Standing Committee on Oversight
of Government Operations
and Public Accounts
Televised Hearing on the Report
of the Auditor General of Canada
to the Legislative Assembly
of Nunavut: 2025 Follow-up
on Child and Family Services in Nunavut
April 30, 2025

### **Members Present**:

George Hickes, Chair Bobby Anavilok Janet Brewster Mary Killiktee Adam Arreak Lightstone Karen Nutarak Craig Simailak

# **Staff Members:**

Siobhan Moss Kooyoo Nooshoota

# **Interpreters**:

Andrew Dialla
Attima Hadlari
Mary Nashook
James Panioyak
Jacopoosie Peter
Blandina Tulugarjuk

#### Witnesses:

Peterkin Chakonza, Assistant Deputy Minister,
Department of Human Resources
Nick Clarke, Vice-President, Nunavut Housing
Corporation
Jonathan Ellsworth, Deputy Minister,
Department of Family Services
Anna Fowler, Deputy Minister, Department of
Executive and Intergovernmental Affairs
Matthew Hough, Assistant Deputy Minister,
Infrastructure, Department of Transportation
and Infrastructure Nunavut
Andrew Hayes, Deputy Auditor General of
Canada

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James McKenzie, Principal, Office of the Auditor General of Canada Colby O'Donnell, Director of Child and Family Services, Department of Family Services Alma Power, Deputy Minister, Department of Human Resources Jackie Price, President, Nunavut Arctic College Bernadine Rogers, Assistant Deputy Minister, Wellness, Department of Family Services Kyle Seeley, Deputy Minister, Department of Transportation and Infrastructure Nunavut

>>Committee commenced at 9:03

**Chairman**: Good morning, everyone. I would like to call our committee meeting to order. Just before we begin I would like to ask Ms. Quassa to lead us in prayer to start our day off. Thank you.

>>Prayer

Chairman: Welcome, everybody. We started yesterday with the Standing Committee on Government Operations and Public Accounts. With us before the Office of the Auditor General report on Family Services.

Before I begin I would like to congratulate our Member of Parliament, Lori Idlout, on her re- election. I think it's very exciting times in the political field. I would also like to thank Kilikvak Kabloona and James Arreak for putting their names forward. It's not an easy profession, as some of us can attest to, and I really thank Lori and Kilikvak and James on running.

I would also like to congratulate North of North on the season 2 renewal. I saw that yesterday. It's a very fun series. If you haven't had a chance to watch it yet, stream it on Netflix and CBC, to throw a little plug out there for them. It's a very, very fun show, especially when you know some of the characters in there.

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With that, we will pick up where we left off yesterday with a line of questioning from Mr. Simailak. Thank you.

**Mr. Simailak** (interpretation): Thank you, Mr. Chairman. (interpretation ends) Let's have a great day here.

Mr. Chair, I would like to go back to Family Services and regarding their opening comments again. A bit of information for clarification. On page 6 of the hoping comments, Mr. Chair, towards the bottom there is a partnership and collaboration with Nunavut Arctic College that I am looking for some information on. In there it says:

"The department is strengthening employment pathways for Inuit graduates of Nunavut Arctic College social services worker program which is central to this work. We are expanding our collaboration with the college to offer accessible and meaningful career pathways in the Department of Family Services. This includes more mentorships and targeted development opportunities."

First question to the Family Services. Once the students graduate from this program, does the graduation requirements meet the minimum requirements for the positions they are training for? I believe in the past there were some programs offered at the college that did not meet certain positions in the Government of Nunavut that they were supposed to be training for, which is why I'm asking about this question right now. Thank you, Chair.

Chairman: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, to a large extent, yes, the curriculum at the college does meet the minimum standards of employment with Department of Family Services as a community social services worker. I would say that, given the nature of Δρηλοβος Αλημικό, ΟΔοσηλος Δρηκος Αλημικός Αρηκος Αρηκος

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our work, Mr. Chair, we recognize that there are practical skills that need to be gained when they come into the work. It's akin, I would say, to legal education, where you finish your law degree and then for about a year or so you need that practical experience before you can take on the full scope of being a lawyer. So similarly, this is where this language comes in the opening statements with respect to working with the college, recognizing that we need to create pathways to success for the college graduates of the social work degree and diploma program to ensure that they can come on line. They receive monitorship. They receive the tools and supports to ensure that they are successful. And Mr. Chair, if you will allow, I think Ms. Rogers can further elaborate, if the committee wishes. Thank you, Mr. Chair.

**Chairman**: Thank you. Please proceed, Ms. Rogers.

Ms. Rogers: Good morning, everyone. I didn't think I was going to start right away. One of the things that I noticed when I first started with Family Services was we needed to do some work in terms of supervision, so practice supervision. Even for our seasoned social workers that have child protection experience, I have noticed in the past year that we've had some critical injuries that have happened that when we investigated and delve in more, there were new graduates that weren't necessarily given the appropriate supervision. And that worries me.

So what we did was we had conversations with our colleagues at Arctic College as well as HR, Human Resources, to develop a plan that is mindful of the need to provide extra support while not taxing the front line, while we're trying to fix things. One of the areas that we looked at was maybe we need to have just supervision for those students that are coming out. We didn't want to say we can't hire you because you don't have child protection

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experience. So that's the pathway that we're moving towards.

There's the ability to develop positions that are for junior social workers that have the diploma criteria or qualifications, and then they will be able to be laddered into full scope CSSW or community social services workers. I know when I graduated with my bachelor of social work I was excited to go into the work force, but I was also nervous. I didn't have experience and it was back, way back, because I'm a little old. I didn't have that clinical oversight and I was nervous about how I was interacting with clients. I was nervous about practice. I was nervous about my own liability. And I don't want that for our Inuit social workers that are coming out.

I want to make sure that we're doing things right and doing it in a sustainable way that will keep them with us, and will engage them because we're getting some pretty bad press. Everyone knows. Everyone is concerned about our practice. I want them to come in and see that we are there and we are supporting them. It's difficult, but I think with the partnership that we've developed we can really make a pathway that's going to be sustainable. Thank you, Mr. Chair.

**Chairman**: Thank you, Ms. Rogers. Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman, and thank you for the responses. It helps.

A bit more further clarification to Family Services again. Once these students graduate from the college program, it sounds like they start at the entry level position. Are there other pathways where they perhaps may not need some of the practical experience where they can maybe move up in other parts of Family Services that's still working with community social service workers? Is there something in

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that in the department or is it all just right now just the one type of program where Nunavummiut can go for the social worker program? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, this past March was Social Worker Month, and the theme this year was social work is everywhere. I would like to submit to this committee, Mr. Chair, that social work is everywhere in Family Services, and quite frankly, everywhere across the government.

To answer your question, I would say there are opportunities anywhere within the Department of Family Services for folks who are coming through the social services worker diploma or degree program. There are options in policy development, in income assistance, in career development. All of these sort of functions of the Department of Family Services could attract, potentially, folks with social-work backgrounds. And so yes, to directly answer your question, there are several opportunities within the department for social workers. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Thank you, Mr. Ellsworth. In your comments there you mentioned this includes more mentorships and targeted development opportunities. Is that where a young Inuk or even not even a young Inuk, but an Inuk who takes the program and graduates, that they are mentored immediately to where they can ladder-up and eventually become a supervisor or manager? If that's the case, is there room in the department for that if there's a non-beneficiary that an indeterminant employee already in a supervisory or management position? How would the department deal with that? Thank you, Mr. Chairman.

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Chairman: Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, as Ms. Rogers pointed out earlier, we want to create pathways, and so we recognize that the frontline is quite taxed as it is. So adding additional responsibilities like mentorship could potentially be damaging to the sustainability of the program.

To answer your question, we're currently assessing the feasibility of keeping it in-house, but also recognizing that we may need to bring in extra specific support for these students to ensure that they are consistently supported.

And Mr. Chair, if you'll allow, Ms. Rogers may have more details on that.

**Chairman**: Thank you. Go ahead, Ms. Rogers.

Ms. Rogers: That's always a possibility. There are opportunities for professional development within a department that involves acting assignments for young Inuit or young social workers. One of the things that I want to see is essentially an Inuit social worker should be sitting in my role. That's what I envision for Family Wellness. So we're working, as we're trying to stabilize the front line and ensure that we're practising the way, appropriately ethically and with our values, we're working kind of tandem to identify some social workers that are already in the system that are like diamonds in the rough, for lack of a better term, so that we can develop them in-house.

I'm also actively recruiting all the time, even at Northmart. When I know social workers that I've worked with before that are Inuit, I want to bring them over to us. I want them to see that this is really an amazing team to work with. And we do have the vision that we want to protect children and provide services for families. Thank you, Mr. Chair.

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**'LΔω'** (Ͻʹ៶ͰΠͿʹ): ʹϭͰʹ·ͼʹͰ·, Γ΄ ϚʹͰʹ. ϤΛʹ·ͼͿΠʹʹ·ʹ;ϽΔʹ·ͼͺʹ· Ͱϲ·Ͻϧʹϗ·ͼʹ·ϼϲ, ϹͿ·ͼͿϤ ϼͼϲʹʹ·ϭ Δၨͼ៸ϲʹͺϲͰϷϭʹͿ· Δϲʹ·ϭϤϨΠʹʹϧϹ· ϹͿ·ͼͿϤ ϹϹΠʹϲͺͺͼʹϽ·, ͰϲͿ· ϽͿʹ·ͰͿϷΠʹ·ϧʹ· ϹͿ·ͼͿϤ ΔϲʹϧϷΠΓͼͺͰΓͼ, ͰͼͺϷϧʹ·ϧϲͿϤ<ʹ ϹͿ·ͼͿϤ ͿϭϲͿϹϷϘʹ·ϭʹ·ϧʹ· Δϲʹ·ϭϥϛͱϧʹ? Chairman: Thank you. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chair. Thank you for the responses. Before I move on to Nunavut Arctic College, I have one last question to Family Services. For the students in the past that took the program that when they graduated they still did not meet the requirements to get into the field they were starting into, can they go back and perhaps take upgrading to meet the requirements to get into the field they wanted to, that they were studying to get into? Is that being offered now, or not? Thank you, Mr. Chairman.

Chairman: Thank you Mr. Simailak. To be a little bit more specific, I think it's important to recognize, the previous graduates that didn't meet the requirements to fulfil the requirements of the position, is there an upgrading option? Or do they have to go back and start at square one, which I've heard other careers have had to do is go back and start over. So sorry, Ms. Rogers.

Ms. Rogers: Thank you, Mr. Chair. In recent meetings that we've had with Arctic College we have brought up previous graduates from the diploma and bachelor of social work degrees, and actually they were included in our engagement during Social Worker Month with Minister Nakashuk. They were there and present. I asked to speak to some of them after, personally, and we were able to secure a family resource worker position for one of the diploma graduates.

To answer your question, no, they don't have to go back and do an upgrade, they just need to be identified to me so that I can work with the regional teams to see what vacant positions that we have, and then work with them to either bring them in on a casual basis and then look at other options for indeterminant hires. I hope

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that answers your question. Thank you, Mr. Chair.

**Chairman**: Thank you, Ms. Rogers. Mr. Simailak.

Mr. Simailak: Thank you, Ms. Rogers. A couple of quick questions to Nunavut Arctic College with regards to the community social services worker program. I'm looking for some information or clarification as to what kind of difficulties, perhaps, the college has to deal with to try to offer this program. Is there enough monies being asked from the department to offer this program? Are there instructors that the college can entice to come up and teach these programs? Just some information about that, please, Mr. Chair. Thank you.

Chairman: Thank you. Ms. Price.

Ms. Price: Thank you, Mr. Chair, and I thank the member for his question. So as the members are aware, the college offers two programs within its social service worker program portfolio. It is the diploma program, which is a two-year program. That program is always offered year after year in Cambridge Bay, with a second, with a cohort, with a delivery that switches between Iqaluit and Rankin. So in addition to Cambridge Bay year after year, one year we'll have it in Rankin Inlet, offer the two years, the next year it will be in Iqaluit for the two years.

I believe it was two years ago we added a third cohort of the diploma program in Arviat. We were able to reallocate funds internally to make that happen. The reason we had done that was, as you will all be aware, in 2021 the college offered its first cohort of the bachelor of social work. So in order for students to be admitted into the bachelor of social work, they had to have the diploma program.

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In terms of your question specifically, we and the college, the bachelor of social work aspect portion of the degree, we run that with our university partners, Memorial University. So we do have access to those instructors to offer that course. So we have the supports needed.

Some of the challenges that have happened at the diploma level is what you hear in a lot of departments. There have been issued with securing instructors, securing housing. But the college and the program specifically has been very active in finding solutions so that we can continue with our delivery. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Simailak.

Mr. Simailak (interpretation): Thank you, Mr. Chair. (interpretation ends) Thank you, Ms. Price, for the information. I don't know if you would have the data on hand, but on average, how many students a year are taking these two core programs? I believe you mentioned the minimum is three, but I'm hoping there are more than three each year. I don't know if you would have that info on hand. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Price.

Ms. Price: Thank you, Mr. Chair, and I thank the member for his questions. Yes, I do have some data I'm happy to share, focussing first on the bachelor of social work. We have had three cohorts so far. The first cohort we had five graduates; the second cohort we had six graduates; and the third cohort, they will be completing their program in October so we anticipate seven graduates. So from the

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bachelor of social work we've had 18 graduates so far. Again, that's offered in Cambridge Bay exclusively.

In terms of the diploma program, numbers can vary. This year in the current academic year, we have 20 students enrolled across three communities. So for Cambridge Bay, which is year two, they currently have four students, and in year one we have 16 students between Arviat and Rankin. And just another statistic I'm happy to share: We've been running the social service worker program since 2004. In that time we've produced 70 graduates. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chair. Thank you Ms. Price. I'm glad that's quite successful. That's a lot of graduates. Kudos to the college and the department.

Moving along, Mr. Chair, to the Office of the Auditor General. Exhibit 2, fourth bullet, first section on page 11 exhibit 2 addresses the Department of Family Services' office space needs. Did your audit evaluate Family Wellness office allocations across Nunavut communities, and how services were impacted by the lack of office space? Thank you, Mr. Chair.

Chairman: Thank you. Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chair, and Hon. Member, for your question. In terms of office space what we looked at was what was being done to address the need for office space. We didn't evaluate the needs, but we did look, as the auditors, what the department was doing in terms of assessing its needs. So for example were they looking at the communities across the territory looking at the sufficiency of the space, given their workforce in local communities; looking at other issues, for example, safety or security concerns. As we

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note in the report, there are that the department did, there are a couple things maybe to note. One is that they have hired a capital planner, which is something that the department had recognized in the past as an area that it need to do increase its capacity to help the department essentially do that kind of work, to look at office space. And so that's one thing that we note in the report.

But also we saw that they had assessed its office space needs. So for example, as I had mentioned, they had looked across the various communities whether the space was sufficient and whether there were any issues with respect to the working environment that could be addressed. Based on what we saw, they had been doing that kind of work, and that they were also in consultation with at the time Community and Government Services, or the department of infrastructure and transportation, Transportation and Infrastructure, to identify ways of addressing those needs. And that was work that was in progress at the time.

It's certainly something that we would continue to look at, to see if in fact that kind of foundational work, that assessment, the assessments that they were doing were being acted on and if they were continuing to do those assessments knowing that staffing complement may change in communities may increase. But we did see that they had assessed their needs. We didn't assess needs on their behalf, but we looked to see if the department was doing that type of work. Thank you. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chair. Thank you for the response. To the Department of Transportation and Infrastructure, Mr. Seeley, again it's the very same thing, exhibit 2, fourth bullet, in the first section on page 11. It indicates that Family Services communicated

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Perhaps, if I may, I will single out Baker Lake. I went through the Family Services office area recently, and they are pretty cramped for space. How does the new department work with Family Services to identify space needs across the community? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Seeley.

Mr. Seeley: Thank you, Mr. Chair. I thank the member for the question. I think the Auditor General did a great job of describing I think the steps that Family Services has taken in identifying what its real property needs are, what its office space needs are. A really great first step that has been taken is identifying a position for a capital planner to do the assessment on space configurations.

Our role as a department is to manage the requests that come in from client departments, including Family Services, to make sure that the space is, firstly, available and, secondly, suitable for their programming needs. In the case of Family Services there's been an extensive amount of work that has been happening over the last 12 to 18 months to advance their space needs as a highest priority, starting with reconfiguring spaces to make sure they are safe and functional, so minor upgrades like doors and access ways and to make sure that it is readily accessible by their clientele. That's being advanced at regular meetings scheduled at the ADM level to prioritize the office space needs for Family Services.

Specifically in Baker Lake, it is an older office space. There are some space constraints within the specific property, and I guess to the member's question, what we do about that as a

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department, I would like to clarify that the office space needs in any given community are managed based on the combined needs of all program departments within that community.

In the case of Baker Lake, there's some recently developed new office space for Qulliq Energy that freed up office space in a leased property that had a trickle-down effect to other owned and leased properties within the community. The best aligned space within Baker Lake would be identified for Family Services, for them to potentially relocate to a larger space or a more suitable space, subject to tenant improvements being done and mapped out.

I will also point out that Family Services has taken some measures to increase their actual capital appropriation for small capital improvements to their assets, which is a big step in making sure that the spaces are suitable and maintained. Thank you, Mr. Chair.

**Chairman**: Thank you Mr. Seeley. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chair. To the Office of the Auditor General, staying on exhibit 2, first bullet on second section on page 11, it addresses the number of Inuit in Family Services' frontline workforce. Did your audit evaluate how many Inuit were employed in such frontline positions as community social services worker and family resources worker? Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Hayes.

**Mr. Hayes**: Thank you for the question. In our 2023 report we did identify that Inuit representation among community social services workers was low, and at a point in time, 2022, there were 14 out of 47 permanent and casual community and social services worker positions that were filled by Inuit staff.

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Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chair. Thank you for the response. I am actually glad scholarships was mentioned. To Family Services, it notes that a scholarship is awarded annually to five eligible Nunavut Inuit and Nunavummiut to study and practise social work, counselling, or psychology. How are the candidates for these scholarships identified and evaluated? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, the criteria for the evaluation of applicants for the scholarship is found within a schedule to our advance and contributions policy, which I currently don't have before me, Mr. Chair, so I would be happy to share those details with the member. I do know that the primary consideration is that the applicant must be Inuk. Thank you, Mr. Chair.

**Chairman**: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chair. Thank you, Mr. Ellsworth. Still to stay on Family Services, what factors are preventing more Inuit from being trained and employed as permanent community social services workers? Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

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**>ናΔ¹** (Ͻʹ៶ͰΛͿͿʹ): ʹͼͿϧ·ͼͺϳʹ· ϭΛΛͺͿϗʹ, ΔυʹϭϷϹʹ·. 100%Γ° Δʹ·ϧͼϪͿ·ʹ·Ϲʹϲͺʹ ΦϲʹϭͿ· Λίμλρς γα Τος Καν Το Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, I think the reasons are myriad. I would tend to believe that, well first of all, we are wholeheartedly expecting the graduates of the college to come on board, but some of the factors that I think reduce our ability to recruit Inuit social workers is likely the stigma around the work that we do. Oftentimes, particularly if in a community, especially the smaller communities, Mr. Chair, the work that we do is not necessarily something that aligns with general views of individuals and families, particularly as it relates to the protection. So I think there is a stigma around this idea of having to engage with families and remove children, potentially, depending on the circumstance. That is a challenge to appreciate for some folks.

