Legislative Assembly of Nunavut – 2014**

*Follow-up Report on Child and Family Services in Nunavut – Department  
of Family Services*

# QUALITY PROTECTS ACTION PLAN

## Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014 Follow-up Report on Child and Family Services in Nunavut – Department of Family Services

### Executive Summary:

The Department of Family Services developed the Quality Protects Action Plan (QPAP) to respond to the six recommendations made in the Auditor General's 2014 *Follow-up Report on Child and Family Services in Nunavut*. The recommendations address concerns related to staff recruitment and retention, training for frontline workers, case management, data collection, and community engagement. In the first update given to the Standing Committee in September 2014, the Department committed to providing the Legislative Assembly with progress updates during the next two years.

This marks the final QPAP update to the Standing Committee on Public Accounts, Independent Officers and Other Entities. The update demonstrates the Department's accomplishments in a number of areas, and reflects that each action item<sup>1</sup> is complete, or on schedule for completion. For example, the Client Information System<sup>2</sup> (CIS) identified in action items 50.4 and 57.2, is on schedule to be in operation by the end of FY 2018-2019. The action items are marked as on schedule for completion because the Department has taken the requisite steps to ensure the system is implemented, and does not foresee any challenges impeding its' implementation. The CIS will reaffirm and strengthen the Department's capacity to meet the Auditor General's recommendations regarding workforce management, workload standards, compliance with key standards and basic information on children in care.

Furthermore, the Department is finalizing its workload standards tool, noted in recommendation 27, which will assist the Department to set and monitor the caseloads<sup>3</sup> of Community Social Services Workers (CSSWs). The tool will identify when CSSWs' caseloads are reaching a particular threshold, allowing Supervisors and Managers opportunities to manage caseloads proactively. The CIS will incorporate elements of the workload standards tool, which will further strengthen the Department's capacity to manage caseloads.

The Department understands the importance of manageable caseloads and workloads, which can affect CSSWs' abilities to engage with families in a collaborative and preventative manner. It is important to note that reducing and managing caseloads and workloads is a complex task that many jurisdictions are only beginning to address. Across Canada, many jurisdictions and agencies are facing challenges addressing staff turnover, hiring freezes and budget crises, finding qualified applicants to fill positions, and implementing best practices. Nunavut experiences additional challenges related to geography, with each community having different strengths and needs.

The implementation of the CIS will not only reduce the workloads of CSSWs, but also provide the Department with increased oversight over CSSWs' caseloads and workloads. With this oversight, the Department will also be in a better position to address broader staffing issues in certain communities. Although cognizant of the ongoing challenges in implementing and maintaining

---

<sup>1</sup> A complete list of action items and associated descriptions can be found in Appendix A.

<sup>2</sup> Referred elsewhere by the Department as the Case Management System.

<sup>3</sup> Caseload is often defined as the number of cases assigned to an individual (i.e., child or family) whereas workload is defined as the amount of time/work required to perform tasks and successfully manage cases.

## QUALITY PROTECTS ACTION PLAN

### Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014 Follow-up Report on Child and Family Services in Nunavut – Department of Family Services

workload standards, and addressing the broader issues plaguing social services in all jurisdictions (i.e., high turnover and burnout), the Department will continue to strive towards better supporting its' CSSWs, to ensure they can better support the families and communities they work with.

It is critical to note that the Auditor General's recommendations have shaped and will continue to shape, the long-term priorities for the Department. For example, the Department of Family Services' 2017-2020 Business Plan identifies priorities explicitly linked with the Auditor General's recommendations:

- Develop a departmental human resources plan that emphasizes the recruitment and retention of frontline workers (*linked to Recommendation 23 – Workforce Management*);
- Advance the CIS (*linked to Recommendation 27 – Workforce Management; Recommendation 50 – Compliance with Key Standards; and Recommendation 57 – Basic Information on Children in Care*);
- Review and evaluate human resource development and training systems for Child and Family Services staff (*linked to Recommendation 35 – Workforce Management*);
- Evaluate training related to parental and community engagement services for prevention/early intervention services (*linked to Recommendation 63 – Community Engagement and Input*); and
- Continue to implement departmental action items related to the GN Suicide Prevention Strategy, including supporting the delivery of Inunnguiniq parenting programming (*linked to Recommendation 63 – Community Engagement and Input*).

As such, while this is the final QPAP, the Standing Committee on Public Accounts, Independent Officers and Other Entities can be assured that the Department has integrated the Auditor General's recommendations into the current and future priorities of the Department.

Since its creation in 2013, and the 2014 *Follow-up Report*, the Department has demonstrated significant progress, contributing to its capacity to deliver services to children and families. The Department looks forward to the continued gains it will make with the implementation of the CIS, and with its renewed focus on community engagement.