And I would add, Mr. Chair, this is why it's really important for us to define our prevention model, as we move forward in our relationship with Nunavut Tunngavik Incorporated, and I see that prevention work is something that would likely be more palatable for the community social services workers and attracting Inuit into the field. I don't have any studies or literature. We haven't assessed the reasons why we aren't able to recruit Inuit social workers, but I do know there is a large stigma, and we look forward to ensuring that the support necessary to bring the college graduates in are in place in advance so that we can ensure that we have brought in our Inuit representation into the field of social work. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chairman. Thank you for the response. For my last question, a bit more clarification to question of the Nunavut Arctic College. Ms. Price mentioned there is a bachelor program and the diploma program that are being offered. Are there any other types of programming that

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**ΔCና°**: 'dታ°αΓ', Δ°/«ΡĊ<sup>©</sup>: /۶°-«ベΓ ΔΛ<sup>©</sup>dΠ<sup>©</sup>b7L<sup>©</sup>U ΔΔσπλ<sup>©</sup>d<sup>©</sup>Δ<sup>©</sup>. CΔ<sup>©</sup>d ἀ<sup>©</sup>σ4&σ4<sup>©</sup>b<sup>©</sup>C<sup>©</sup>D<sup>©</sup> d)«<sup>©</sup>J<sup>©</sup> 4<sup>©</sup>S<sup>©</sup>C<sup>©</sup>b<sup>©</sup>C<sup>©</sup>D<sup>©</sup> ΔC<sup>©</sup>bσ<sup>©</sup> \><sup>L</sup>ΓλΔ<sup>©</sup> bLΓ<sup>©</sup>b<sup>©</sup>Cπ&γρ<sup>©</sup>? 'dϧ<sup>©</sup>αΓ<sup>©</sup>, Δ°/«ΡĊ<sup>©</sup>.

**△▷⁴ᡃ᠀** (Ͻ<sup>¹</sup>∖≻∩Ϳʹ): 'dϧ°αϳʹ·, Δ<sup>℩</sup>√ペ▷ϳʹ·. ⟨√⁰d∩Րʹ→∩ʹ, ϳʹ⁰d⟨ Γʹς ▷ϳϫ՝ ₽▷ʹdʹ→Ϳ. 'dϧ°αϳʹ·, Δ<sup>℩</sup>√ペ▷ϳʹ·. could be done through the college to offer Family Services, like how does the college work with family services to determine what programming would best meet the department's workforce needs? It's not only the department, it's the needs of Nunavummiut. A department may want to focus on one area of the needs of Nunavummiut, but there are other needs across Nunavut that may need a bit more focus. So does the college look at maybe a broad scope of what the college could offer and help Family Services with programming to help Nunavummiut? Thank you, Mr. Chairman.

Chairman: Ms. Price.

Ms. Price: Thank you, Mr. Chair, and I thank the member for his question. I really do appreciate where you're coming from. Having grown up here, having worked with the college for a number of years, I have had the opportunity to understand the diverse training needs of our territory. It's true, we need a lot of programs. We need to have more students come through our programs, graduate, and enter into the workforce.

While we understand at that, there are very real capacity issues that we have to deal with. We do our best to offer as many programs as we can, within our own limitations, but specifically to the programs related to social work, as mentioned by the deputy minister and his team, the college has really ramped up its working relationship with the department, and I think we've gained really good traction to create those pathways from education to the workforce.

Now, what the college is doing itself to help bring more people through these important programs is the college is working to diversify its delivery model. So I believe it was in 2022-2023 the college received approved funding from this House to dedicate supports to put our social service worker program diploma **Δογ<ΒC'6** (ϽϳγΡ)Τος): <sup>4</sup>σρστρ. Γν ΦC2<sup>4</sup>ο.

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into an online model. We've been doing that work, and from what I understand, we should have an online model completed by this summer. Rollout of that program may not happen until next year, just to make sure that we have all the support resources and everything ready, but the college hopes that in addition to our in-person delivery that an online delivery model will allow students who don't wish to travel to take part in that. And it's our hope that we'll be able to catch more students and encourage them to take this program. Thank you, Mr. Chair.

Chairman: Thank you, Ms. Price. Just to follow up a little bit, one of the things mentioned earlier was the number of graduates from a number of different programs, and we've all heard anecdotal discussions on the number of grads that are coming out aren't going to meet the need of what the Government of Nunavut has, for a number of different professions, not just the social work side of things.

I guess my question would be, how does the Nunavut Arctic College work with government departments such as Family Services, and I'm assuming within the career development side of the department, to recruit students? It can't just be the career fairs at the high school, because there are people who are aged out of the school system that are in their 20s that have now come to the ability to be able to look at expanding and developing their employment opportunities. What kind of recruitment is done at the community level to make sure that these programs have as many students involved with them as possible, not just to meet the needs, but to meet the educational requirements of the career path that they're choosing? Ms. Price.

**Ms. Price**: Thank you for that question, Mr. Chair. One hundred per cent recruitment is an important part of the college's functions. In the last five years the college's marketing and

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communications team has have been strengthening their processes so that we get information out, that we get posters out. We expand our social media presence and that we engage with our team at the community level so that people are aware of these programs.

We have also other efforts that include talking to high school students. But while all those efforts are very important, there are other realities that do limit the number of students we can take in, and most notably it's student housing. We don't have a lot of extra student housing, and especially for campuses with multiple programs, there is some push and pull that we have to do every year.

Since the delivery of the social service worker program in Arviat, which has had healthy cohorts every year, we do see that the opportunity for community-based deliveries, that is a good model for us to draw on. And again, our hope is that with this online model we'll be able to again catch more individuals.

We are working to use our traditional avenues for marketing and recruitment, but there are areas for improvement, definitely. But again, I can attest that the college and its efforts with the Department of Family Services we are looking for creative ways to reach the people that we both need. Thank you, Mr. Chair.

**Chairman**: Thank you. Thank you for that response. I'll go to the next name on my list, Ms. Nutarak.

Ms. Nutarak (interpretation): Thank you, Mr. Chairman. First of all I would like to direct my question to Family Services. In regards to out of territory, the patients that go down to Ottawa, some of them child protection agency apprehends some children. Do you work with them as well? Thank you Mr. Chairman.

Chairman: Thank you. Mr. Ellsworth.

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Λ/L4LΔ<sup>2</sup>αΡϧ<sup>16</sup>Σ<sup>16</sup>Δα<sup>16</sup>Σ<sup>16</sup>Δα<sup>16</sup>C<sup>16</sup>DA<sup>16</sup>Δ<sup>16</sup>C<sup>16</sup>DA<sup>16</sup>C<sup>16</sup>C<sup>16</sup>DA<sup>16</sup>C<sup>16</sup>C<sup>16</sup>DA<sup>16</sup>C<sup>16</sup>C<sup>16</sup>DA<sup>16</sup>C<sup>16</sup>C<sup>16</sup>DA<sup>16</sup>C<sup>16</sup>C<sup>16</sup>DA<sup>16</sup>C<sup>16</sup>C<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup>16</sup>DA<sup></sup>

 $\Delta$ <sup>6</sup>/<sup>4</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup>

**Δυγ<βνα:** (Ͻίλληυς): ٩σβοιζό. Γις Αςως.

 $\Delta$ <sup>6</sup> $\prime$ <sup>6</sup>

**ΔC5<sup>6</sup>**: 'dታ°αΓ˙, Δ<sup>6</sup>/«ΡC<sup>6</sup> Δ<sup>1</sup>L 'dታ°αΓ˙ Ċ°α ϽΡ/α<sup>6</sup>/Π<sup>1</sup>ΠαςδΡ. ΔΔσπλίοβΔ **Mr. Ellsworth**: Thank you, Mr. Chair. Through you, I would request that Mr. O'Donnell respond to that inquiry, please, Mr. Chair.

**Chairman**: Thank you. Go ahead, please, Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chair, and thank you to the member for the question. Through our partners in the provincial and territorial regions we have what is called an interprovincial agreement and/or interprovincial protocol that we utilize, so when a child does come into contact with the Children's Aid Society, for example, related to your question, what does happen is that that agency is responsible to contact us through that protocol. There's also other obligations that that agency has as it relates to the federal act that they do need to notify the governing body. I'm sorry, slow down. My mistake.

They do also need to notify the Indigenous governing body as well, if a child does come into contact with the child welfare agencies. So we do communicate when that does happen and they do notify us. Does it happen every single time? No, it doesn't, but that is something that we do have that communication stream to make sure that we are able to go back and address it if it didn't happen because there is a protocol that is in place that is supposed to be followed. Thank you, Mr. Speaker.

Chairman: Thank you. Ms. Nutarak.

Ms. Nutarak (interpretation): Thank you, Mr. Chairman, and thank you for your response as well. When you are informed about such things do you provide assistance to make sure that they are returned to Nunavut, to their families, or does the child remain down south? Thank you.

**▷Ċჲ°** (ጋጎዶበJና): የ<mark>d</mark>ታ°ҩ广⁰, Δ⁰ፖ≪▷Ċڻ⁰. Δ΄. ◁₽፫·ჼ⁰ፘ⁰ፘላ∆°ҩ▷ና⁰℃°°ጋ°.

**Δ<sup>6</sup>/«ΡC<sup>16</sup>** (Ͻ<sup>1</sup>/<sub>2</sub>ΑηJ<sup>1</sup>): 'dϧͼαͺΓ<sup>1</sup>, Γ<sup>1</sup> ΔC<sup>16</sup>.

**ወርና**\*: 'd৮°௳广<sup>\*</sup>, Δ<sup>\*</sup>/ペ▷Ċ<sup>\*</sup>. Ć<sup>\*</sup>௳ Ͻዮ/▷Lᢣ▷'d<sup>\*</sup>᠘ ἀͺϲ<sup>\*</sup>)Δ<sup>\*</sup>᠘ ዾαፆ<sup>\*</sup>Γ▷Δ<sup>\*</sup>Δ ▷'b▷/ሲጋΔ°α<sup>\*\*</sup>Cና. Γ'በLCϲ<sup>\*</sup>Րጋላ<sup>\*</sup> \<sup>\*</sup>\*የጕLታ▷<sup>\*\*</sup>ቦ<sup>\*</sup>L<sup>\*</sup> ጋ\<sup>\*</sup>\*ጕL<sup>\*</sup> ላሥቦ<sup>\*</sup>Ժ ዾαፆ<sup>\*</sup>Γ ዾαϲ<sup>\*</sup>Ժ CL<sup>\*</sup>ሲ ላ<sup>\*</sup>ታሶ<sup>\*</sup>በናበ'ኔናር<sup>\*\*</sup>ቦ<sup>\*</sup>Ժ<sup>\*</sup> ΔΔ<sup>\*</sup>Ժ<sup>\*</sup> ላ<sup>\*</sup>\*የቦላሲላ'ኔና'L<sup>\*</sup>.

4/4ዾ4<sup>ና</sup>ጔ<sup>ኈ</sup>Ⴑ, Þ4<sup>ና</sup>በ4ዖ<sup>ና</sup>ኄ 4ለ<sup>ና</sup>ራ<sup>ና</sup>σ4ሮ<sup>ና</sup><sup>6</sup>><sup>ኈ</sup>Ⴑ Δ/៤<sup>6</sup>\<sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup><sup>6</sup>/<sup>6</sup>/<sup>6</sup>/<sup>6</sup> **Chairman**: Thank you. I'll go directly to Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chairman, and thank you for the question from the member. It's a good question, but it does vary on a number of factors. It really does depend on the situation and what had transpired at that time. For the example that you've brought forward, they are down there for medical or for a patient-related situation, and formerly we were not involved prior to that, but we do get notified and involved. So we will help support, get in contact with family members with the situation, try to understand what took place, and how best we can support that family in returning back to Nunavut.

However, there are factors that we do need to consider: the safety of that child; what's in the best interest of the child at the time; what's in the best interest of that family; and whether or not that family is in a position at the time to support the child back in Nunavut, or if there's extended family that can help support that family. So we would look at every option possible to ensure that the safety and the support is there for that child and family to return back to Nunavut. However, there are other factors that may impede our ability to do that, based on the jurisdiction, because again, it's the jurisdiction down there that have their legislative authority. We do partner with organizations as well down in Ottawa, Tungasuvvingat Inuit and Inuuqatigiit also are well associated with the Ottawa child aid society. They often are involved as well and are notified and can help support the family return back as well. And that communication will also come to us as well, when needed. So we're very communicative with a lot of partners down in Ottawa to ensure that there is a pathway and that the continuity of care continues. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Nutarak.

**Δ•/«ኦር**•• (ጋጎ.አበJና): ኦር።የኦበፈLኑΔና, Γ΄ <sub>Δ</sub>ርና።? ርΔLΔናኃ<sup>\*</sup>Lና ላበ፣ሀበ<sup>\*</sup>Δና, Γ΄ >ጵነጋ.

**Δογοροίο** (Ͻϳλληυς): ٩σροφίο. Γις Φςσς.

**ዾင፞፞፞፞** (ጋኒ፞ትበJና): 'dታ°፞፞፞፞፞፞፞፞፞፞፞፞ ፞፟፟፟፟፟፟ዹ 'dှ<sup>†</sup> ሲቮ° Ć<sup>†</sup> ሲ ፈለጭሰበቦኒጐσ. Δ΄, ሲጋሲΔ<sup>†</sup> ኃላጭ ኦታና Δ⁰ d ጵሴ ኦታጭጋንስና ፈነትስና ኑር <sup>™</sup> የጉԼር ውሲ <sup>™</sup> ውና. ር∆⁰ d ፈየናጋጭ< '፫ ፈውጐየና ፈነትስ የበርኦና ቴር <sup>™</sup> የቦነጋና. የተፈታ, ፈነትስ ታ ፈየርጭር ኦነሪና የነጋና Δርስ <sup>™</sup> የቦነታ ጋፈጭ<ና ኦኖዲነት ታና ፈነት, LΓፈሲጭ ጋየተፈናበፈናር <sup>™</sup> የቦነርና

**Δ৬/≪▷ር%** (ጋጎ.2∩J<sup>c</sup>): የ<mark></mark>የታ°፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞፞ፘ, Γ<sup>i</sup>ር ▷Ċ፞ጔ<sup>c</sup>. Γ<sup>i</sup> >ጛ፞<sup>i</sup>່>).

**Δυγ<ΡΟϊ** (ϽϳγΡυης): «٩ρφοζ». ΓνΟ ΡΟσος.

 $\Delta$ **^{\circ}/^{\circ}):**  $\Gamma$  $^{\circ}$   $\Gamma$ 

**>ċ'Ͻ** (ϽϤϒΛͿͼ): ˤdϧͼͼϳͼ, Δεγ≪ϷϹʹͼ, Δ, ϲͻγϷς ϤʹϤͿϤ ϹϲϧϹϷͼρͼϲͼς, ʹαμϧͼͼϳͼ, Δεγ≪ϷϹʹͼ.

**Δ°γ<β>C°** (Ͻϳγ>Ως): Γ,C ΦςΦς.

Ms. Nutarak (interpretation): Thank you for elaborating that to me. Thank you, Mr. Chairman. Moving on to a different topic, children. When there's apprehension of a child from the parents, do you have any policy that the family of the child, it would be a priority to return the child to the family or to the kin? Or do you do investigation to find out whether they can be returned to the grandparents or to the extended family? Thank you.

**Chairman**: Thank you. Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chair, and thank you to the member for the question. The first consideration in any circumstance, whether that be the potential for removal of a child for the family would always be to look to extended family and/or whether or not the circumstances allow for us to continue working with that family. Not every situation that we are notified of requires us to remove a child from that home, or from that unsafe situation. We have to carefully look at the circumstances, assess the circumstances, and then make a decision in conjunction with the family to understand what is in the best interest of the child at that time.

To answer your question simply, we will always work with family where available. I think some of the constraints around that and what we have seen studied by folks in the past is caregiver burnout. We've seen many families are always, never met a family that's not wanting to take care of their family, ever. The problem is it becomes a very challenging position to be in, and we have to try to develop certain pathways and plans to help support that family as best as we can and to ensure that they have the resources and support as a group, as a community, as a family, to ensure that that child stairs and remains with the family. So we work with extended family whenever we can and whenever possible, but there are limitations to that at times. Thank you, Mr. Chair.

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**ዾĊ፞^** (ጋቫትበJና): የ<mark></mark>የታኈ፫<sup>ቴ</sup>, Δ<sup>ቴ</sup>ፖ≪ኦ፫<sup>ቴ</sup>. LΓላሷ<sup>ቴ</sup> ፫<sup>ቴ</sup>ሲ ላለ<sup>ቴ</sup>ዕበቦታልና ኦ<sup>ቴ</sup>ቴናበላ<sup>ቴ</sup>ቴ<sup>ቴ</sup> ታል<sup>ቴ</sup>ሲን<sup>ቴ</sup>.

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**Chairman**: Thank you, Mr. O'Donnell. Ms. Nutarak.

**Ms. Nutarak** (interpretation): Thank you, Mr. Chairman, and thank you for that explanation. If a child would be given to the grandparents, either the grandfather or the grandmother, are they paid or should they be paid? Thank you, Mr. Chairman.

Chairman: Thank you. Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chair. Thank you for the question. The answer is yes, they should be supported. I think we're all very aware of the financial burden of having a child. It's expensive. I can only imagine when there's multiple children or even a single child. So, yes, extended family, grandparents, aunty, uncle, we would do the assessment on the house and the home to ensure that it's a safe environment, of course, and once those approvals are given, then we would certainly set them up to be paid regularly and supported. And that's a definite, yes.

**Chairman**: Thank you. Ms. Nutarak.

Ms. Nutarak (interpretation): Thank you Mr. Chairman, and thank you for that response, for that explanation. Possibly the social workers might have a different opinion, because I've been told on one occasion that they were told by the Department of Social Services that if a child is referred to the grandparents that they cannot get paid. If the child is going to be referred to another family, then that family would get paid. Maybe they have different understanding of that paragraph. Thank you, Mr. Chairman.

**Chairman**: Thank you Ms. Nutarak. As this is a case-specific, I would encourage the member to speak to officials outside of the chamber. We are delving into some potential privacy issues.

Ρረላσ ቴρርἰቴ/ρስ<sup>ς</sup> ርቴ<sub>α</sub> ላነትሶ<sup>ς</sup>, Δርናċ ህʹςς⊃ላቴ<ና 12συ⇒ቴσ<sup>ς</sup> ላናናЈቴυςς⊐ላቴ<ς የປησιοίος

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But from an overarching concern of that, I'll go to Mr. Ellsworth for a response.

Mr. Ellsworth: Thank you, Mr. Chair, and thank you for that question. We do understand that there may be challenges for some families. There oftentimes is a requirement to sign documentation, and there may be reluctance to, which results in delays respecting payments. However, I would encourage you to reach out to me directly with specifics, if you wish, Member, and as mentioned yesterday we do have a new client relations function which we will be doing very soon, some community-relevant advertising so that people are aware of that service and they can register their concerns with us and we can address them. Thank you, Mr. Chair.

Chairman: Thank you. Just before I go back to Ms. Nutarak, just to get clarification, whether it's an extended family member or just a member of the community, are all rates of compensation the same across the board, no matter whether they are related or not? Mr. O'Donnell.

**Mr. O'Donnell**: Thank you, Mr. Chair, yes, rates are the exact same.

**Chairman**: Thank you. Ms. Nutarak.

Ms. Nutarak (interpretation): Thank you, Mr. Chairman. For the people out there who are listening, this has been brought up by the people of Pond Inlet and I've also heard that it's of concern to the other Nunavut communities, and with the different understanding of paying people who take in children.

Moving to another subject, or maybe I can ask about this at a later time so I can think about. Thank you, Mr. Chairman.

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Chairman: So do you want to wait, Ms. Nutarak? I'll go to the next name on my list. Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. For clarification, we heard that the rates are the same for family and non-family members; however, it's my understanding that there are rates based on the cost of living in communities. Is that correct? Do they fluctuate through the territory? Thank you, Mr. Chair.

Chairman: Thank you. Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chair, and thank you to the member for the question. Yes. Sorry, I should have clarified that there are different rates for different regions and communities. However, within each of those settings, the rate would be the same for whether it's an extended family member or non-family member. Sorry for the lack of clarification.

**Chairman**: Thank you, Mr. O'Donnell. Ms. Brewster.

Ms. Brewster: Thank you. Just staying on that same subject, if a family or an individual decides or is approved to take in foster children, is there a rate per child? Or if somebody takes in two or three children from a family, do the rates fluctuate? Do you get a certain amount for the first child and a certain amount for the second and third and fourth, or however many? Or is it based on the individual child in care? Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. O'Donnell.

**Mr. O'Donnell**: Thank you, Mr. Chairman, and thank you for the question. It's per child, the rate. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

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**Ms. Brewster**: Thank you. And is that rate dependent on the age of the child? Thank you, Mr. Chair.

Chairman: Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chair, and thank you to the member for the question. So foster parenting and foster care rates generally go to the age of 15, where we have a defined age of the child being zero to 15 in the legislation. Then transitioning out of that, there are foster care rates that can continue on, and we can discuss those as a group, but the older children, or sorry, youth from 16 to 18 can also be provided what is called a support service agreement and the financial supports are allocated through that agreement at times. But foster care is generally typically from zero to 15. But it's not to say that it's not allocated in certain circumstances above that age. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. I think what I heard is that there's a rate per child based on zero to 15, and then there are different rates from 15 and above. I just want to make sure that that's really clear. Thank you, Mr. Chair.

Chairman: Mr. O'Donnell.

**Mr. O'Donnell**: Thank you, Mr. Chair. Sorry, to the member, could you repeat that question, please.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you. I feel like I get better at asking questions as I go along, so I understand that you don't understand that. So I'm asking about whether or not, and I believe it's a per day rate, per child in care. I'll give an example. So somebody takes in an infant and

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then somebody else takes in a 12-year-old. Are those individuals who are taking in these different-aged children receiving the same rate per child. Thank you, Mr. Chair.

**Chairman**: Thank you for that clarification, Ms. Brewster. Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chair and thank you, Member, for the question and the clarity for me; I appreciate it. The basic needs are generally what that per diem covers. If there are circumstances where a family requires additional financial supports by case by case, then certainly that would be considered. I think your example would be a good one to utilize. In an infant situation or a newborn baby, where there is lots of diapers and there is lots of feeding and there is lots of food, then there are certainly circumstances where we can look at that and try to develop a different pathway to help support that family depending on the financial needs. Everybody's financial needs are different, especially across the board so we want to make sure that that child is getting what they need to be supported. So we can certainly look at different aspects of it.

But in general the per diem rate is the same for an infant and for a 12-year-old. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you for that. I would just like to go back to the Auditor General. I do have some other areas that I would like to go back to, but one thing that we didn't start with, which is something that we have seen and heard in the last couple of days with the Representative for Children and Youth before you and in our discussions is the knowledge of the impact of trauma on many Nunavummiut. I can attest that the body remembers, even though, I talk about these things a lot sometimes and we get triggered.

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I would just like to go back to in paragraph 1 of your report, it notes that intergenerational trauma resulting from colonialism and the residential school system, compounded by social and economic challenges such as inadequate housing, food security, poverty, and remoteness creates a complex range of issues that put some children and families at risk.

What I would like to ask is how did your audit determine the impact of intergenerational trauma on children and families in Nunavut. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you very much for that question. This is obviously a very important area to discuss. The statement that we have in our audit, that's based on research and also a series of audits that we've done both in this territory, in the north generally, and in the federal context. Any one of these factors that we talk about in that section of the report can have a significant, considerable effect on children and youth, their families, everyone. They are social indicators of health, and when they're going well obviously the outcomes for people are better.

The reality that the trauma that people face can create a cycle we have seen in other reports of ours, whether it's in the corrections context or in the educational context or generally in the health context. What we aren't able to say is how factors in this context operate in isolation. What we know is that there's a compounding, and whether it's health compounding on lack of food security compounding on potentially some homelessness or whatever, that is really difficult. Later on, the experiences with residential schools and colonialism and you've got a very, very complex melting pot of challenges.

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In terms of our report, I think it highlights the importance of investing in the supports and programs for children, youth, and their families, whether that's access to housing, whether it's community support programs, parenting programs, mental health programs, addictions programs. And while the government has a role to play there, there are obviously parts in the community and other organizations that can help. So I think that statement is really important to lay out to the reader who may be familiar with the experiences in Nunavut or who may not be, how important these factors are.

I'm going to ask Mr. McKenzie if there's anything else he would like to add to this. Thank you, Mr. Chair.

Chairman: Thank you. Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chair. Maybe just to pick up on what Mr. Hayes was mentioning with respect to the important role of prevention, I would say prevention, but also even before, well I guess certainly related to prevention is investing in programs and services in communities that can be made available to support not just children and youth but their parents and families as a whole. And that's one side of it is programs and services.

Just to maybe note the desired outcomes in the strategic plan that the Department of Family Services has developed, with that view of looking at prevention, because I think in the long run that's the ideal, is to be able to have those programs and services available that will help prevent children and youth from getting into situations that require the department to step in from a child protection perspective. Certainly those are desired long term outcomes, and so just to say or just to underline what Deputy Hayes had mentioned about investing in programs and services.

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bΛΛαφ ΛΡΛΓσζης ΔΓΑΛΓσζης ΔΑΓ⊂ργαδίσα CΓεσ ιδιθοφηζίουσφ Maybe if I can make a quick link back to some of the discussions yesterday about the role that information can play in terms of helping inform decisions on not only what types of services and programs may be required. That would come out of, for example, if there are referrals coming in, understanding what are the nature of those referrals, what are the underlying causes, which can then help inform the government as whole and certainly Family Services in terms of informing decisions to go forward with business cases, for example, on not necessarily talking about investing in community social service workers or things on the child protection side. But again, those programs and services that can be made available to families to help them in terms of dealing with some of those underlying problems and challenges that they are facing, which as Mr. Hayes mentioned, are very much interrelated.

Again, just to summarize, I think that there is that connection to prevention and investing in those types of programs and services that is important for addressing those many underlying factors that come into play. Thank you, Mr. Chair.

**Chairman**: Thank you, gentlemen. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair, and thank you Mr. Hayes and Mr. McKenzie for those responses. I think I've spoken to the issue of data collection on a number of occasions. I feel that it's really important that information also be shared across departments and programs and across services, and so I would just like to hear a little bit from you about how important these information-sharing agreements are and what steps we take in order to ensure that we have knowledge of what our baseline information is and the gaps in that baseline information because, we can't measure programs until we know where we started.

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Nunavut is nearing 26 years old and there is a constant dialogue about lack of information, lack of statistics, lack of data. At some point we can't say oh, it's because of historical issues, because today we should be taking the opportunity to create that information in order to inform our decisions. If you could speak to that I would appreciate it. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you. I'll start with I guess the trite statement that comes from years of auditing experience, but quality information is critical to decision-making. We do have a number of audit reports where we have identified the importance of collecting better information, accurate, complete information upon which to make decisions. It's not limited to this audit report. However, this audit report shows how services can be affected by lack of quality information. Whether it's information about referrals or information about just the children and youth that are supposed to be under the department's care is fundamental.

When I look at the work that the department has been doing to implement the new Matrix system, there is reason to be hopeful and encouraged. The trick is that it has to be used by everybody. It has to be complete information collected in a consistent way that will allow the departmental officials to get a clear picture of what's going on. And that's important not just at the high levels of the department, where they can make resourcing decisions and identify which staff might be best skilled for particular cases, but it's also important for the frontline workers. When I think about an individual who might inherit a case that has been going on for years, having quality information in the system allows them to come up to speed very quickly. It might avert or avoid the necessary discussions with the

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family about very painful experiences in the past that they have to relive whenever a new person comes onto the file. So the information that can be collected and shared within the department so that they can improve service is important.

That system can also be used to help work amongst departments to address the needs of the Department of Family Services. What I think you'll hear, if you probe into information sharing, is the importance of privacy and confidentiality. So it is critical to identifying who should have access to particular information and who shouldn't, but I will say, on the other hand, and this is the delicate balance that the government departments have to walk, when somebody interacts with their government, they expect that the government will be able to provide service in a seamless way. They don't expect that they go to one department and the department says "We don't know; you have to talk to another department", and you get bounced around. So there's a delicate balance in information sharing. This is where protocols and standards and consistent transparency is important, balancing the privacy rights.

You're right that the territory is 26 years old now, but there is a tremendous amount of knowledge and experience that dates back generations in this territory. So I think that the challenge for the department moving forward is to collect information, experiences, and learning, and use that together. This system is a way to facilitate that but it comes down to regular use, consistent use, and I think in effect the willingness of everybody to make sure that the data is good and complete.

I hope I've covered off all the angles there. I'll stop there, Mr. Chair. Thank you.

**Chairman**: Mr. McKenzie, you wanted to supplement the response? Go ahead, please.

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Mr. McKenzie: Thank you, Mr. Chair. And briefly I think, and we have talked about things like the Matrix system, and as the hon. member had mentioned, that question of information sharing across departments, because I think there is information that other departments have that can help paint that picture. For example, the availability of housing across communities. The availability of programs, as I mentioned the important programs and services in terms of prevention. So which communities do have, for example, mental health programs that are available in the community? Which communities have active non-for-profit organizations that are also delivering services?

I've often thought of these as social infrastructure that existed within communities and within the territory as a whole. And so we have on the one side the information that is coming from Family Services in terms of the nature of the work that they are dealing with and that can be used to inform programs and services that by their nature would be delivered by other departments.

So I think that sharing of information, certainly with respect to considering privacy and confidentiality, but other departments have a role to play because they will be the holders of some of that information. The inventories of programs, for example, that are available. So it's kind of bringing all that together.

Is there an opportunity going forward for the Department of Family Services to use a progress report, as an example, as a means of communicating some of that information? It's a possibility. But it is maybe a mechanism that could bring the other departments together with that idea of let's paint a picture of what the situation is, and that could then go forward and be used to help inform some of the decisions with respect to where to invest money and resources, not only in terms of what areas, like

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in terms of programs, but also which communities and regions need those supports versus others. Just to add on and address that notion of sharing information across departments and the value that that plays. Thank you, Mr. Chair.

Chairman: Thank you for that. Ms. Brewster.

Ms. Brewster: Thank you very much for those responses. I'll just go to the Department of Executive and Intergovernmental Affairs to ask what the approach is to information sharing across the board, because we're saying we're taking a whole-of-government approach on this issue, on the crisis in foster care and children in the department. We're taking a whole-of-government approach to elder care. We're taking a whole-of-government approach to the issue of suicide. Did we say we're taking a whole-of-government approach to housing? I can't remember. But there has been that ongoing statement and commitment to take that approach, and so I would just like to hear about what's going on in terms of how are we taking a whole-of-government approach to sharing information in order to inform decisions that we're making. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Fowler.

Ms. Fowler: Thank you, Mr. Chair. Good morning, everyone. I thank the member for the question. To answer as broadly as possible, I think there are a number of structures that are in place within the Government of Nunavut to allow for information sharing of this nature. We have our deputy ministers committee we have a number of sub committees that are underneath the deputy ministers committee that allow for – sorry, I'm probably talking too fast again – that allow for exchanges and information sharing within departments, so we utilize those. Those are our different information sharing protocols as well that are in place. We know with respect to some of the conversations yesterday with the

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Representative for Children and Youth there is interdepartmental protocols that are in place. So there are mechanisms that are utilized, but at the broadest level we have those interdepartmental structures to support this information sharing. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. If I could go back to the auditor generals about the difference between qualitative and quantitative data because I think these are two very important sets of information that we can share. I'll just ask you to expand on that. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you very much for that question. In terms of qualitative and quantitative data, I would say that for any program and to ensure that service is being provided well, you need elements of both. Quantitative data is important from the perspective of empirical testing and measuring, but not everything can be empirically measured. In terms of the number of children who are under the responsibility of the department, they need to have clear and accurate numbers on that.

As we have said in our report, we're happy to see that even though it required a significant amount of manual labour, the department was able to improve and identify who is under their care. That's an example of some quantitative data that is required. Likewise the number of individuals who have been hired. Those sort of metrics need to be monitored. It is easier when you have a baseline to measure what progress looks like with quantitative information.

Qualitative information is also very important, but there is always an element of subjectivity in qualitative information, so making sure that Δ<ΛJ/cfbcCfLC Δ%bqΔአ%ής, ÞΔα4/c%ζηδ PqÞσfσς 4ll Λλγγρηγγησς ΔΔ%Δς. CΔLΔ4Lς, LΓ4α% 4%δλρςςL.

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that information is free of bias, but still useful for measuring how outcomes are improving or how services are improving is important. Surveys and focus groups, all those sources of information that does provide qualitative measurement opportunities are important. I was encouraged to hear that the department is opening some lines for that sort of feedback and information gathering.

The importance of connecting qualitative and quantitative data and informing decision making is something that is of high level of sophistication in decision making, frankly, and as the department is able to collect, compile, and digest more information with the systems that they are putting in place and the work that they're doing, one would expect to see that this will lead to easier decisions on prioritization of resources of targets and ultimately better outcomes.

I'll give an example. With qualitative and quantitative information about how services are being delivered in a particular community versus another, the department can make what would seem right now to be very difficult decisions about where best to assign resources and identify the complexity of cases and put the right people on the right files. That is something that I hope that the department will be able to get to with the use of information.

I'm also going to ask Mr. McKenzie if there's anything he would like to add here. Thank you, Mr. Chair.

**Chairman**: Thank you. Go ahead, please, Mr. McKenzie.

**Mr. McKenzie**: Thank you, Mr. Chair. Maybe just one aspect to add on with respect to the qualitative side of your question, and it's important to kind of get a balanced perspective. The Department of Family Services has talked about the new client relations program that is

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introduced and that is one means of getting that kind of feedback, that qualitative aspect. There is maybe a risk that you're only hearing what hasn't worked, and I think it's equally important, through consultations, to understand what is working as well and to try to draw out those best practices, those good practices, which could then be shared within the department as a means of continuously improving their programs and services.

I am aware that recently in British Columbia their Ministry of Family and Child Services, and I haven't had an opportunity to talk to them, but they were considering, just by way of context, they do compliance reviews of their files to see are they in compliance with their standards. There has been an indication that they were going to expand that to, or maybe not expand it, but to complement it with getting more qualitative information from individuals, whether it be individuals and families who have had interactions with the system, with the ministry in this case. And the voices of those or the lived experiences of those who have had those direct experiences.

That is something that is, again, it would have to be carefully thought through, but I think that has a lot of merit in terms of getting direct feedback from those who have received services from the department to know what kind of impact it is having, what worked, and what could be improved and also what kind of program, again coming back to that question of programs and services, could they benefit from or could others in the community benefit from.

So there is that qualitative aspect as well that I have seen at least in that one jurisdiction that may be something that the department could consider. Maybe not right away, but it's something as they start to do their quality assurance and compliance reviews, that is something that maybe even as a pilot test could be considered in terms of getting that

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Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you both for that response. Can you just speak to the ease or the risk of sharing versus qualitative versus quantitative. The reason I'm asking these questions is because I want to help the whole of government to figure out what kind of data they can and should be collecting and from whom and what data is absolutely protected, right. We want to protect for me, my age, my gender, my ailments. But do we necessarily need to protect the data about me where I'm a homeowner, I was a foster parent? Data that can inform the government on how they can support me in that really private data? I hope that makes sense. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. So I'm going to confess right off the bat that you're in my passion wheelhouse. I'm a bit of a data nerd. In terms of data collection, I would say that the department should collect all the information it needs to make decisions and to provide the services that children, youth, and families are entitled to under the legislation. After they collect that information, then it's about what could be shared in a disaggregated way versus what could be shared in an aggregated way. Sometimes you need disaggregated information, and indeed, we in the Office of the Auditor General encourage departments a lot to use disaggregated information, where you can, to make services better for particular groups in a population. So identifying who your vulnerable individuals are or who will benefit most or need a service, in many cases you need to use disaggregated information.

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Ultimately I think this is where the importance of judgment enters into the equation in terms of what the department should be reporting on, what could be reported publicly versus what should be reported in a careful, maybe in camera way. Ultimately I would say that quality information is the best way to improve services and identifying who should have that information is important.

As a final point I would say that being transparent with the individuals that you're collecting information about is absolutely critical from the perspective of building trust, and allowing them to know where that information is going to be housed, how it's going to be used, and ultimately how it's going to be disposed of. Because at times you should be clearing out information that you no longer need to keep. Thank you very much, Mr. Chair.

**Chairman**: Thank you, Mr. Hayes. Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Hayes. I like nerds. I like data too. I appreciate that response. We should, we must collect data, and importantly we must have the skills and ability to interpret that data. I would just like to hear a little bit about what from your perspective,

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from the Office of the Auditor General's perspective, how is data being focused on and viewed? Is it being uplifted to the right level? Is it being ignored? From the Auditor General's perspective, is there enough focus on the collection and interpretation of data in terms of making decisions on these really important issues? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

**Mr. Hayes**: Thank you. As we highlighted in our report, the Matrix system is being introduced and used by a number of people. Training was underway but there was still some training to be done and there was obviously a need for everyone in the department to adopt and start to use that system. Until that has happened, the reliance on the data in the system is compromised, right, because the information is not complete. Obviously, too, there's legacy information that has to be brought into the system or has to be used for whatever it can for a particular period. Over time that's going to obviously evolve such that your system should have the information that you need to use to make decisions.

I think we heard about resistance or reluctance to change yesterday, and I think that's where change management exercises are critical. I remember in fact maybe two years ago when I was here for a hearing there was a discussion about change management. I think the member was bringing that up at the time, it struck home for me, because at the time we were going through in the office a transformational change ourselves, and change management was front and centre for us.

I would say that one of our change management experts put it this way: If you look at it not as a reluctance to change or as obstruction, but look at it instead that people are trying to protect something that they value, and you then identify how the new approach, the new system Λ<br/>
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**<>>** (ϽʹͱϒͿͿʹ): ʹϭͿϧ·ʹαͺΓʹ·, Δ<sup></sup>ν/«ϷϹʹ·<sup>\*</sup>. Ϲʹ·α ϤΛʹ·<sup>\*</sup>ͼͿΠΓͿʹσ. ϹΔ<sup>\*</sup>ͼͿϤ ϷʹαϷ<sup>\*</sup>ϧ·<sup>\*</sup>ʹʹ ʹϧϷϧʹϧʹαͺϲϷʹʹ·ϹϿ<sup>\*</sup> Δϲ<sup>\*</sup> Ͱ«Ͱ<sup>\*</sup>ͼ<sup>\*</sup>ʹϧ<sup>\*</sup> Δ<sup>\*</sup>ͼϧαΔϧ<sup>\*</sup>϶ϽϲͺͰ<sup>\*</sup> ϤʹϹ<sup>\*</sup>ͼ<sup>\*</sup>ʹʹϧϯͿͼ<sup>\*</sup> Ϲ<sup>\*</sup>α ϤϷʹϽʹͷϤϲϷʹͷ<sup>\*</sup>ʹʹ϶Ϳϧͼ<sup>\*</sup>. ϹͺͰσ<sup>\*</sup> ϤϒϽσ<sup>\*</sup>ͼ<sup>\*</sup><sup>\*</sup> ͰϒϤσ will still value the things that they find important, whether it's their role in the system, whether it's the information that they feel is important, then you will be able to bring them along with you on the journey of change.

I think that from what I heard yesterday, there's efforts afoot to improve the way that people use that system. That's something that we will be looking for in our next audit: How is the department using that information, how good is the information in the system, is the system being used by everyone, because the purpose I think is to allow the department to do better. Thank you very much, Mr. Chair.

Chairman: Thank you for that. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair, and thank you, Mr. Hayes. This is exactly what I'm getting to in this line of questioning. I feel a little bit nerdy knowing that you got there, too. So appendix E of the Family Wellness Strategic Plan 6.8, or appendix E on page 104 of the plan, speaks to the change management framework. I went through the auditor's report. I went through everything, and what I see from the Department of Family Services in their action plan, I'm super happy to see there's a commitment to recruit a territorial quality assurance manager which is great, and other recruitment goals, but I don't see a commitment or any reflection on bringing change management expertise into all of this work.

I want to hang on that commitment and those words using "for transformational change." And what we know about what we heard yesterday, that individuals, there was a five-day training, train the trainer for using the Matrix system. And we know that there are a lot of employees who have been doing their work for a number of years, and that when change comes, one of the most difficult things for individuals, because we are talking about people, we're talking about human beings who,

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especially in a helping workforce like you have at the Department of Family Services, take not just a sense of pride in the work that they're doing, but it actually is, it really forms who the person is, right, their core values. Those helping work forces always come with a stronger sense of core values of doing the right thing. And so when it comes to change, those people might have a fear that they're doing something wrong.

I think it does go without saying that a lot has been done incorrectly, that the reason we're here, the reason there's a crisis is because things haven't been done the right way. And that very important movement towards that transformational change is to ensure that we're doing things the right way.

And so coming back to the individual who is now being asked to do some things that they have been doing for years, months, decades in a completely different way, or adding to their work, can cause a person to feel insecure about who they are, really, who they are and the services they are providing. I'm talking long, I'm sorry.