## QUALITY PROTECTS ACTION PLAN

Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014  
 Follow-up Report on Child and Family Services in Nunavut – Department of Family Services

OAG Recommendation	Department's Response	Action Item	Status	Additional Comments
<b>Workforce Management</b>				
<p><b>Recommendation 23:</b></p> <p>In keeping with its previous commitment, the Department of Family Services should build on its work to date and continue to collaborate with the Department of Finance and the regions to ensure that community social service worker positions are filled with permanent staff in all communities. In doing so, the Department of Family Services should monitor vacancies and staffing activity and should address any systemic recruitment and retention issues that affect its ability to sustain capacity.</p>	<p>Agreed. The Department will work with the appropriate government departments to address any barriers to recruitment and retention of community social services workers and supervisors. In particular, these efforts will focus on ensuring that there is appropriate office space, staff housing units and appropriate timeliness associated with the staffing process.</p>	23.1	Complete	
	<p>The Department is working with Nunavut Arctic College to review the Human Services Program to ensure that the program results in graduates who are employable in positions with the Department.</p>	23.2	Complete	
	<p>In the short term, the Department will develop a system to monitor vacancies and staffing activity. This will help the Department to identify whether additional efforts are required to sustain capacity.</p>	23.3	Complete	
<b>Workforce Management</b>				
<p><b>Recommendation 27:</b></p>	<p>Agreed. Over the short term, the Department will continue its work to</p>	27.1	Complete	

## QUALITY PROTECTS ACTION PLAN

### Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014 Follow-up Report on Child and Family Services in Nunavut – Department of Family Services

OAG Recommendation	Department's Response	Action Item	Status	Additional Comments
The Department of Family Services should set and monitor workload standards and take steps to ensure that these standards are met.	develop workload standards for both generic and standardized caseloads in keeping with recognized best practice standards (where available) and scope of practice within Nunavut. This will entail a review of other provincial/territorial child welfare programs to determine current standards and other relevant professional bodies and associations regarding caseload standards for defined areas of practice.	27.2	Complete	
		27.3	Complete	The Department has revised its Child and Family Services Standards and Procedures Manual, and will be circulating to staff in Fall 2017. The Department will also finalize its workload measures tool by Fall 2017, following consultations with staff that occurred in Summer 2017. The guidelines developed for the tool will be built into the new CIS.
<b>Workforce Management</b>				
<b>Recommendation 35:</b>  The Department of Family Services should track the community social service workers who receive or require statutory training and establish a regular training schedule, to ensure that everyone who needs training completes the program in a timely manner.	Agreed. The Department has worked on updating and improving its mandatory training program with the intention of offering it to all community social workers as required.  Over the short term, the Department will improve its current tracking system of all community social services workers and their training to capture information such as dates of training completed and types of training	35.1	Complete	
		35.2	Complete	



## QUALITY PROTECTS ACTION PLAN

**Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014  
Follow-up Report on Child and Family Services in Nunavut – Department of Family Services**

OAG Recommendation	Department's Response	Action Item	Status	Additional Comments
	completed. The tracking system will include a follow-up system to identify if an individual requires additional training.			
	Further, the Department will immediately establish a detailed learning plan process to ensure that all required competencies are met for community social services workers to receive a child protection worker appointment.	35.3	Complete	
<b>Compliance with Key Standards</b>				
<p><b>Recommendation 50:</b></p> <p>The Department of Family Services should ensure compliance with standards established for case file management, facility inspections, foster home reviews, and the Director's annual audit. In doing so, it should:</p> <ul style="list-style-type: none"> <li>-Ensure that staff, supervisors, and management are accountable for non-compliance with standards; and</li> <li>-Use the results of the existing control processes, such as case audits by supervisors, to</li> </ul>	Agreed. Over the short term, the Department will provide a case file standards training program for all supervisory staff, and revise the appropriate Children and Family Services Standards and Procedures Manual to ensure that non-compliance is addressed within the performance appraisal system.	50.1	Complete	
	The Department will establish a random file audit schedule to be implemented at both regional and headquarters offices in the medium term. The findings from these audits will be used to take corrective action in order to address non-compliance with standards.	50.2	Complete	
		50.3	Complete	

## QUALITY PROTECTS ACTION PLAN

### Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014 Follow-up Report on Child and Family Services in Nunavut – Department of Family Services

OAG Recommendation	Department's Response	Action Item	Status	Additional Comments
take corrective action on deficiencies and to follow-up on whether these deficiencies have been addressed.		50.4	On schedule for completion	The Department has taken the requisite steps to ensure the CIS is implemented by end of FY 2018-2019.
<b>Basic Information on Children in Care</b>				
<b>Recommendation 57:</b>  The Department of Family Services should ensure the timely and consistent collection and sharing of basic information about the children in its care by closely monitoring community reporting and taking corrective follow-up action as required.	Agreed. Over the short term, the Department will ensure that all basic information about children in care is included in the headquarters tracking system being developed. Headquarters will actively follow up with regions who fail to report according to standards.	57.1	Complete	
	The Department will work to secure resources to implement a client information system across Nunavut in the medium term.	57.2	On schedule for completion	See Action 50.4 for Timeframe.
<b>Community Engagement and Input</b>				
<b>Recommendation 63:</b>  As we recommended in our 2011 audit, the Department of Family Services should actively engage parents and communities in developing strategies	Agreed. Over the short term the Department will expand its regional reporting system to include information on services, activities and resources to support child safety through parental engagement and community development.	63.1	Complete	

## QUALITY PROTECTS ACTION PLAN

**Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014  
Follow-up Report on Child and Family Services in Nunavut – Department of Family Services**

OAG Recommendation	Department's Response	Action Item	Status	Additional Comments
for keeping children safe. These strategies should include specific actions, timelines, and resources to address challenges in their communities.	In the medium term, the Department will review and expand the current training resources available to staff to promote parental engagement and community development work.	63.2	Complete	
		63.3	Complete <sup>4</sup>	

---

<sup>4</sup> As noted in the previous QPAP update, while community engagement is ongoing in the Department, the status of this action item reflects complete. Key actions have been taken by the Department to increase and strengthen its community and parental engagement. For example, the Department has contracted Qaujigiartiit Health Research Centre to deliver training sessions of its Inunnguiniq Parenting Program. The Department also created nine Family Resource Worker positions to provide more support to parents and communities. As indicated previously, the Department has integrated priorities related to community engagement into its Business Plan, and as such, remains committed to working more collaboratively with families and communities.

# QUALITY PROTECTS ACTION PLAN

## Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014 Follow-up Report on Child and Family Services in Nunavut – Department of Family Services

### Appendix A

#### Workforce Management

**Recommendation 23:** In keeping with its previous commitment, the Department of Family Services should build on its work to date and continue to collaborate with the Department of Finance and the regions to ensure that community social service worker positions are filled with permanent staff in all communities. In doing so, the Department of Family Services should monitor vacancies and staffing activity and should address any systemic recruitment and retention issues that affect its ability to sustain capacity.

- **Action Item 23.1:** Improve recruitment, training, and retention of staff.
- **Action Item 23.2:** Establish interdepartmental committee to work with Nunavut Arctic College to review Social Services Worker Program.
- **Action Item 23.3:** Develop a tracking system to monitor vacancies and staff activity.

**Recommendation 27:** The Department of Family Services should set and monitor workload standards and take steps to ensure that these standards are met.

- **Action Item 27.1:** Gather current caseload data from all regions within Nunavut.
- **Action Item 27.2:** Conduct interjurisdictional review to gather child welfare workload information to enable Department to develop workload standards.
- **Action Item 27.3:** Amend the Child and Family Services Standards and Procedures Manual.

**Recommendation 35:** The Department of Family Services should track the community social service workers who receive or require statutory training and establish a regular training schedule, to ensure that everyone who needs training completes the program in a timely manner.

- **Action Item 35.1:** Revise and implement training program.
- **Action Item 35.2:** Expand tracking system for statutory appointment to include types of training received and dates of completion.
- **Action Item 35.3:** Amend processes and standards to ensure training dates and competencies are regularly collected.

#### Compliance with Key Standards

**Recommendation 50:** The Department of Family Services should ensure compliance with standards established for case file management, facility inspections, foster home reviews, and the Director's annual audit. In doing so, it should: a) Ensure that staff, supervisors, and management are accountable for non-compliance with standards; and b) Use the results of the existing control processes, such as case audits by supervisors, to take corrective action on deficiencies and to follow-up on whether these deficiencies have been addressed.

- **Action Item 50.1:** Establish a case file standards training program and review standards to ensure clear accountabilities for compliance with case management.
- **Action Item 50.2:** Review and revise current regional file audit process, schedule and reporting. Expand tracking system for statutory appointment to include types of training received and dates of completion.

## QUALITY PROTECTS ACTION PLAN

### Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014 *Follow-up Report on Child and Family Services in Nunavut – Department of Family Services*

- **Action Item 50.3:** Establish an annual schedule of audits for HQ to complete in each region.
- **Action Item 50.4:** Implement a Client Information System (CIS) that monitors case documentation and compliance performance for each client served.

#### Basic Information on Children in Care

**Recommendation 57:** The Department of Family Services should ensure the timely and consistent collection and sharing of basic information about the children in its care by closely monitoring community reporting and taking corrective follow-up action as required.

- **Action Item 57.1:** Establish a manual Child in Care Tracking system for HQ to gather information on all children in care.
- **Action Item 57.2:** Prepare a Business Case to establish a client information database.

#### Community Engagement and Input

**Recommendation 63:** As we recommended in our 2011 audit, the Department of Family Services should actively engage parents and communities in developing strategies for keeping children safe. These strategies should include specific actions, timelines, and resources to address challenges in their communities.

- **Action Item 63.1:** Expand the monthly regional reporting system to include more information on staff engagement work in the community.
- **Action Item 63.2:** Consult with staff to determine what additional training is required in order to support expanded practice in community development, parenting support, and early intervention.
- **Action Item 63.3:** Examine community resource programs currently working in Nunavut and develop expanded working relationships.