What I want to know is how is, and that is just a small example, just the Matrix system. So let's focus on that. What's the change management plan for that? Who is the expert or who is the expert team management that is advising the Department of Family Services in this specific area? Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, change management should be the initial sort of thought that happens before any major change occurs, and so we have trained all of the directors in the Wellness division through a third-party resource on change management. We want to build those skills internally.

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The model we have undertaken is a model that the deputy ministers were also trained on recently with respect to the impending transition that will happen in government.

To your point, we are being advised by change management experts, and also becoming certified in change management. The model is what's referred to as an acronym. It is called the ADKAR model, and I will break that out for the members so that they are aware. The ADKAR medal outlines an individual's successful journey through change. As you mentioned, there may be long-standing desires to do things because they value those things, and the outcomes that they are realized from those things. But each step of the model that we're engaging now naturally aligns to typical activities associated with change management and articulates clear goals for these activities.

For example, the A in the ADKAR model is awareness. People need to be aware that the change is coming. They need to be aware of the business reasons for that change. Awareness is a goal or outcome of early communications related to an organizational change.

The D, once they understand and are aware of the reasons for change and the need for the whole organization to change, we need to create the desire. The desire comes from the awareness because they see that the outcomes on the other side of this change will result positively for the users. The desire to engage and participate in the change. So once individuals who are engaged in the change management process are aware and share the desire, and of course the desire is a goal or outcome of sponsorship and resistance management.

Knowledge; people need the knowledge about how to change. Knowledge is a goal or outcome of training or coaching. This comes **cΔ<sup>4</sup>/2<sup>a</sup>** (Ͻ<sup>i</sup>λληυ<sup>c</sup>): 'dϧ<sup>a</sup>α<sup>†</sup><sup>b</sup>, PPU&<sup>c</sup>. Pα P<sup>†</sup>U<sup>c</sup>¬Pησ<sup>c</sup> ΔΔος Λ<sup>b</sup>d<sup>a</sup>σ<sup>c</sup>. C<sup>a</sup>PCL<sup>b</sup><sup>a</sup>dd Ͻ<sup>c</sup>C<sup>c</sup>δ<sup>c</sup>†<sup>c</sup> Δδ<sup>c</sup>δ<sup>b</sup>ν<sup>c</sup>L<sup>c</sup>σ<sup>c</sup> ΔΡα<sup>c</sup>η<sup>b</sup>c, Δ<sup>c</sup>ν<sup>c</sup>bρη<sup>c</sup> bημ<sup>c</sup>σ<sup>c</sup> C<sup>a</sup>PCL<sup>c</sup><sup>b</sup>? 'dϧ<sup>a</sup>α<sup>c</sup><sup>b</sup>, Δ<sup>c</sup>ν<sup>c</sup>δ<sup>c</sup>.

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from this regular engagement with staff on the changes that are occurring, the changes they can expect to occur, and how they can be a part of the solution.

And then ability. This is probably one of the more important pieces of this change management model, the ability to realize or implement the change at the required performance level. So this is where I think that I could honestly say that the department has struggled, because for various reasons – one, capacity, I would say historically; two, that there has been pretty serious flux. It's not just one program area we're changing. We have a whole department, a whole service delivery to effect change in. And so our ability to do that really is dependent on adequate resources, financially and human; adequate systems, like Matrix, to ensure that we can actually track we're doing, and make decisions based on that detail.

In addition to ability, once we get that ability, which we're working on diligently to attain, Mr. Chair, lastly and perhaps the most important is reinforcement. We want to make sure that the change sticks. So we want to create a framework where people aren't sliding back, perhaps, into the old ways of doing things. Reinforcement, as you know, Mr. Chair is a goal or outcome of adoption measurement, corrective actions, and recognition of successful change.

That's what the department has been undertaking with respect to change management. We're being guided by this third party resource. We're training internally. The next phase of the change management training will involve supervisors, and again, we want to have everybody certified in change management because, Mr. Chair, the change required is not going to, and I alluded to this yesterday, it's not going to happen today or tomorrow or in a month. This change will be a

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consistent evolution of the department so that the vision can be realized of becoming responsive and achieving our mandate and providing for positive outcomes for Nunavummiut. Thank you, Mr. Chair.

**Chairman**: Thank you for that. Before I go to the next name on my list I'll recognize the clock and we will take a 15-minute break. Thank you.

>> Committee recessed at 10:42 and resumed at 11:00

**Chairman**: Thank you. I would like to open up the committee meeting again. The next name I have on my list, Mr. Lightstone. Go ahead, please.

Mr. Lightstone: Thank you, Chair. My first round of questions is for the Department of Human Resources. Yesterday we touched upon staff housing and I would like to return to that topic. Would you be able to remind the committee today of how many vacant staff housing units there are and how many departmental submission are currently on the queue awaiting allocation. Thank you, Chair.

Chairman: Thank you. Ms. Power.

Ms. Power: Thank you, Mr. Chair. I don't have the exact number in front of me. I know the housing committed to providing the response back in writing to the committee. I know, for example in Iqaluit, I think there were 34 units available at the last allocation committee meeting, but I think maybe 50-odd competitions have been assigned housing and there's a large number awaiting housing. Thank you, May.

**Chairman**: If I may, when you say a large number is waiting can we get an estimate? 50, 200? Ms. Power.

**Ms. Power**: Thank you, Mr. Chair. I would say less than a hundred. However, that really speaks to our communications out to departments about the chances of you actually getting staff housing, especially here in Iqaluit. Thank you, Mr. Chair.

Chairman: Fair enough. Mr. Lightstone.

**Mr. Lightstone**: Thank you for that response. As you indicated, well, we all know staff housing is limited supply and is allocated strategically, as you alluded to. Departments also submit staff housing requests strategically. So as the department may have an understanding of how many requests are in the queue, I will like to ask does the Department of Human Resources know the true extent of staff housing requirements across the GN? We know that we need social workers, we need teachers, we need health care professionals in every community. So I would like to know if the department has actually had those discussions with all departments to understand what the true need is. Thank you, Chair.

**Chairman**: Thank you. Ms. Power.

**Ms. Power**: Thank you, Mr. Chair. Staff housing is always a difficult decision to make about allocation. With Nunavut 3000 and growth of housing options at the community level will help us, in that everybody is trying to use staff housing as an opportunity to get housing. Public housing, private ownership, things in between, we talk about the continuum of housing and all the different options that are available. We do work closely with housing. We are currently working with them looking at where the best communities are, where the most need is at the community level to build staff housing units. Here in Igaluit we have a lot more opportunity to lease, so would it make sense to build staff housing here. We're probably better off in the non-decentralized communities where we have nurses, teachers,

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But to say we need "X" number of houses, no, we wouldn't have that information. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you, Chair. I would just have to plainly disagree with that statement. NHC's annual report for the last decade has mentioned that it needs to rebalance the portfolio of housing. Spending \$40 million a year on leases is significant in comparison to the \$30,000 a year it costs to provide for owned housing.

I agree that every community needs housing, staff housing, including the smaller communities, but so does Iqaluit. For as long as I can remember we've had zero per cent vacancy on the rental market, and our youth have nowhere to go. That's why we have multi-generational housing, houses, homes here in Iqaluit, in the bigger communities, in the smaller communities, because the governments are taking up all of the leased units. That leaves little left for the actual members of the community to rent. I just want to making that comment.

The next question will be for Nunavut Housing Corporation. With the limited supply of capital funds to construct staff housing, NHC is building in the range of 10 to 20 staff housing units a year. I can't recall the exact figure. How does NHC determine the allocation of staff housing construction without knowing the true need of every community? Thank you, Chair.

Chairman: Thank you. Mr. Clarke.

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Mr. Clarke: Thank you, Mr. Chair, and thank you, Member, for question. We work with GN HR to identify two to three years ahead in terms of where they see the gaps and the needs, and then we typically refine that in that 12- to 18-month period, leading up to when we would go out either to tender or planned construction. Thank you, Mr. Chair.

Chairman: Mr. Lightstone.

**Mr. Lightstone**: Thank you, Chair. Thank you for that response. I understand that NHC will use whatever information that it's provided to determine the allocation, but as I mentioned, departments don't submit all their staff housing requirements, because with a limited supply they only submit a limited number in a strategic fashion. So I definitely recommend that the Department of Human Resources collaborate with the whole-of-government approach to identify the true need of staff housing in every community especially Iqaluit – including Igaluit, I should say, so that we will one day have enough staff housing for all of our social workers and all of our nurses and health care professionals and teachers. That's a recommendation.

The next question for the Department of Human Resources is with regards to recruitment and retention challenges across the GN, including Family Services. The first question I would like to ask is can the deputy minister provide an update on the staffing complement of Iqaluit and the regional staffing offices. Thank you, Chair.

Chairman: Thank you. Ms. Power.

**Ms. Power**: Thank you, Mr. Chair. I don't have our own stats here with me, the exact number, but I can certainly provide it. I know at our regional offices we are mostly staffed there. They may be down one in each office. Here we've had a lot of consistency in our staffing

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office, although recently, it goes through cycles. We have lost a couple of people recently. But I will get you the exact numbers. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you for that commitment. Moving on to the next topic with regards to recruitment and retention.

Department of Family Services and OAG have both identified issues with both recruiting as well as retaining social workers. I would like to ask has the Department of Human Resources had any discussions with the Department of Family Servies or the union with regards to bonuses and incentives similar to that utilized by the Department of Health? Thank you, Chair.

Chairman: Thank you. Ms. Power.

Ms. Power: Thank you, Mr. Chair, and I thank the member for the question. I think we've done, initially it was a salary survey to determine where we were in the public service across Canada. We determined we were low in actual base salary, so we did increase that. As I said yesterday, it has positioned to be one of the highest paid social workers in the country. That's only one aspect that may get people in the door, but it's not going to keep them.

We have had discussions with Family Services and the ability to put incentives in place that will retain people. We need to determine what will retain people. Not necessarily the same things we are doing at Health will work for Family Services. I know social worker burnout is a big issue.

I know community health nurses face the same issue. Job share has been a great tool for Health. They recently renewed their MOU to allow them to continue to do job share, because it allows still continuity of service, but allows

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the people who are doing the frontline, really hard work to get a break from it and to return.

So yes, we have. We haven't come forward with a package yet, but we will shortly. Thank you, Mr. Chair.

**Chairman**: Mr. Lightstone.

**Mr. Lightstone**: Thank you for that response. That's very good to know. I hope that will move along quickly.

I would like to pose my next question to the Department of Family Services. Throughout the discussion there has been talk of community social workers, junior community social workers and family resource workers. I was wondering if the department can describe the different roles that each of these positions play under family wellness. Thank you, Chair.

**Chairman**: Thank you. Ms. Rogers.

**Ms. Rogers**: Thank you for the question. Thank you, Mr. Chair. I'm trying to get all my thoughts all together. Thank you for the question.

Our family resource workers are a part of the preventative model that are used, utilized in cases that assist with life-skill development, parenting courses. We just recently developed a very impressive family resource program that was presented actually to a group in the Yukon. One of our family resource workers went and it was received quite well, and he actually had a standing ovation, which was really nice to see.

There is some work that has to happen with the family resource program, but it is a very important program and that's where we're going to be able to bring more Inuit staff in and they will be the primary focus for that program. The junior social work program will not have full scope of a child protection worker due to

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Chairman: Mr. Lightstone.

**Mr. Lightstone**: Thank you. That is very impressive to hear about the standing ovation with regards to the family resource program.

Yesterday there was discussion about the scope of work of our social workers and how it's much broader than the average social worker across Canada, and there are social workers who are described as generalists that do pretty much everything. There's a long list provided yesterday. Has there been any effort to try and reduce this work load, reduce the scope of work? The Department of Health had created a position specifically to reduce the administrative burnout on nurse in charge, for example. Has there been any effort in that specific area? Thank you, Chair.

**Chairman**: Thank you. Ms. Rogers.

Ms. Rogers: Thank you, Mr. Chair. Yes. We talked about the reorganization of Family Wellness. When I first started as the ADM that was the first thing that I noticed, there was a lot of work that we expected the frontline teams to do, including adoptions, the family resource program, the out-of-territory care. Through the realignment, we're going to be taking some of those responsibilities now away from the frontline team and putting that at a team that's going to be stationed at headquarters. It allows resources, then they can get back and really focus on compliance with standards and in working with families and doing child protection.

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It shouldn't be the front line that's responsible for recruiting foster parents and training, that oversees the whole adoption program. We should have teams that are available for those programs so that we can develop them and make them more sustainable. Thank you, Mr. Chair.

**Chairman**: Mr. Lightstone.

Mr. Lightstone: Thank you for that response. The last question for Family Services. There has been discussion about the monthly meetings between I guess headquarters and the regional directors and managers and/or supervisors. I was wondering if you would be able to describe some of the details of what is discussed during those monthly meetings. Thank you, Chair.

Chairman: Thank you. Ms. Rogers.

Ms. Rogers: Initially the meetings were more as mechanism for me to actually see what is happening in the regional offices. I'm probably in the weeds a little more than most ADMs would, but in order for me to understand what is exactly happening, I need to be.

We focus on various things. It could be what your staffing issues are, if there are office concerns, safety concerns. We also talk about the wellness of the teams and how teams are doing, especially if I know that there's been a difficult situation in a community. We'll sit and discuss what are our next steps.

There's no real like cookie-cutter approach to it. It's more an opportunity for me to be able to sit and talk to the directors. There's also a monthly meeting that we discuss, too, for the family wellness piece for the social worker, so that there's a monthly check-ins that happen.

The statutory director has meetings as well that is primarily focused on compliance with

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We also take those opportunities to discuss, with respect to the representative, the protocol that is in place and understanding how important it is to respond to her in a timely fashion. The Child Abuse and Neglect Agreement, we use those avenues as well to discuss what's happening with that agreement, how we're trying to improve our relationships with the RCMP.

It's a multitude of things that we're discussing, as well as just checking in and seeing how people are doing, and letting them know from the DM's desk as well what updates we have in terms of our budgets, what is upcoming, the change management that's coming, the implementation, the strategic plan. We cover pretty much everything. I hope that answers your question. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you for the details of those monthly meetings. The last question I want to ask for the Department of Family Services is during these monthly meetings do you discuss the Matrix utilization with the office and/or the training will or resistance to change that some staff may be suffering within those offices? Thank you, Chair.

**Chairman**: Thank you. Ms. Rogers.

Ms. Rogers: Thank you, Mr. Chair. Absolutely. I've communicated very clearly to the frontline team and the managers that the use of Matrix is mandatory. We have to. So we do talk about some resistance. We talk about if there are individuals, like I discussed previously, that maybe are not doing so well

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**'ዕላጎ**: 'ዕታ°ቂ፫', ልካረዊኦር'<sup>6</sup>, ላካርጋ 'ዕታ°ቂ፫' ጋ ር°ቂ ኦንቴኦፖሲሁልኦ<sup>6</sup>, ልፎ<sup>6</sup> ውቂ፫<sup>6</sup> Γዖ<sup>6</sup>σ<sup>66</sup>ላል<sup>6</sup> ርር<sup>6</sup>ዕσ<sup>8</sup>ሁ ል<sup>6</sup>ቴቂልታ<sup>6</sup>በσ<sup>6</sup> ለር'ቴሊላ'<sup>6</sup>ቴኒሊናበ' ጋቦና ውርናልና ርርመሊጋል°ቂር'ሳቂቦና. ጋላልናቂ <sup>6</sup>ጎ<sup>6</sup>ዕትነርና ለላር<sup>6</sup>ርኦጎር'ሳ°ቂያኦጋላ<sup>6</sup> ር°ቂ

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with the technical side of things, the need for them to come in and train.

I also have one-on-one meetings with directors as kind of a practice supervision, and that comes in as well if there are like specific regional issues or if there's an issue with performance from a social worker, so that we can talk whether we need to engage the HR process or we need to engage the training and development team to develop training plans for them. We do. And Matrix is very important. And it's a no go. It has to be used, a hundred per cent. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Lightstone.

Mr. Lightstone: Thank you. My next questions will be for the Office of the Auditor General. In the 2023 audit there was a lot of focus placed on health and safety of frontline staff, and since then the Department of Family Services has rolled out some health-focused programming. I was wondering if you could speak specifically to the safety concerns that you had identified if your audit. Thank you, Chair.

Chairman: Thank you. Mr. McKenzie.

**Mr. McKenzie**: Thank you, Mr. Chair. Thank you, Hon. Member, for your question. As we note in the report in exhibit 6, it talks about the health and safety and/or the actions taken, I should say, to help the health and safety of employees.

The safety concerns I think, just in terms of I know maybe it's a bit of a nuance, but certainly the well-being of individuals, there is that mental health I guess safety aspect there, and we do note the counselling services that were put into place. And I know that the deputy minister of the department had spoken about those.

Ċºdd ΔαΦ<sup>1</sup>Γ Ĺ°α Δ°α'Ως Υ>ςΠJΠ'\Γ ΛCʻb"Γ'Lς ΛΑςΠςΡας'C;2°α'°)σ° Δ°α'Ως Δ°α<sup>1</sup>Lπ<sup>®</sup>Ως ΛΩΦΌΓ, ʻδΡΑLUΩΦΌΝ UQL°dG ʻδΩ<sup>©</sup>ÖSGA'YLLG ΔΑ'LÒCΡΑL4σG Δ°α'Ως, ΔΩσπλ°dG ΔΑΚΦ)Δ<sup>®</sup>Γ°ασΦ'°>ς CL°dd Υ<sup>©</sup>PCPʻdFP4ς Υ<sup>©</sup>PCPʻdGΩΓ Δ°α'Ως <΄αΡΠ, ʻdb°α΄Γ, Δ°ΑΘΡĊ΄Γ.

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The other areas that we saw, we're really still in development, and those would be areas that we will continue to look at. That includes, for example, the health and safety framework and two policies that were under development and in draft phases. They would be, these are new policies that the department is developing, so workplace violence and working at home policies. Work in progress, but nonetheless I think are important in terms of setting the foundation of how the department will look at this, or move forward on these issues.

Also they had created new positions, but those were still in the process, and those would be in relation to health and safety and the critical incident debriefing coordinator. As we note in the report, their role would include or the responsibilities would be tracking and reviewing incidents reported by employees.

Maybe the other aspect I would note is they did undertake consultations with their staff, and one of the issues that they would raise was occupational health and safety-type considerations or any concerns that they might have. Maybe just to tie back to what we discussed earlier around office space, that is also something that is part of the assessment of their office space needs. So again they looked at the sufficiency; was the space sufficient for the number of staff that they had, and was the setup of the office space, were there any concerns that they needed to address moving forward in terms of safety or security. So the setup, access to the building, things of that nature in terms of how it was designed.

Those were a number of the areas that we saw. But I would go back that I think the one that we saw was the most fully developed was the counselling program that had been put in place and the support services for individual staff members. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Lightstone.

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Mr. Lightstone: So over the recent years the Department of Health has seen a significant increase of violent incidents within health centres, putting health care professionals at risk. Throughout your audit did you identify any indication that Department of Family Services frontline workers were also at risk of potentially violent incidents? Thank you, Chair.

Chairman: Thank you. Mr. McKenzie.

Mr. McKenzie: Thank you Mr. Chair, and Hon. Member, for your question. In our 2023 audit we were provided with information regarding incidents that occurred, and I think it's hard for me to say whether it was compared to the Department of Health. We would have to look at the numbers between the two. But certainly, given the nature of their work, it is an issue. There is always that rise that there may be an incident involving, given the nature of the situation they are dealing with. I think if I think of the consultations that were undertaken, people did say that yes, that is something that we have to consider as part of our work.

I think moving towards a position where they can track those incidents and look for patterns, like is it coming from specific communities, that is the type of information and we've certainly talked about the role of information. That is a type of information that we would expect to see the department develop and start to use going forward in terms of making sure that any incidents or any steps that they may need to take to address those kind of risks, that those steps are being taken. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Hayes, do you want to supplement the response?

**Mr. Hayes**: Thank you, Mr. Chair. I wanted to highlight, in our 2023 report, when we were doing that audit, I guess it was an exceptional

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step; it is indeed an exceptional step to write a management letter before our report was prepared to the department, identifying concerns about how the department was managing health and safety of its employees. We said at that time that there was evidence of incidents, but the department did not have a system in place to collect and manage occupational health and safety reports. Those incidents involved physical violence, verbal abuse, threatening behaviour against workers.

So the hypothetical is indeed real. The question about how often this is happening and the support for the employees is essential. Quite frankly it's going to be an element of retention. If people are facing threats at work they may not be inclined to stay in that position.

I think that it is important for the department to have a very strong and supportive program for their employees. Thank you, Mr. Chairman.

Chairman: Mr. Lightstone.

Mr. Lightstone: Thank you. I would like to pose my next question to the Department of Family Services. Would you be able to speak to the current situation with regards to threats and physical violence that frontline workers face, and any plans in place to try and address that. Thank you, Chair.

**Chairman**: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair, and thank you, Mr. Lightstone, for the question. We are aware, as Mr. McKenzie correctly pointed out, the nature of the work attracts a high level of risk for our colleagues and employees at the Department of Family Services. I am personally aware of at least two incidences of physical violence within the office in the last year. We are taking steps to address there through security feature enhancements, but also

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**Δ<sup>6</sup>/«Σ<sup>C</sup>»** (Ͻ<sup>ί</sup>λη): 'dϧ<sup>6</sup>α ϳ<sup>6</sup>. Γ<sup>1</sup> 'ρ<sub>C</sub><sup>16</sup>η

providing training to the staff on de-escalation and these kinds of things.

The policies that were referenced by Mr. McKenzie are also near ready for deployment, which will provide the framework for tracking these kinds of incidences. I would say that community social service workers are on the receiving end of verbal abuse probably daily, I suspect every single day, Mr. Chair, and so, as I said yesterday, ensuring the wellness of our staff is of primary importance to us.

I don't think we want to go down the road of security guards, like health centres have done. I think it creates, that in itself, the presence of a security official, creates a dynamic that likely results in verbal and potentially physical abuse situations, so we want to find other mechanisms to ensure the safety and well-being of our staff, and we hope to do just that through the ongoing offering of counselling services but also through the framework of the policies that were mentioned. Thank you, Mr. Chair.

**Chairman**: Thank you. Next name I have on my list, Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman. (interpretation ends) The first question I would like to ask is for the Office of the Auditor General. The Department of Family Services tabled its.

Ilagiitsiarniq Family Wellness Strategic Framework in February 2024, followed by a progress update report in May 2024. The family Family Wellness Ilagiitsiarniq Action Plan was tabled on 28 October 2024. To what extent was the Office of the Auditor General involved or consulted by the department on the development of the strategic framework or the action plan? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. McKenzie.

 $4\Lambda \Lambda^{6} \Lambda$ Διρογίτη Αρασουρώνη Αιτο ζρασ LCP4 $\dot{c}$ '  $\Delta \Delta C \Lambda^{2} \Delta D H^{3} \Lambda \Gamma^{6} L C^{4} \Delta J \dot{\Delta}^{6} \dot{\sigma}^{6}$ . CAL  $\dot{C}^{6} d A$  $\Delta^{69}$   $\Delta$  $\Delta$ L°Q $\Delta$ C%U $\zeta$ 'b% $\zeta$ ', DQDDDQ $\Delta$ Q $\zeta$ '%UC  $\sigma$ Pd%CD% $\Gamma$ 6 $d\sigma$ 6 $\dot{\sigma}$ 6 $\dot{\sigma}$ 1L6 $\dot{\sigma}$ 9 $\dot{\sigma}$ 8 $\dot{\sigma}$ 9 $\dot{$  $\Delta$ L $\Delta$ CD%/LdC' $\dot{}$ ይ ት ነፃት  $C\Delta\dot{L}^{b}$ .  $\Delta\Lambda^{cb}d\Omega\Gamma_{-}\Delta^{cb}CS$ ᡥᢧ᠙ᢛᢣ᠘᠋ᢦ᠆ᠸ᠘᠂ᢅᡖᡕᢗᠬᢛᠾ ᢗ᠘ᠳᡆ  $\Delta^{\omega}ba\Delta\dot{b}^{\omega}\dot{C}G^{\omega}lLC$   $\Delta d\dot{\sigma}_{\Delta^{\omega}}C$ Δευστης το Ευρώνης ανώμητας. 

**Δ•/<>>(**ጋጎ/>በJና): የ<mark></mark>የታ°<mark></mark>ፚ፫፞<sub>6</sub>, Γ<sup>1</sup> የዖርና<sub>6</sub>. Γ<sup>1</sup> <▷>.

**<▷>** (ϽϤϒΩΓ): ϤͰ϶ͼϹͰ϶, Δϧϒ≪ϷϹϤ϶, 'db°a广'CD' 4/1. Ċ°a' 'db°a广'<9 Ċ°a CAL°a° J\L~C'J&C, C'd4 Pa%J4J~a° Γ'C Δρ''> ΠΠς'δ'\Ρ'σ'  $PC^{6}P^{1}A^{6}D^{6}$   $PC^{6}P^{1}A^{6}D^{6}$   $PC^{6}P^{1}A^{6}D^{6}$   $PC^{6}P^{1}A^{6}D^{6}$ ᡶ°᠘ᡪᡤ᠋ᡃᡈ᠘᠉᠙ᠮᠻᢓᡆ᠘ᡔᠻᢈ᠘᠘ᡠᡐᡥᠣᢐ Διορογικό Λιορονικό Αντιστία Α ᢗᡥᢙᠤᢈᡧ᠘ᠰᢛ᠈ᡖᡶᡲᠫᠳ᠈ᢕ᠅ᢕ᠙ᠳ᠘ᡎᠫᠬᢛᠫᠻ Δ<sup>56</sup>baΔ<sup>56</sup>ΠρεςLC Cedd ᠘ᡴ᠋ᡉ᠘ᢣᢛᢕᠻᡉ᠌ᢟᡠᡩᡲ᠘ᠮ᠍᠂ᡬᢀᡆᡐ ₽₩<₽∩Ր<°С°С° Δ%baΔ۶%N>C>b°C°Dσч\_ CΔL°α ΛϧʹϲιοCDJσ, ΡλϤσ ΔΔιο CΔbσιο  $\Delta^{\varsigma_b}ba\Delta^{\varsigma_b}lLU^{\varsigma}C$   $\Delta^{\varsigma_b}ba\Delta^{\varsigma_b}\dot{\cap}^{\varsigma}$  $\Delta$ CP' $\Omega$ 'd' $\Delta$ P'  $\Omega$ 'D'' $\Delta$ P' $\Omega$ 'CP'  $C\Delta^{\circ}dA$  'PL': $D^{\circ}d^{\circ}D^{\circ}D^{\circ}A$ '  $A^{\circ}D^{\circ}A$ '  $A^{\circ}D^{\circ}A$ '  $A^{\circ}D^{\circ}A$ '  $A^{\circ}D^{\circ}A$ '  $A^{\circ}D^{\circ}A$  $\Delta$ b $t^{\text{N}}$ CDt $\Delta$ 1 $t^{\text{N}}$ CD $t^{\text{N}}$ CDt $\Delta$ 1 $t^{\text{N}}$ CD $t^{\text{N}$  $\Delta^{\nu}$   \Delta$ CP'b'C $\Lambda$ 4'b'L'  $\Lambda$ 4'b'Cb $\Lambda$ 5'D'  $\Lambda$ 6'CLbd $\Lambda$ 6'U  $^{\circ}$  ነር የኦርተህ ተላላው ነር የአርተላው ነር የነገሩ ሥb୯୮ଐ୭° ԾռՃԿԾԿՄԺԿ CL°a, Կժբa广ч.

Mr. McKenzie: Thank you, Mr. Chair. Thank you, Hon. Member, for your question. We did provide some feedback, or input, if you will, into the original draft framework and action plan that was, I believe it was tabled in the legislature February 2024. And so they did provide us with an opportunity to provide some really good feedback. And we noted areas that could be strengthened in terms of making the plan more measurable, if you will, which was in line with some of the recommendations that this committee had made in its report that was issued the previous year as a result of the 2023 report. So things including clear timelines, which can help track or measure progress accountabilities, in terms of again from a measurability perspective, understanding and accountability in terms of who is required to do what. As we note in our report, things like targets that can be used again to track and understand if the progress that the department is making is on track, given its intentions and when, or given the targets that it's trying to achieve. To just to maybe conclude, is that yes, we have had an opportunity.

I think this also relates to some of the earlier questions around performance measurement and the role that data plays. I think going forward we've seen the most recent process report that the department released and it talks about some of the systems that it has in place. But that just underlines the role, I think, that moving forward, the important role that the progress report will play.

We recognize the department, as was mentioned by Deputy Ellsworth yesterday, that they are developing an implementation plan which they had indicated would include, again, more specific information in terms of when they anticipate achieving certain goals, if you will. So that I think would be a step forward in terms of being measurable, but obviously that's still in development so it's not something that we've commented on. Thank you.

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**'የር''**በ: 'dታ°ሲቮ', Δ<sup>6</sup>/«ኦር'<sup>6</sup>, 'dታ°ሲ፫'<sup>5</sup> Δ<sup>6</sup> CΔ°ሲ<sup>6</sup> ኦ'<sup>6</sup>ኦፖሊናር'<sup>6</sup>CΔ<sup>6</sup> ር'<sup>6</sup> ጋካሲኦ<sup>6</sup>/ርዖ<sup>6</sup> CΔLΔ፫ናር<sup>6</sup><sup>6</sup>CΔ<sup>6</sup> የረላታር<sup>6</sup> ኦሲ Ċጵ<sup>6</sup>ሀር L<sup>4</sup> ጋ<sup>6</sup> Δ<sup>6</sup> σ<sup>6</sup>ር ላበልሀበ<sup>6</sup> ሲጋΔ°ሲ<sup>6</sup> σላ<sup>6</sup> ለበሀ<sup>6</sup> ላለ<sup>6</sup>ዕበቦየቴር<sup>6</sup> ጋ<sup>6</sup> ርև<sup>6</sup> ላ<sup>6</sup>የቦላሲላር<sup>6</sup>.

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Chairman: Thank you. Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman, and thank you for your response.

(interpretation ends) I would like to ask the Department of Family Services in 2023 this committee recommended that Family Services present its strategic plan no later than the winter sitting, 2024, and that it became clear and concise commitments with measurable outcomes, specific guidelines and accountabilities. The Family Wellness Ilagiitsiarniq action plan was tabled was October 28, 2024. What challenges did the department face in developing and finalizing the action plan? And additional question is, was the strategic action plan developed by the departmental staff or by a contractor? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. I'll speak to the first part of the question first, which was with respect to challenges. One of the main challenges was where do we start? There was so much literature review to undertake, to understand. In addition to the Auditor General's report in 2023, there were previous reports. There were several recommendations made by the Representative For Children and Youth towards the Department of Family Services to consider. There was a conversation are with respect to how to begin the development of the framework. Among several other challenges, quite frankly. As I mentioned earlier this morning, Mr. Chair, we had to start from scratch, in my respectful opinion.

The framework that was tabled in February 2024 was the result of that internal analysis. We did use a third-party resource to guide our work, but decisions around pillars and

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outcomes were guided by our internal teams at the Department of Family Services through engagement with managers and supervisors and directors.

The framework, as I mentioned yesterday, Mr. Chair, was the first part of meeting our obligations under the Katujjikatiginik article 32 policy, which then authorized us to begin community consultations that informed not only the community consultations, but engagements with Nunavut Tunngavik Incorporated. So together with those engagements and community consultations formed the basis of the strategic plan that was tabled October 28, 2024.

I recognized early on the urgency with which we had to respond, but I had to balance that, or we had to balance that, Mr. Chair, with the reality that we wanted to get it right. So although we provided as hastefully as we possibly could, we recognized that if we were going to make this sustainable and long-standing, we needed to address all of the issues, but we needed to do it in a principled and structured way to ensure that the work we're doing and the resources that were being invested into the development of the framework and the plan, there was value for dollar in those investments.

Lastly, Mr. Chair, I would say that, yes, we did have some assistance in the development of the strategic plan through various third-party resources, because we wanted, again, to get it right. We brought in experts in child welfare; we brought in experts in change management and other areas of the work that we're going to do as we moved towards transformational change. And it is quite transformational, Mr. Chair, that is required to see the Department of Family Services meet its full potential and to be able to achieve its statutory mandate. Thank you, Mr. Chair.

**'Pc'**\*Λ (ϽαΣΛͿʹ): ʹϭͰϧʹαΓ΄, ΔϧͰ≪ϷϹʹϧ. ʹϧϼͼ CΔL άΝΡΛ\*ΓΛͿͼ ϭʹͼϷͼϹϷͰͿͼϧϲϲʹͼ ΔͼϧαΔͰϲͰͿϧͰϲͼϧ ΙϲͿ·ϽΓͼ ΛαͰͿϧͰͿͼϛͼϧ, ϤͰϽ <Δ<ʹ;ϭͿΛͼϧͼϛͼϧͼ ϭʹͼϭϤͰϷͼϧΠϷϭͼͿϲ, ϤͰϽ ϤͰϤ ΛαͰͿϧͰͿͼϲϲͼϽϤ϶϶ϭͼϧͼ ά.ΝΡΛͼρͼ ϭʹͼϷϼͼϧͰͼϹͰͿͼϧϲϲͼϲ; Ͱʹͼ ΛαͰͿϧͰͿϲϧͺ Ϲͼϲ ʹϭͼ≪Ͱϧͺ άΝϷϹ; ϹͿͼϲͼϧΔ αμαΔϧϧϧͼϭϧΔͼϽϧ.

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Chairman: Thank you. Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman, and thank you for your response.

(interpretation ends) Family Services tabled its Ilagiitsiarniq Family Wellness Strategic Framework in February 2024, followed by the Strategic Framework Progress Update report in May 2024. The family wellness Ilagiitsiarniq Action Plan was tabled in October 2024, followed by another strategic framework progress update work in February 2025. However, the progress update report does not correspond to the action plan.

Can you clarify how these documents are intended to be used to inform the Assembly and the members of the public about what Family Services is doing to address issues raised in the Auditor General's report. (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. I would respectfully submit that the update, or the initiating document was the framework, so I think we could probably use "framework" and "plan" somewhat interchangeably, I would submit. I do know, however, that the next progress update will be an update on the strategic plan, and moving forward that will be the format we follow.

Mr. Chair, I believe there was a second part of that question that escapes me, Mr. Chair.

**Chairman**: Thank you. It was, what is the department being used to inform members of the public about what Family Services is doing to address issues raised in the Auditor General's reports. Go ahead, please.

**Mr. Ellsworth**: Thank you, Mr. Chair. Mr. Chair, as I mentioned in previous appearances,

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we recognized early on in the development of the framework and the plan that the department doesn't communicate well with Nunavummiut about programming, and I think I may have alluded to this earlier in this proceeding, or in the proceeding previous, which is why simultaneously we've developed a communications strategy which is near completion.

This communications strategy will seek to update the public on the steps that we're taking to address the issues that were identified by the Office of the Auditor General. It will also have nuances around deployment of information with respect to the nature and scope of the programs that we offer.

It also creates an internal framework, Mr. Chair, because what we heard, what was happening on the front line the executive either wasn't aware or was unwilling. I don't know, I guess, Mr. Chair. But this communication strategy also seeks to create pathways of information, so that while things are happening on the front line, the executive is well informed so that if there are additional resource needs in response to what may be happening in a specific incident or community, that we can activate teams quickly to ensure that they are responsive. I hope that answers the question, Mr. Chair. Thank you.

**Chairman**: Thank you. Ms. Quassa.

Ms. Quassa (interpretation): Thank you, Mr. Chairman. (interpretation ends) In paragraph 26 of the audit report it states that Family Services had not prioritized its actions. Are you prepared to table an update of the Family Wellness Ilagiitsiarniq Action Plan which prioritizes the department's proposed action by the Assembly's next sitting? (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Ellsworth.

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**Mr. Ellsworth**: Thank you, Mr. Chair. Barring any mass catastrophes, that is the intention, Mr. Chair. Thank you.

Chairman: Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman. We'll expect that, then. Thank you.

(interpretation ends) This one is under staffing for Family Services and Human Resources. Why is there no funded foster care coordinator position for North Baffin? (interpretation ends) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Ellsworth.

**Mr. Ellsworth**: Mr. Chair, with respect to the foster care coordinator in north Baffin that purportedly isn't funded, I would ask that Ms. Rogers respond to that, please, Mr. Chair. Thank you.

**Chairman**: Thank you. Ms. Rogers.

Ms. Rogers: Thank you, Mr. Chair. As you know, as we are working to reorganize Family Wellness, and we've spoken about this, with that comes business cases, request for funding, and we look at resource allocation. That will, if it's not funded now, it will be, because that is a part of our vision moving forward. We do use other mechanisms like unfunded casual staffing actions until we do have those funding pieces in place.

Foster care coordination is very important, and I spoke about it here a little while ago, talking about the need to have a team that actually oversees foster care and the recruitment of foster parents, the training for foster parents, and even providing support for foster parents, they have someone they can reach out to, that sort of thing. So that program is still in

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development and there will be improvements coming. Thank you, Mr. Chair.

**Chairman**: Thank you, Ms. Rogers. Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman, and thank you for your response. The smaller communities, outlying communities, do really need these positions to ensure children are not left? It's an issue that needs to be immediately addressed.

I have another question to the Family Services. In Nunavut and in communities where we have elder care, out-of-facility elder care, do you have any plans to have out-of care for elders within Nunavut?

Chairman: Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, as I understand it, as part of the Elders Strategy there's movement afoot to determine better supports for elders. That includes work being undertaken by the Department of Family Services.

I would note for the committee's reference that the territory doesn't currently have adult protection legislation, which is what would be the authority for providing specific services to adults including elders. But I do know that the government has taken steps to address the concerns raised by elders, and the Department of Family Services will continue to contribute to achieving the outcomes defined by the Elders Strategy. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Quassa.

**Ms. Quassa** (interpretation): Thank you, Mr. Chairman. (interpretation ends) We do know that there are elder facilities in some communities. I'm wondering if you have

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thought of a facility for children and youth that need specialized services. *Qujannamiik*.

Chairman: Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. The short answer is yes, and I will elaborate. As we discussed yesterday, there's a pretty large investment of resources going into southern facilities because Nunavut doesn't have appropriate child care facilities. The one facility we did have, in Chesterfield Inlet, Naja Isabelle, we are currently renovating to approach an opportunity to have some services offered out of that asset.

Also, as mentioned earlier, Mr. Chair, we did as part of our first round of business cases seek funding for the capital planner position which will be instrumental in defining what that looks like in the longer term. So the answer is yes, we want to have care facilities in Nunavut, to invest in our communities to see the economic potential that will be there, but also to keep children in Nunavut. Thank you, Mr. Chair.

Chairman: Thank you. I know we're nearing lunch hour and I do have a couple more names on my list. As I'm sure members know, I don't like to interrupt lines of questioning, so think we're close enough to lunch now that we will break for lunch, and we will return with Ms. Killiktee's line of questioning. Thank you. We'll return at 1:30. Thank you.

>> Committee recessed at 11:48 and resumed at 13:31

Chairman: Thank you. I'd like to call the committee meeting back to order. I hope everyone had a good break over the lunch hour and are all recharged and ready to go again. I found this morning very productive, the discussions that were ongoing. I know there were a different number of topics that were covered and I know members, because I think it

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4<sup>1</sup>L, 19-σ<sup>c</sup> ΡΡΡ<sub>C</sub><sup>L</sup>Γ<sup>b</sup> Δ<sup>c</sup>σ<sup>c</sup>bςL 4<sup>c</sup>d<sup>c</sup>)<sup>c</sup>b<sup>c</sup>Ph<sup>c</sup>b<sup>c</sup>Dσ 4<sup>c</sup>d<sup>c</sup>Ndi<sup>c</sup>U<sup>c</sup>DσD, 6<sup>c</sup>DP<sup>c</sup>d<sup>c</sup>Dσ, Płdσς, Δ<sup>c</sup>b<sup>c</sup>CΔ\<sup>c</sup>b<sup>c</sup>Gς<sup>c</sup>Gbd. CΔLΔηθ<sup>c</sup>d<sup>c</sup>σdPbdc 6<sup>c</sup>DP<sup>c</sup>L<sup>c</sup>Nd<sup>c</sup>bς<sup>c</sup>Pol<sup>c</sup>Dol<sup>c</sup>Dol<sup>c</sup>CP<sup>c</sup>d<sup>c</sup>Schl<sup>c</sup>Colcondiantes (CCCC) helps that the material is more familiar to everyone now that this is our second time around on this, and I really appreciate the discussions and the lines of questioning that are going in, and the responses that are being provided.

We left off with Ms. Quassa asking questions. Please continue.

Ms. Quassa (interpretation): Thank you, Mr. Chairman. (interpretation ends) I know I just approached the Family Services, but for the record, I would just like to ask again regarding the foster care coordinator position for north Baffin. Would you happen to know when this would be planned for? I mean, when do you think you're going to start planning for this position for the north Baffin foster care coordinator. (interpretation ends) Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, we made reference earlier in these proceedings concerning a restructuring of the organization. The foster portfolio will fall under the new director positions, and it's our intention to potentially re-profile and fund positions that haven't necessarily been funded to ensure that those positions are staffed.

We heard during the consultations that we need to do better with supporting foster parents, and foster care coordinators are really important to achieve that objective. I don't have a definitive date, but we're moving as swiftly as we can, Mr. Chair. Thank you.

Chairman: Thank you. Just before I go to the next name on my list, I would like to take a moment to welcome Karen Hogan. We talk often about the Office of the Auditor General of Canada in this room, and we are blessed with the presence of the actual Auditor General of

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Canada. Karen, welcome to this House. I really appreciate your attending.

I would also like to introduce Émilie Anne Duval, one of the directors within the Office of the Auditor General, in addition to the witnesses that are at the table. Welcome to the House. I look forward to further discussions with your office, Ms. Hogan.

>>Applause

**Chairman**: Next name I have on my list, Ms. Killiktee.

**Ms. Killiktee** (interpretation): Thank you. Good afternoon. To the people who are listening to the proceedings, good afternoon.

(interpretation ends) I want to start off with, that was brought up earlier in the start, this morning. It helped me to lead into do a few line of questions to Family Services, as they mentioned that publicly. As was televised, please come to our office to, (interpretation) perhaps I'll speak in Inuktitut.

He was encouraging the public to come to our office to make sure to look at if there's any employment opportunities, as we have heard earlier this morning. That's why I would like to ask the questioning along that line, Mr. Chairman. It's in regards to applying for employment and also advertisement of employment opportunities. When there's an employment opportunity and you publicize it, I know that the Department of Human Resources, that you give it to the Human Resources to publicize this, in regards to publicizing employment opportunities and the information and when the closing date is and what the duties will be and what kind of responsibilities there are. Sometimes it's marked that there is housing available, and the salary amount is also included in the

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My question is in regards to the way it's operated because you have to wait. Is the procedure set up properly so that when they go back to you, is there any problems arising? What usually occurs with the policy? Do we need change the policy? Is the policy adequate? That's my first question. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair, and I thank the hon. member for her question. Any staffing action in the department begins with a document called a job action request. Our team in the department, whether it's a director or an assistant deputy minister or manager or supervisor would work with our departmental human resources team to ensure that those forms are completed correctly.

When it comes to the recruitment process, as you mentioned, you've seen the advertisements. Ms. Power made reference earlier that we have a dedicated recruiter for Family Services at the present time, which means that it's a centralized recruiter. They have various policies in place with respect to screening criteria, so Human Resources does work in the background that defines what criteria applicants need to meet to be able to what is called "screen in" or an interview. That process is undertaken by a dedicated team on our end, with support from the specialized recruiter that Human Resources has in place. If the individual successfully passes the screening criteria and is interviewed, there are sometimes a series of interviews that occur, after which time an offer is made and such.

Your question is around if the policy is effective. I have always been an advocate for reduced process and more efficient ways of

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doing things, generally speaking, but when you're working cross-departmentally, particularly when housing is a need for that particular position or office space maybe a need for that position, there's lots of nuances that go into the process.

I think it could be a lot more efficient to be quite honest, Mr. Chair, but there are several processes that have to be undertaken to realize those efficiencies, and certainly the dedicated recruiter at Human Resources has resulted in significant progress for us to be able to recruit quickly. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman, and thank you for the explanation. I would like to ask another question, still to you, to Human Resources with the staffing recruitment. When there's an employment opportunity that's set out to the public, the procedures, like for example for social workers qualifications, if there's an assistant for social worker or helper position, the Department of Human Resources, do they provide you recommendations or do they recommend individuals, whether they should be screened? Or is there such a thing like that within the department?

The reason why I'm asking this question is because sometimes it takes forever to hire an employee, and sometimes the applicants wait for long time. Not just at the Department of Social Services. So that's why I'm asking this question. What is the reason why it takes so long? What are the delays? I would like to know why there are delays in actually hiring an individual. Thank you.

**Chairman**: Thank you, Ms. Killiktee. Ms. Power.

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Ms. Power: Thank you, Mr. Chair, and I thank the member for the question. I think that's a common thing we've heard; it's not new, for sure. There are a lot of challenges around staffing obviously, as Mr. Ellsworth said, office space, staff housing; we have to wait on that side. I was in Igloolik recently and we did a review of all of the competitions that are in the office, and one of the biggest things we saw was the delays were related to staff turnover, change at the departmental level, and at our side, people are busy. You have to make time to do staffing, and in the absence of having the time, people default to a casual hire. You might have somebody there, so there's not a huge push to move the competition forward, because the work is getting done. However, the people side of it is the person is sitting there not in a permanent position, so it's not ideal.

We have been working to try and have the appropriate people on the panel which are not necessarily, I know with Health we've looked at not having the nurse in charge hiring all the positions at the health centre. Maybe we can use Health HR out of their regional office and our office in Igloolik as opposed to do trying to get the nurse in charge, who is busy, which is what we have done in the past.

There are challenges, we're aware, and we're certainly working to speed things up. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Killiktee.

Ms. Killiktee (interpretation): Thank you, Mr. Chairman, and thank you. But in regard to the statement that you just made, it's not the first time you heard that, as you have stated, but it's in regards. Are we going to continually talk about this and discuss this and ask about this without any result on this? This needs to be improved and resolved.

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But in regards to if there's 100 per cent of what the qualification, what's the percentage whether it's 75 per cent or 85 per cent of the qualifications, the individual who's applying, will they be receiving training? Will they receive with their qualifications when they meet the qualifications 75 per cent? What's the policy on that, when there's an individual applying for a position when their qualifications are below 100 per cent? Do you have any policy in that regard? Thank you.

**Chairman**: Thank you. Ms. Power.

**Ms. Power**: Thank you, Mr. Chair, and I thank the member for the question. I think it's really important as we move forward and we are trying to establish a public service that is representative, especially at the community level, of the community we're serving, that we are actually hiring more Inuit employees into our roles.

One of the issues is we do set, when somebody creates a job description, they create a minimum requirement of education and experience. For I would say 90 per cent of our positions, we have an equivalency. So if something says you need a degree and one year if you have five years of experience in that role, that would be an equivalency. So we always take that into when we're screening candidates s into positions.

The other thing is, I know we have talked about casual employees a lot. Casual employment is

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actually pathway for people to get into the public service. You can come into the Government of Nunavut as a casual, learn valuable skills in a role. If you're Inuit, there is often the opportunity to be direct appointed into the position that you have been doing. Every year there are maybe 200 employees who move from casual into permanent positions, because there are valuable skills learned in the role. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Killiktee.

**Ms. Killiktee** (no interpretation): Thank you, Mr. Chairman.

(interpretation ends) I will say, it is very difficult, how it is run or operated in this area in the hiring stage.

(interpretation) If the job is maximized at 90 per cent, do you also visualize an individual, for example, who has been doing that position for 11 years but doesn't have the required documents and degrees and so on? I'm sure that there are quite a few people that do not apply for the position because they are lacking the required paperwork. Have you looked at, in today's age, about the experience of a person and do you recognize it as an equivalent or is it factored in? How does it work? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Power.

Ms. Power: Thank you, Mr. Chairman, and yes, for sure we do look at equivalencies. There's very few positions where we wouldn't. To be nurse you need to be a nurse. You need to have a nursing degree and certification or accreditation at that level. Same it social workers. So there are certain positions where you do need it, but generally we are very open to having equivalencies.

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Every job ad we post has the line "all equivalencies will be considered."

In terms of our process, our process are public, so they're on our Department of Human Resources web site. There are maybe seven or eight directives that talk about each stage and what happens for a competition. Plus if an individual has questions about the competition, there's always the right of appeal for most positions in the government, where they can come back to Human Resources and say can you review this again; I don't feel I was treated properly. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Killiktee.

Ms. Killiktee: Thank you, Mr. Chair. And then how is it rated out with work experience? Like having the experience, or having a diploma in nursing, and then another person has a very high, good experience. With the percentage of it, or with the numbers how it is rated out, is that rated like with work experience, is it rated well? Like is it equal? Like, can you explain that more in this area. (interpretation) Thank you, Mr. Chairman.

Chairman: Ms. Power.

**Ms. Power**: Thank you, Mr. Chair. The equivalency is one year of education is equal to, or one year of experience in the field is equal to one year of education. A diploma is generally two years, two years of experience in that field is equal. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Killiktee.

**Ms. Killiktee** (interpretation): Thank you, Mr. Chairman, and thank you for that comment.

For Department of Family Services, we have a public relations office that's available to people who have complaints. Have you indicated where that central office is going to be located, **Δν/<>C'**• (2) \λ\Δ): 'd\σ\c'. Γ'C \id.

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that central office that you were talking about yesterday? When are you going to be starting it? Because there's quite a few people, I'm sure, who will be accessing that office. When is that office going to be open and functioning? Thank you, Mr. Chairman.

Chairman: Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. Mr. Chair, I'm pleased to advise the committee that that function is operational. It became operational the day the announcement was made. Thank you, Mr. Chair.

Chairman: Thank you. Maybe just to clarify, where are the positions located? I think we touched on it a little bit yesterday, on the number of staff involved, but maybe you can give another quick a little snapshot of what that office looks like. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chairman. That office falls within the purview of the Director of Child and Family Services. It's located at headquarters. It works in close collaboration with the quality assurance team that is comprised of I believe four employees, all of which positions are filled at the present time, Mr. Chair. We wanted to ensure that we had the necessary collateral positions in place and standards of service to deliver response times and such before we made announcement, and so it is a funded position and it's operational. Thank you, Mr. Chair.

**Chairman**: One final thing. Are all official languages available through that department, in written and oral? Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. At the present time I believe we would struggle with the French language. The mediums by which individuals can engage with our client relation function are by telephone, through the toll free number, and also e-mail address, Mr. Chair.

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**/LΔc** (ጋጎትበJ<sup>c</sup>): የ<mark>ປ</mark>ታ°<u>ฉ</u>广, Δ<sup>6</sup>/«ÞĊ<sup>c</sup>. ለታሲና/ሮ%bÞ<mark>ረ</mark>%L. Ċ<sup>6</sup>d4 LCLCÞ%NÞ<sup>6</sup>6DL.

Ċ৽dσ৽υ Δ৽৳αΔ۶৽>⊃ϲ៶৽d৽σ৽ Δαςιλ৽dσ·ʹ϶·σ· Δι-৽Γ΄ ΡυͿλιλο৽৳Ονι», Λίληγος ΡαΟνγείτιλοντο ααςος, Δαςιλονια. ΟΥΑΡΙΕΙ ΟΥΒΡΟΙΕΘΕΙΙΚΑ When there is a unilingual Inuktitut-speaking individual who calls the number, we have staff in headquarters that can speak Inuktitut to ensure that they can convey their concerns in their language.

I'll just go a little further, Mr. Chair. I mentioned that the department hasn't done well in respect of communicating its programs and services, and I mentioned that we would be doing significantly more work with respect to public education about these things. One of those modules will include the client relation function, to get the word out there in various mediums. We're considering radio. As we know, in many small communities radio is something that constituents often listen to. We're also going to engage social media platforms, written documentation, posters, pamphlets, these kinds of things. We know we need to do better and that's what the plan entails, Mr. Chair. Thank you.

**Chairman**: Thank you for that information, Mr. Ellsworth. I'll go to the next name on my list, Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. I would just like to go back to the Deputy Minister of Family Services. My last question to him was about the change management plan, and the deputy minister stated that they are using the ADKAR approach, which is I think Prosci; I'm not sure how to pronounce it. However, in the strategic plan the change model that is indicated is the Kotter's 8-step change model. I would like some clarification on whether or not there was a shift. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. I wouldn't say a shift, I would say a more concise and direct training for the staff to ensure that change management happens. The Kotter's 8-step model is still appropriate in the

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circumstance. It's more an of compilation, I would say, of different change management ideologies to ensure that we can effect appropriate change.

The ADKAR model, which again is, awareness desire, knowledge, ability, and reinforcement, assists us and is useful in diagnosing employee resistance to change. It helps employees transition through the change process, Mr. Chair, creating a successful action plan for personal and professional advancement during a change initiative. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you. I just need some clarification. Are theses two different programs? Which one is actually being used? Is the Kotter's 8-step change model no longer being used for this process? Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, I would submit that we're using both models to ensure that change management occurs meaningfully. Each concept has variations on a similar theme, but I think the Kotter's concept model is designed more for generally organizationally, I would say, whereas the ADKAR model, and I apologize for the acronym but that is both organizational and individually facing. So it's employee based.

We want to make sure that we can effect this change, and so I think the different variations of change management applications will assist us in achieving that necessary progress. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Brewster.

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Ms. Brewster: Thank you, Mr. Chair. I'm a little bit confused because in preparing to come here and in preparing for the work that I do, I can only be best prepared by the information that's shared with me, and I think others will agree with that. This strategic action plan was tabled in September 2024, and I'm now kind of confused about whether or not there is like a clear focus on the approach to change management. So that's a little bit bothersome.

What it makes me wonder is whether or not when I'm looking and referring to this strategic plan, are there any other substantive changes, and is there any other information that hasn't been updated that could better inform me in my approach to figuring out the best path, or helping to figure out the best path forward. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, I would submit that this dual model provides for clearer focus for the team and the organization as a whole. I wouldn't say there's missing information, but certainly progress updates that they have committed to tabling in the legislature will indicate any of those changes, so that members are aware as and when they become necessary to make.

I said earlier on, Mr. Chair, that during the course of change management and addressing the issues that were raised by the Auditor General of Canada, there will and there have been times where we understand things, as you would say, in a clear focus that require us to pivot. Sometimes there will be a need to abandon a certain objective because we realize, perhaps, that objective isn't necessarily in line with the broader outcomes that we expect to see during the implementation. There will also likely be a need to pivot, as I mentioned in the hearings with the Representative for Children and Youth, if there's a desire by Nunavut

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Tunngavik Incorporated or the regional Inuit associations to assume some of the responsibilities under the act and during the course of the strategic plan.

I think my main point is that there will be changes; we will keep this committee and the House informed of those changes, Mr. Chair, and like I said, I'm confident, I'm certain that we will need to pivot quite frequently to ensure that we're meeting not only the needs or the targets of the strategic plan, but meeting the needs of families and communities as they change. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. I would just like to take a moment to acknowledge that Dr. Healey Akearok has joined us to observe our proceedings this afternoon. Welcome to your House. It's so nice to see you, and it makes me a little bit nervous, to be honest.

To Deputy Minister Ellsworth, if you could point out to me in the progress report card that we received that is dated February 11, 2025, can you tell me from 1 to 10 where I can find the update on the progress that has been made under change management specifically. Thank you.

**Chairman**: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Mr. Chair, I do not have that document in front of me. If I could have a brief indulgence, or perhaps I can respond after the break so that I can access it and respond meaningfully to the member, if that's okay, Mr. Chair.

**Chairman**: I'm sure that's agreeable to the member. Another line of questioning, or continue, Ms. Brewster.

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**Ms. Brewster**: Thank you, Mr. Chair. I'll just go back to the Auditor General's team to share any thoughts on the response that I received earlier, which I'm sure you can recall, and these two recent responses. Thank you, Mr. Chair.

**Chairman**: Thank you. Mr. Ellsworth. Or sorry, my apologies. I got distracted handing out information. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. The response that I would have is the importance of change management and consistency with staff. I understand from the responses that have been provided that there might be different reasons for using two different approaches, but what is important, I think, is substantively what is the department doing to effect change and to support people through the change management exercise.

I echo the member's questions about the clarity and focus of the strategic action plan, the framework. In effect it's what we have been bringing forward at this point in time, the importance of prioritization, identifying what will be the targets, the actions that will promote the best outcomes and focussing efforts now. As we have said, it's an ambitious plan, and I accept and agree with the deputy minister's comments about the fact that there will be a need to change course, pivot, as he put it, at various points in time. It's important to use the information that they are collecting now to identify where those prioritizations and pivots should happen. The longer it takes to do that, the longer it will be that the children, youth and families, communities are waiting for improved services. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you for that. I know that we were focusing earlier, and knew I've been deliberately focusing on the collection and creation of data which of course leads to the

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**Δρ·ʹ·ʹ>΄** (Ͻʹ៶ϟηͿʹ): ʹͼͿϧ·ͼͺϹͼ·, ΔͼϯϾϦϾʹͼ. ͼϪʹ·ͻͿ, Δ΄, ΡϯϤσ, ϹΔLΔϲʹͼϧͿͻͿͼʹϻʹ·ͻʹ·Ϳ Δϲͼϧͼϭ;Ϲʹ·ͻͿ. analysis of data. I always think back to the Walkerton Inquiry where the fundamental questions are what did you know, when did you know, and what did you do about it. I think that in my mind that's how I stay focused, because we have a responsibility to create knowledge from the information that is abundant around us, and when we are not following through on that responsibility, then useful that we are making informed decisions that are evidence-based, and that we're not fully informing each other and ourselves about gaps and about the critical nature of those gaps. And of course specifically Family Services we're talking about human beings. We're talking about children. We're talking about families, and it's critical that we ensure we do everything we can do make informed decisions and take informed actions.

I'll go back to the question that I posed to the Deputy Minister of Executive and Intergovernmental Affairs about what is Executive and Intergovernmental Affairs doing to ensure that information and data can be shared between departments more freely. I think in the response that I got, the word that stood out or the statement that stood out was that Executive and Intergovernmental Affairs really wants to allow for that to happen.

I have a 19-year-old son who has a driver's licence. He's a great driver. He's actually great at everything he does, and I want to allow him to drive my truck. However, I've said he's licensed. In order for me to allow that to happen I have to first ensure that my truck is insured, that it's well maintained, that it's gassed up, and that it's safe to be on the road, before I actually give him the keys that actually causes him to drive that truck.

And so when I think about that statement "we want to allow for that to happen", it's not enough to say that. What I want to hear is what are the steps and actions being taken in order to

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I'll just start with the Deputy Minister of Executive and Intergovernmental Affairs, and I do have some follow-ups that I would like to ask the Deputy Minister of Family Services, and probably over there as well. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Fowler.

**Ms. Fowler**: Thank you, Mr. Chair, and I thank the member for the question and for the follow-up. I spoke briefly earlier on when you posed the first question about some broad level areas where this information sharing happens. I started with the deputy ministers committee. There are five subcommittees that support the deputy ministers committee level. There are other structures that fall below that, to the ADM level, and then of course to our policy officials committee. We often also strike targeted or specific working groups as necessary for this information sharing to happen. The intention behind all of this is that the collaboration is happening across departments with the relevant individuals that are there. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. That's an answer that gives us a picture of the broad sharing information. What I'm talking about is how are we ensuring that the Department of Health, that is collecting really important data about our citizens that can inform the Department of Family Services, what's the information sharing agreement? What's the plan there? What's the plan with allowing the ease of sharing of information and specific data about clients from the Department of Justice to the Department of Family Services?

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**Chairman**: Thank you. Ms. Fowler.

Ms. Fowler: Thank you, Mr. Chair, and I thank the member. I believe that there's been reference to this yesterday and into today, so I appreciate the follow-up. For those frontline service departments that include Family Services, Justice, Education and Health, I think those are the clients that I believe that you're referencing. It's through the Child Abuse and Neglect Response Agreement that this kind of information and data sharing would happen. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair, and thank you for that response. I would just like to go to the Deputy Minister of Family Services. I know that even in other roles that he has held, he's likely had this issue or would want to just be able to pull as much information together to be informed. And I would just like to hear from the deputy minister his thoughts on this issue as well. Thank you, Mr. Chair.

**Chairman**: Mr. Ellsworth, go ahead, please.

Mr. Ellsworth: Thank you, Mr. Chair. I think this is a really important discussion. Being frank, not the name, Mr. Chair, I would submit that the government holds significant pockets of data that would help to provide insight into the lives of Nunavummiut, recognizing that there are privacy implications, but when they are quantitative in nature, would help to shine a light on people's situations generally.

When I was working with the Legal Services Board it occurred to me that, for example, we À', Δ<sup>16</sup>bPL<sup>1</sup>

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know that education has data around attendance rates. We know the voluminous amount of data that Health manages. Department of Family Services data still remains questionable, but nevertheless, when it is populated will provide for valuable insights. We have data around housing issues and tenancy, all of these things. This was why for us it was really important to establish and operationalize and develop the terms of reference for the Child Abuse and Neglect Response Agreement I think we could go further, because obviously family information is relevant in the context of service provisions, but also through the lens of, I think one of the members mentioned it earlier in the proceeding that people often have to go to several places to get service. If we had the tools available to us with the appropriate privacy safeguards in place to be able to look at and analyze cross governmental data, I think it would really provide an opportunity to enhance provision and wrap-around services. So I'm pleased that we're doing that through the Child Abuse and Neglect Response Agreement.

We hope to get to a place where we have sufficient data to not only address systemic- or community-level or regionally-based challenges, but hopefully also to anticipate them, because where we see a trend, whether it's young people being arrested or families come into contact with our work or truancy, or whatever the case might be, the health situation we see arise in certain ailments, as a government it will provide us with an opportunity to do better and to define policy and resource allocation approaches that would better meet the needs of Nunavummiut, in my respectful opinion, Mr. Chair. Thank you.

**Chairman**: Ms. Brewster.

**Ms. Brewster**: Thanks, Mr. Chair. I would just like to hear the thoughts, if any, from the OAG on this. Thank you.

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Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. In listening to the deputy minister's response I found myself thinking about the purpose of government, and fundamentally the purpose of government is to provide services to people. The name of the department is about services. When I hear the discussion it reminds me that information should be used to enhance services. Sharing of information should be used carefully, as we've discussed before earlier today, but it should all be the vein of helping people.

I think that the deputy minister's acknowledgement that the information in the department has room for improvement is important. It's something that we will a hundred per cent be looking at when we come back, when the expectation that those enhancements that are being made should lead to better decision-making.

At the end of the day, I think the deputy minister said in his opening statement, this is about people, and I would say that that's the reason why we are coming back to audit this, as well. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: I'm talking really fast because I have so many more questions. I would like to go back to this data management system which Deputy Minister Ellsworth indicated as number three in the top three goals that Family Services should be focusing on.

This Matrix system, we know we've had this really long discussion about change management and the impact of people on inputting into the system. What I'm not 100 per cent clear on is how that system, that Matrix system can talk to other data management systems that the Government of Nunavut uses.

**፟>Ċ፞፞^** (ጋ፟\ትበJና): 'dታ<sup></sup>፞፞፞፞፞፞፞፞፞፞፞<mark></mark> ሲ<sup>ተ</sup>፟፟፟ ላ<sup>®</sup>፞፞፟፟፟ ላ<sup>®</sup> ረ<sup>™</sup> , Δ<sup>®</sup>፟፟፟ ላ<sup>®</sup> ለሊ<sup>‡</sup> L<sup>©</sup> , δ<sup>®</sup> ለ<sup>®</sup> ለሊ<sup>‡</sup> L<sup>©</sup> .

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And this is why I'm really pushing, because I don't have full clarity of exactly how Executive and Intergovernmental Affairs is providing oversight on all departments meeting their obligations on attacking this issue as a whole-of-government response, because to me, one of the top priorities that I would have, if I was allowed to give my opinion and push for it, would be that whole question of how do we ensure that everything can interact, and how can we provide that ease of the client. When I was at Health I heard over and over again how taxing it was for people to see or new nurse every time and have to retell and retell and retell their personal story related to their medical health. And to me it can be, we know the impact on health care when clients have to do that. When it comes to children and youth and families, people who are at risk, when we are being asked to tell and retell and revisit and reimagine a traumatic event or abuse, over and over again, that has an even greater impact on the individual.

So when I think about it, there's that child abuse and neglect protocol. That's only one aspect of data that we should be collecting and sharing, or a group of aspects, I guess I should say. But useful convinced that there's a fulsome understanding of if the enormity of the task related to creating and recreating baseline data and information so that we can track the progress that we are making so that we can also really critically identify those gaps.

I'll just go back to the Deputy Minister of Family Services to say how does Matrix interact, does it interact, does the Department of Family Services have expertise and acknowledge in-house about the various data that is being collected, or do they rely on the Nunavut Statistics Bureau? If so, how does that expertise inform the work that's being done on this issue? Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

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Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, at the present time the information system does not interact with any other information system, for various reasons, one of which is obviously confidentiality and privacy. I think, though, there may be an opportunity with the recently launched enterprise solution to look at whether or not that's feasible. I'm not aware if there's a plan afoot for Health to bring their Meditech system on line with Oracle or not. There's definitely a lot that can be done, I believe, Mr. Chair.

With respect to the expertise inside the Department of Family Services, we have a couple of experts on either side of me here with respect to child welfare matters, so we will be using that data to certainly inform our work moving forward. And the better the data gets, the better informed we all will be with respect to where we need to head concerning service delivery and other matters.

As we heard earlier, Mr. Chair, the Nunavut Bureau of Statistics has struggled in the last number of years to attain a status of being functional, and I think my learned colleague Ms. Fowler indicated to the committee that they have staffed positions, or there are positions being staffed. So ideally we would be looking at several data sets to inform our work, not just our own data sets, and certainly that dialogue is ongoing through the implementation of the Child Abuse and Neglecting Response Agreement.

I would tend to agree with the member, Mr. Chair, that more could and ought to be done and certainly I'm committed to assessing what more we could do to share additional pieces of data, to better inform government-wide responses to community needs. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Fowler.

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Ms. Fowler: Thank you, Mr. Chair, and thank you, Mr. Ellsworth, for providing some context there. I'll speak just a little bit about the Nunavut Bureau of Statistics and where the bureau might be able to assist here.

I first want to acknowledge that we've had significant capacity challenges that have affected the maintenance of publicly accessible data via Nunavummit Kiglisiniartiit's web site for quite some time. I did note some positive news today, that we have four of six positions that have been recently staffed, and in particular with the director who is providing oversight and doing a bit of cleanup there.

It's also important to recognize that while Nunavummit Kiglisiniartiit is the central statistical agency for the GN, it's not always a primary source for all Nunavut-related data. That said, we do partner with Statistics Canada to access the data that is collected about the territory through a vast network of resources, and most of the territorial data that we have is as a result of our sharing agreement with Statistics Canada, so as soon as that data is publicly accessible, we usually have access to that. If not, if there are datasets out there that are not shared directly with us, we put in requests for that information.

The Department of Executive and Intergovernmental Affairs is not the only department that has a data-sharing agreement with Statistics Canada; there are other departments that have their own information-sharing agreements with Statistics Canada. With the Nunavut Bureau of Statistics is currently looking at doing is compiling who has what information, so that we can make this more accessible and more readily available on our website. (interpretation) Thank you, Mr. Chairman.

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**Chairman**: Mr. Hayes has a contribution to make as well. Mr. Hayes.

Mr. Hayes: Thank you. Just a few thoughts, as well, to add. Just in terms of central oversight, one of the challenges with the government systems that we have in Canada and in the territory, in particular, is that accountability is assigned to particular portfolios or agencies. And while that is good from the perspective of being able to identify who should answer and inform the public about what's happening, sometimes it does lead to siloed thinking and this is a place where central agency leadership and oversight can help break down those barriers to improve services for the people of the territory. In terms of the discussion about data sharing, I'm reminded of a number of pieces of work that the Auditor General has done over the last few years that really brought this point forward.

The pandemic, in terms of both the way that the disease, COVID-19 went through the country, how vaccines were being delivered and the impacts of vaccines, including adverse impacts, all of that information was sought by the federal government across the country and there were different experiences across jurisdictions, whether we're talking about provinces or territories. Of course we did do a vaccine report here in Nunavut, and largely the findings were positive, but when we took together all of the findings that we had across the country, it was clear that you don't want to be negotiating or figuring out information-sharing agreements when you are in the middle of a crisis.

What we're talking about here with Child and Family Services we have described as a crisis, and so there's an urgency that should be given to figuring out which organizations in the government need access to information from the Department of Family Services, which organization should be in a position to provide

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information to the Department of Family Services, so they can carry out their functions as effectively and efficiently as possibly.

I think the focus on whether or not each of these departments it getting the information they need is another one of those collaboration elements that prompted us to call for the whole-of-government response to the report and the findings.

One final point that I'll make, and it's connecting to many of the member's questions about information. When you're talking about a performance measurement framework and the strategic action plan in particular in this case, you've got to be thinking about what information you're going to want to collect at the end at the very beginning, when you're designing. This is one of those reasons why we were encouraging specific, measurable, attributable and time-bound targets, because if you can identify the information that will help you assess whether you're making progress, what improvements need to be made, and you're collecting that along the way, you will be far better off in the end, and your reporting will be more valuable for the people that will ultimately be using it.

I'm going stop there, Mr. Chair. I could probably go on forever, but I'll stop there. Thank you.

Chairman: Thank you, Mr. Hayes. We do have time. Before I move on to the next name on my list, I would like a clarification on one of Ms. Brewster's questions on the case management software systems. As mentioned, Department of Health uses Meditech. Department of Family Services had a little, we will say an epic failure about five or six years ago, or maybe a little bit longer, now, on trying to build a case management system and had to start from scratch, and ended up with Matrix. Maybe this is a question I should have asked a few years

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ago, and it probably was and I just don't recall the response.

What differs between Meditech and the Matrix case management system? Is there a specific reason why we're using two separate siloes of case management? Or is it interdepartmental information to keep that security? I guess I would like to get some clarification on why we're using two separate case management systems for one. Mr. Ellsworth

**Mr. Ellsworth**: Thank you, Mr. Chair. Mr. Chair, I would imagine that the privacy consideration you noted is likely one of the reasons. However, if you would permit, Mr. Seeley is better equipped to respond to that inquiry Mr. Chair. Thank you.

**Chairman**: Thank you. Go ahead, Mr. Seeley.

Mr. Seeley: Thank you, Mr. Chair. So the short answer is that it's because each of those departments developed software to meet their unique needs at that time using the proprietary software options that were available at that time within budget. They weren't doing to together. They weren't doing it for the same objective and they weren't collaborating on the goal that they were working on. They are two very different systems serving two very different functions.

That system runs throughout the Government of Nunavut right now. I believe we've got over 200 different applications installed and built up by the different departments within the GN. The transition that has happened over the last four years is a move toward software as a service, where we actually are not using one-off systems GN wide. I think we've heard some comments on that during this hearing and during the previous hearing, with the Privacy Commissioner on some of the opportunities that come with that new model.

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The shortest answer is it's because they bought them separately, for different purposes. We are moving away from that model GN wide, but we will continue to provide ongoing support for any of those proprietary solutions hosted by each respective department until there's functionality built into the software as a service platform that we're currently working with. Thank you, Mr. Chair.

Chairman: Thank you. Just to follow up again, Mr. Seeley, so as we're just implementing this Matrix system, it was asked earlier if there was potential to add to the Oracle, the ERP system that's being built right now in another component. I know we recently approved here in this House \$5 million in additional funding to that project for a phase 2, even though we're not done phase 1 yet. And there is limited information on the scope of what they're looking at doing in phase 2.

Is there an opportunity to mine great different software systems into that Oracle program in the short-medium term, or is that like not a chance or maybe a long-term goal? I would like a little clarification on the comment that was made earlier. Mr. Seeley.

**Mr. Seeley**: Thank you, Mr. Chair. The answer to that is maybe. There's a lot of different software applications out there that are Oracle-friendly that can be linked in, onto that platform. It's a very big multinational platform.

The opportunity for specific applications to be hosted within Oracle has new functionality that needs to be built out and each of those are separate projects. It's a lot like building a house. If you're going to start building on additions to it, you need to plan that forward and make sure that it's going to serve the needs of the entire household.

So as far as the systems and applications currently being used by Family Services and/or

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**¡ኦ፫ፌ•** (ጋቫትበJና): የdታ•ሲ፫•, Δ•ፖ<₽፫•, የdታ•ሲ፫•. ላለሲሁልና. የbPትLሁጚጐቦሮቴ የቴናፖውጐቦና ሲካኮሰና የፖላው በበጭbበJና የP›‹Հበቦሁታ?ናበJ, ርኒርናታናdሲ•ሁ, ርልLልናፖ•ሲናበላጭጋጐሁ. የdታ•ሲ፫•, Δ•ፖ<₽ሶርጐ.

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**Δρ<sup>-</sup>', Σ**<sup>-</sup> ()<sup>-</sup>, Δηθο, <sup>-</sup> ()<sup>-</sup>, Δηθο, Δηθο, <sup>-</sup> ()<sup>-</sup>, Δηθο, Δ

Health, many of those, there's a very high potential because they are high level programs that they could be hosted on the Oracle platform. In order to do that we need to go through all the usual privacy assessments, all of the different security assessments. Then we need to figure out the interface between that application and the platform that we're putting it in.

Currently where the ERP, enterprise program is at that we're using Oracle for, those next steps of functionality are still being mapped out. I can tell you that currently the Family Services applications are not on the next floor of the house that we're looking to build. Thank you.

**Chairman**: Thank you. I appreciate that, Mr. Seeley. I'll go to the next name on my list, Mr. Simailak.

**Mr. Simailak**: Thank you, Mr. Chair. I thought I was done, but a supplementary question popped up after my colleague was asking his questions.

I'm not sure if this should go to Human Resources or Family Services. One of the responses given with regards to salary to community social workers, I believe it was said that it might be one of the highest paid in the country, or near the highest. But when you take into account, as we all know, the cost of living in Nunavut is quite high. We do have the northern allowance, but that does not fluctuate with the cost of living. So when the grocery prices, the weekly food basket at Northern goes up substantially, the northern allowance does not follow that.

I'm wondering, has there been a comparison, a jurisdictional scan where you take into account pay and benefits for which what we offer to what other jurisdictions offer where their weekly food basket is substantially cheaper, and a very good prospective employee may,

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after comparison, realize they might be better off staying down south? The weekly food basket, maybe the housing, rent, or mortgage, if they are home owners, they may be better off living down south instead of moving up here. Was a comparison like that done to ensure we are truly competitive overall, and not just based on an annual salary? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Power.

Ms. Power: Thank you, Mr. Chair. The Nunavut northern allowance is currently housed within the union agreement, and everybody copies that, basically. As part of our agreement with them we have committed to reviewing it prior to the next agreement coming into place, which looks at – it has been a while since I did the review, but I think it is two low-cost air fare food baskets for a family of four, even though we're giving it to an individual. There's a couple more pieces built in. I'd had to get back to you on what exactly is built into that. Plus, the other side of that is the incentives we're looking at, other than salary, similar to what we're doing on the nursing side. But I think it's important to remember that all the research says it's not pay or salary that keeps people in positions, it's feeling supported, it's opportunity, it's ensuring leadership, you feel listened to, that you appreciated in your role. I think this is one piece of it, for sure. We need to be sure we're competitive, obviously, but there's other pieces that keep people in their role as well. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Thank you for the response. So to go further on, has the department compared these benefits or perks that may entice people to come up here and give us these specialties that we need from this people? Is it proven? Has it been done recently, so that we can attract these specialized

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people, or community social service workers that we so badly need? Are we doing enough? Is the department doing enough. Thank you, Mr. Chairman.

Chairman: Ms. Power.

Ms. Power: Thank you, Mr. Chair. Thank you for the question. I think the next phase of what we need to do is ask social workers what they want, what would keep them in positions. We will do the financial and, especially on the incentives, what financial incentives we can do, but what are the other things. I know when we reviewed nursing it was about continuing education. Of feeling heard. It was support at a more senior level. Work load. Burnout, all those things came in, too. So I think we need to approach it from two sides to be sure the employee feels supported, once we have them and they're happy in their role. Whatever they need to stay in that role, and the financial piece too, to make it competitive to attract them to the role in the first place. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chair. Ms. Power mentioned that is something we need to do. Will it be done, a scan of the employees for social services, Family Services, to see what they need for more support? Or is it just being thought of that maybe you guys should do it? More clarification, please, Mr. Chair. Thank you.

Chairman: Mr. Ellsworth.

**Mr. Ellsworth**: Mr. Chair, yes, Mr. Chair, that is the plan. That is part of our strategic plan, is working directly with all frontline social workers, all staff, necessarily, Mr. Chair, to ensure that we understand what retention strategies in their personal view will assist the

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I would supplement Ms. Power's response with the department is also going to be seeking to submit a labour force supplement proposal and we're targeting summer of 2025 for the purposes of our Wellness division staff. And we're also planning and hoping to, as I mentioned yesterday the implementation funding for other staff members in the Family Wellness division, as a means to attract individuals into the work that we're doing. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman, and thank you, Mr. Ellsworth. Again to look after, maybe speak for the current staff we have now with the Family Services, especially the community social service workers that have the heaviest work load, the frontline workers, has the department begun speaking to them to see what more supports they need? Is there a mechanism in place in case there's a supervisor or manager that they may be intimidated by, so that they can feel comfortable in voicing their concerns or needs so that our most vulnerable can get the proper help that they need? Sorry, so that the department can provide the proper support to the most vulnerable? If the children and youth that are the most vulnerable can get the help because we don't have the proper supports in place, it's not going to work to what we need it to do. Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, I believe it was early 2024, or perhaps prior to that that we engaged a resource to undertake an environmental scan in all of our wellness offices. They interviewed confidentially each of the staff members to identify some of the concerns you raise, where 
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there are gaps in support services and otherwise. The resource tendered a document with recommendations for the leadership in the Wellness division review and action, and she did action many of those recommendations.

We're just on the cusp of re-assessing through another environmental scan to ensure that the steps that we took in the initial implementation of those recommendations were meaningful and sustainable.

Like I said, and I will say, the wellness of our staff is really important. We need to ensure that we know where some of those challenges exist within our department, and particularly in Wellness. The benefits that we saw from the scan is that oftentimes, as a leader, you only hear about all the great things you're doing in the department, and oftentimes it doesn't necessarily give and you fair balance of what's actually happening in the department. And so this is why this tool was so valuable in helping us to understand some of the struggles of our colleagues on the front line and in supervisory and managerial roles, so much to the extent that we expanded the assessment to the other divisions in the department so that we could also understand those gaps and areas where leadership needs to focus resources or support for employees. We'll continue to do that, Mr. Chair.

Certainly I do appreciate that question, sir, because it's important for us to understand as leadership those challenges and address them meaningfully. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman, and thank you, Mr. Ellsworth. One last question for clarification. What kind of timeline are we looking at here for some of this work that is being done? You mentioned there is work done this summer, overall, so that we can assure that

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**Δρ<sup>ε</sup>ʹ, (Ͻ<sup>ϳ</sup>,** አበሀና): <sup>ና</sup>ሪታ<sup>2</sup> ሲΓ<sup>6</sup>, Δ<sup>6</sup>/ «ΡΟ<sup>2</sup>. 〈CD/<sup>46</sup>, <sup>7</sup>ሪታ<sup>2</sup> ሲΓ<sup>6</sup>, Δ<sup>6</sup>/ «ΡΟ<sup>2</sup>.

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**Δ▷<sup>-</sup>¹᠀-<sup>c</sup>** (ጋጎኑ/በJ<sup>c</sup>): 'dታ<sup>a</sup>dቮ<sup>b</sup>, Δ<sup>b</sup>/«▷፫<sup>b</sup>b. CΔ<sup>b</sup>d ለፖር<sup>a</sup>ር<sup>a</sup>d<sup>c</sup> ጋካሁ<sup>ነ</sup>ካል<sup>c</sup> የፖላታ 'dልላፖ<sup>b</sup>ጋ<sup>b</sup>b ላ<sup>b</sup>ር<sup>b</sup>b, 'dታ<sup>a</sup>dቮ<sup>b</sup>.

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we have the proper supports or mechanisms in place for all of our frontline workers with Family Services. A bit more clarification please, on timeline and perhaps what comes after, once you begin. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair, and the timeline with respect to this specific matter is ongoing. I think we don't just set it and forget it kind of situation. We need to continually assess it's functionality of the programs and the people who are providing them, and so although there is a timeline for the submission of the labour force supplemental proposal, which is this summer, I think we will continually look at ways to improve not only outcomes for Nunavummiut, but to assure that the staff in the Department of Family Services are supported properly, that there's adequate opportunity for educational pursuits, adequate opportunity for down time, for laddering. It's all very important to the outcomes that we hope to or that we will see in the implementation of the strategic plan.

A little further on timelines: We will be tabling our implementation with prioritization and timelines in the next sitting of the Legislative Assembly. Thank you, Mr. Chair.

Chairman: Mr. Simailak.

Mr. Simailak: Thank you, Mr. Chairman. Staying on the subject of timeline, what kind of benchmarks are you looking at? Are you looking at perhaps a scan or a follow-up every three to four months type of thing so that the work does continue on and it's not falling through the cracks? Like I mentioned in the previous hearings, where stuff do fall through the cracks unintentionally just because of the work load. But if there are hard benchmarks to follow there might be a bit more consistency

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**Chairman**: Thank you. Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. Mr. Chair, the short answer is yes, but as well, I would like to elaborate as briefly as possible.

Mr. Chair, in my experience at the department, it is my considered opinion that we live in a reactive kind of workplace where it's consistently reacting to issues as they arise. In the perfect world as we envision it, we will be operating in a very proactive way. In my view, I think as deputy ministers and assistant deputy ministers, although we should still deal with the emergencies happening on a daily, which are unforeseen, generally I would like to be thinking about and working on objectives that are ten years in front of us so that we can move that needle.

There will be benchmarks in place. There will be regularity with respect to assessments to ensure that the sustainability of the things we're doing is there, and that it's efficient. Assessing the efficacy of those, so evaluating. Our plan is to bring in evaluation and monitoring for the department central into our policy division as a sort of response to evaluating the efficacy of our programs, in addition to the evaluations that will be undertaken for the strategic plan.

Mr. Chair, I think that's all I would like to say about that, but I do want to see us move from a very reactive operation to an operation that is stable, that is proactive, that through the use of data can anticipate issues before they arise. This is my hope and my vision for the department, if I can remain there. Thank you, Mr. Chair.

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Chairman: I know we're a little bit early but again I don't like disrupting people's lines of questioning. So we're going to take a break in a moment but I would like to ask a question to the Deputy Minister of Executive and Intergovernmental Affairs and follow up on one of Ms. Brewster's questions, where it was asked as the Department of Executive and Intergovernmental Affairs, there was a number of commitments being made on recognizing a whole-of-government approach on a number of different initiatives but I'm speaking specifically to the one that's in front of us here today.

A little over a year ago the premier stated, taking a whole-of-government approach, EIA will provide oversight across departments for services related to the well-being of children, youth, and families.

My question is: What exactly was the deputy minister instructed to do from the premier to oversee this commitment? Ms. Fowler.

**Ms. Fowler**: Thank you, Mr. Chair, and I appreciate the question. Following the statement that was made by Premier Akeeagok, I've been instructed to work with my deputy colleagues in ensuring follow-through with the work that has been ongoing in the Department of Family Services. I was also instructed to take a look, explore how the Department of Executive and Intergovernmental Affairs can incorporate an audit-like function to ensure that when we're looking at whole of government that recommendations that are coming from the Office of the Auditor General for not just for this particular file – we do have housing one online – but to ensure that there was a mechanism in place for tracking, monitoring, and reporting back to assure that progress is being made. And as part of that piece, to ensure that there's some kind of accountability mechanism.

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Part of the response that I provided yesterday, I believe it was, with respect to where we were on the internal audit component, I provided that update and we are still exploring it. Thank you, Mr. Chair.

**Chairman**: Thank you for that. Before I go to the next name on my list, we'll take a 15 minute break. Thank you.

>> Committee recessed at 14:53 and resumed at 15:12

**Chairman**: Good afternoon. I would like to open up the committee meeting again. The next name I have on my list, following my list of names, Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. I would like to go back to a few minutes ago. Sometimes it's really difficult for me to pay attention and take notes and write follow-up questions, and I heard, I think it might have been the Deputy Minister of Family Services talking about an evaluation team. Am I correct in that? Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. Yes, that is the plan. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you for that. I'll just go back to the issue that Mr. Hayes reminded us of on page 17 of 21 of the follow-up report, paragraph 24. The last paragraph, the last sentence in that paragraph is:

"The committee further recommends that the plan contain clear and concise commitments with measurable outcomes or targets and specific timelines and accountabilities and that a comprehensive evaluation framework be established and included in the plan."

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  do recall really pushing for that in those discussions, and the reason that I did is because we know that it's so difficult to evaluate progress if we don't know what our baseline is, if we don't know what our target is. And so when I heard about this evaluation team, that's the first question that came into mind: How are they going to effectively evaluate progress or lack of progress if we don't have this baseline? I'll ask that to the Deputy Minister of Family Services. Thank you, Mr. Chair.

**Chairman**: Thank you, Ms. Brewster. Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. First I'll clarify the evaluation function would be department-specific, not necessarily for the purposes of the strategic plan, although I see them playing a role in the future in terms of measuring our success.

With respect to baselines, these are items that we have developed for the purposes of the progress reports. For example, we have articulated the outcomes that we are looking for, the way in which we will measure the outcomes, what the key performance indicators are. That will form the basis of our progress reports moving forward. There are several sort of outcomes, as you know, Mr. Chair.

I would respond to the earlier question from the member that I didn't see a reference to change management in the progress report that was tabled in February. I think you wanted to get that on the record.

But lastly, the evaluation tools that will be engaged will be similar to performance indicators that were used during the course of the audit, generally speaking. We know where we need to be performing; we know where we're struggling, and without the baseline, as  $\Delta d \Delta C \Delta^{\circ} \Delta^{\circ} \Delta^{\circ} \Delta^{\circ} \Delta^{\circ} A^{\circ} A^$ 

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Notwithstanding, Mr. Chair, we do have the key performance indicators in our progress reports. We're going to define those baselines even further in the implementation plan, which I mentioned will be tabled in the Legislative Assembly in the Spring Sitting. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you. I'm a little bit confused. There is the evaluation team, I think the words that were used is more for the department and not specifically to evaluate the progress towards the strategic action plan; aren't those the same things? Isn't the whole reason that we're here because we need to take action and on a regular basis take stock of how we're moving forward? So if I could just hear a little bit more of an explanation about why these are two separate things. Thank you, Mr. Chair.

**Chairman**: Thank you Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair, I'm happy to provide clarity on the reasons behind the position the department is taking. Mr. Chair, I understand historically there was an evaluation and monitoring position within the department. Somewhere along the way it got re-profiled to something else, for reasons that are unknown to myself.

During the course of the evaluation and monitoring framework development for the strategic action plan, it occurred to me, well, why aren't we evaluating all of the work that we're doing in this department? And so, as the members, know we have a portfolio for income assistance, poverty reduction, career development, in addition to the wellness program, and there's corporate functions as

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well. I would like to get to a place where we can measure the efficacy of all of our programs, and that's why the vision for having evaluation individuals on staff would not only support identifying where there are strengths and weaknesses in the program delivery of the other divisions, but would in the longer-term sense conduct the assessments with respect to the strategic action plan and the work of Family Wellness. Thank you, Mr. Chair.

Chairman: Thank you. I would like to take a moment to recognize. I always appreciate when members of the public come in and show interest in the proceedings in the House here today. I notice we have a few more people here other than Dr. Healey, who was already recognized earlier. I would like to welcome you into the Legislative Assembly here in Nunavut, and I hope you enjoy your visit. Ms. Brewster.

**Ms. Brewster**: Thank you. I think it's going to take me a few minutes of compartmentalize that and try to figure out what was just said, but I'll move on.

We know that one of the goals is to update standards of practice and create training sessions, and one of the things that I'm a little bit concerned about is how can the department establish standards when they have not established a comprehensive delivery model because standards ensure how service is delivered. Can I hear from the deputy minister about that, please.

Chairman: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. The service delivery model has been completed and its sort of framework has been shared for the Representative For Children and Youth. Standards are simultaneously being developed. I would like to ask, through you, Mr. Chair, that Mr. O'Donnell could provide some more

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details for the benefit of this committee, Mr. Chair. Thank you.

**Chairman**: Thank you. Please proceed, Mr. O'Donnell.

**Mr. O'Donnell**: Thank you, Mr. Chair, and I thank the member for the question.

I think it has established that the historical context of our training and development and some of the standards that need to be improved have been a long time coming, and that's our focus and that has been our focus at this stage. Of course it would have been beneficial many, many years ago to have a service delivery model and a pathway and a flow chart developed and established, and that that could be utilized as a foundation for establishing the standards of practice and standards in how everything else flows through the department from referral right through to closing a case. Unfortunately it wasn't established in earlier years, and as we move through the standards and the development of these new standards, we are looking at and utilizing the service delivery model pathway to ensure that they do align, and more importantly, ensuring that our training and development align with that as well, and having individuals working on that simultaneously, together, to ensure that those all work together as they move forward. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: I'm a little bit confused because I feel like at some point during our discussions with the Representative For Children and Youth there was discussion about a service delivery model, the creation of that. Can I know whether that was shared with the Representative For Children and Youth? Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

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Mr. Ellsworth: I would like to say, Mr. Chair, it was shared early in the new year. We had a proactive meeting right before the end of the calendar year with the representative's office wherein she requested it, and we shared it for feedback. It's not clear if we've received that feedback yet. Certainly we can commit to getting that information for the committee following the conclusion of these proceedings. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: What sort of feedback did the Representative For Children and Youth give on that service delivery manual? Thank you, Mr. Chair.

**Chairman**: The deputy minister just said they are not aware of a response being received yet. Ms. Brewster.

**Ms. Brewster**: Sorry, I had fallen back into that where I'm writing my next question while I'm listening.

I would be surprised to hear that feedback wasn't received. Without knowing that for sure, I guess I will move on to the question of how much training has been done on the service delivery model to date. One of the highlighted questions I have here that I wrote for myself is how can you implement change if you have not articulated your service delivery model and standards that support it.

I'm just really not sure about how far along the department is in implementing all of these changes. I don't know, for example, what percentage of standards and procedures have been created in relation to that service delivery model, and it's really hard to kind of wrap my head around how much progress is being made and where we should be concerned about, or

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where we should be giving constructive feedback. Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. Mr. Chair, I would tend to share the concerns of the member. I think it's important to recognize that the standards of practice are in many ways living documents. As best practices and trends change, so do the standards of practice.

I mentioned in my opening submissions, I believe, Mr. Chair, that 12 practice standards have been implemented. Let me just back up a bit. There were already standards of practice in place, but they needed to be updated, and so that was one of the issues that we identified together with our colleagues.

So we have 12 practice standards that have been implemented, 70, seven zero, that are making their way through the review committee. And as I mentioned, again I'll say it these are living documents. So as the climate changes, and I don't mean the weather, but the climate of service delivery changes, so there will also be the necessity to review and revise standards as the practice of social work evolves and as we work our way through the service delivery. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: We have been talking about so much. One of the things that we're focused on is Matrix and training and implementation of the use of Matrix. I wonder about the efficacy of introducing a program in the absence of completely updated service delivery models and standards and procedures. I'm looking to the OAG representatives, and I would like to just have some thoughts on that. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

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Mr. Hayes: Thank you, Mr. Chair. I guess my thought is that the timing of the introduction of Matrix is appropriate. Even though there are some standards that are being reviewed and many more that need to be reviewed, in some respects, I would say that the information that could be gathered from Matrix and the implementation of Matrix in a rigorous and complete way should inform the way that those standards are revised.

One could look at it as a chicken and the egg kind of problem. If you're reviewing your standards and identifying how you're going to improve them, if you're not doing it on the basis of good information you're going to have to do it again.

I think that the department is in a bit of a cycle here, and getting the Matrix tool up and running using the information is going to be part of the improvement in its standards as well. Thank you very much, Mr. Chair.

**Chairman**: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you for that. What might be helpful is what are the 12 standards that so far have been updated. Thank you, Mr. Chair.

**Chairman**: Sorry, Ms. Brewster.

**Ms. Brewster**: I am told that those are in the opening comments, so I'll ask a filler question while I quickly peruse the opening comments. So when we are mentoring and training staff, because we know that this is a key to implementation of this action plan and we want to ensure that staff are given the tools that they need to be good employees. I know I have mentorship written down here.

With all of this change and reformation, how ready is the Department of Family Services to actually mentor people? That's a huge  $\Delta C_{49} \Delta C < 20$ 

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challenge when we have current employees who are going through a massive change and we're asking them to bring new employees along with that, if people are struggling, or even if they are not struggling with the change, if that's happening. Like how is this being approached? Thank you, Mr. Chair.

**Chairman**: Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, I think that we recognize that mentorship comes in several different forms. It includes interaction with supervisors and managers. It includes perhaps life coaches. It includes counselling services. How we intend to address this matter is not only by, as I think Ms. Rogers pointed out yesterday, finding the diamonds in the rough within the framework of our current staff, assessing their ability to provide mentorship.

But we can't only rely on the staff that are currently in place, Mr. Chair, because quite frankly, they are very busy doing the work of social workers. We have determined that we will likely have to seek external assistance to ensure that mentorship is happening and will be bringing forward additional, I suspect, business cases in the coming cycle to ensure that we can have those specific mentorship positions on staff to ensure that new and junior staff are receiving appropriate levels of support to ensure their meaningful outputs and wellness. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you for that. I see that standard 505, clinical supervision is one of the standards that's updated. How far along is the department in training staff on that new standard? That relates specifically to the question that I had. Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

2025- Γ° ΛΘ΄ - ΔΥΙΝΈΝ ΙΟ ΟΙΙΝΥΙΚΉΝΟΝ ΡΟΝΌ - Α ΤΑΝΕΝΤΑΝΙΚΑΝΟΝ ΑΝΕΝΤΑΝΙΚΑΝΟΝ ΑΝΕΝΤΑΝΙΚΑΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΟΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΤΑΝΟΝ ΑΝΕΝΟΝΟΝ ΑΝΕΝΟΝ ΑΝΕΝΟΝ ΑΝΕΝΟΝΟΝ ΑΝΕΝΟΝ ΑΝΕΝΟΝ ΑΝΕΝΟΝ ΑΝΕΝΟΝΟΝ ΑΝΕΝΟΝΟΝ ΑΝΕΝΟΝΟΝ ΑΝΕΝΟΝ ΑΝΕΝΟΝΟΝ ΑΝΟΝΟΝ ΑΝΕΝΟ

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**Δ•/<>C°•** (Ͻ<sup>'</sup>\ληυ'): 'dን°αΓ'•. Űα CΔL Γ'C ΗΔΔ' LϽ/Jη'\'\6'L°-i.

**ΗΔ**Δ<sup>\*</sup> (ϽϳϡΛ)(): ʹͼͿϧͼͺϳͼ, Δͼ/ͼρϲʹͼ. ʹͼͿϤͼͺͼͼϽͼͼ Ϸʹ϶ͼʹͼͺʹʹϧϲʹϧͺϪͼ, Δͼ, Δε, Δϲ, ʹͼͿϧͼͺϳ;Ͱϧͼ ͰͼͰͼͼ, Λϲλλ϶϶ϧͼϲ Ϸͼͼ·ϽΔ<sup>ϵ</sup>, ͰͼͰϲͺϳϲͼ, Λϲλλαίθη κις, ϹΔΙΔΛαίͼς αξεριτηκίς Ληλαλλασο Δρ<sup>ω</sup>ριτρημικός Αμαλλασο δημημικός Ατλλασο δημημικός Ατλλασο δοδος δεριτημικός Αργονος Αλαλλασο δοδος δεριτημικός Αργονος Αλαλλασο δοδος δεριτημικός Αργονος Αργον Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair, because these matters fall within the purview of the Director of Child and Family Services through his development of the standards and his training team, I would respectfully request that you allow Mr. O'Donnell to answer that inquiry please, Mr. Chair.

Chairman: Please proceed, Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chair, and thank you to the member for the question. How far along; we've implemented the standard, and it's operational. I think how far along is a challenging question to answer, as we try to quantitatively, I guess, outline the success of people' acceptance of the new standards, but also their ability to walk through the standard with ease. I think it's probably one of the more important standards, along with a few others, that it's really critical to capitalize on as a team.

Utilizing this standard will help support the individual staff on the ground. Previously we never had a standard that outlined clinical support, what that looked like. In each of our standards we have a practice section that outlines the practice note, why it's intentional, why it's important to do that, and what actually is utilized to walk through an actual supervision. And then we provide tools and guidelines for that.

Each responsibility at every level varies. From my level, it's to support the development and to assure it aligns with best practices, to ensure it aligns on the supports that are required within the regional offices as it relates to the *Child and Family Services Act* as well as practice.

The process following after the directive is issued out to the teams is a mix between the support of our training and development team and the regional offices and implementing that

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 support down to their team. So walking through the standard with their teams at team meetings, ensuring discussions are continually happening at clinical supervisions regarding the practices that they need to utilize. We're not in a position yet to quantify the supervisions as to how consistent they are happening and how regularly they are happening, but we do know that the improvement at face value already has been that we have supports in place to guide the clinical supervisions at this stage, which historically we didn't have in place, from a standards perspective.

We're still in the early stages, but we are proud that there is something available to support and guide management through those processes now along with regular consultations with senior leadership in the department. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you. My follow-up question was going to be how do you measure success, and you just answered that. That's a really important question, and hearing that you're not quite in the place to be able to measure that success of that is a little bit concerning.

What are the human resources guidelines around clinical supervision? I know that when you're asking that to take place, there are commitments to employees related to that. So can I have an answer to that, please. Thank you, Mr. Chair.

Chairman: Thank you. Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. Mr. Chair, I think the clinical support is with respect to the client files. I suspect if during the course of clinical supervision that supervisors or managers detected errors in performance or compliance with standards that initially it

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would be something that we would use as a mechanism to perform additional educational opportunities for that individual, to ensure that they not only understand but can operationalize the standards of practice.

If there's a pattern of unwillingness or inability to comply with the standards of practice, then we need to engage some HR procedures, potentially, through that lens. We need compliance, and we recognize that there has been systemic issues historically. We continue to address them. But we also at the same time need to hold people accountable. When individuals who know or ought to know that when you place a child in an emergency placement that you need to conduct a safety assessment and a criminal records check, but they don't for whatever reason, we're assessing the reasons why they wouldn't; but if it's clear if they could have or ought to have done it, then we need to engage the HR process through a disciplinary lens.

There have been certain circumstances recently where we're dealing with the results of critical injuries that resulted in harm to children, and we don't take that lightly. We take that very seriously, Mr. Chair. We need to hold everyone in the organization to account for their actions and for their outputs.

If we know or become aware of social workers or others that are blatantly irresponsible or blatantly not following standards, then there's a clear direction already issued not only from my office, but from others in the organization that there will be disciplinary proceedings levied against those individuals. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you for that. My apologies, how I interpreted clinical supervision was supervision of staff.

I guess I'll go back and ask how many staff are appointed, or fully delegated under the *CFSA*, and how many have letters of authority, and what's the difference. Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair. I'm just going to see if I can pull up those details. Thank you, Mr. Chair. The spreadsheet I'm looking at doesn't quantify the numbers, so I would be happy to confirm that in writing in our response to the undertakings that we've engaged with this committee.

However, to identify the differentiation between delegation and authorization, I would ask Mr. O'Donnell to support that response. Thank you, Mr. Chair.

Chairman: Thank you. Mr. O'Donnell.

**Mr. O'Donnell**: Thank you, Mr. Chair, and thank you to the member for the question. The process for authorization and delegation differ, in some minor and also some expansive factors. To be delegated underneath the *Child and Family Services Act*, you are given powers by the director to perform certain duties and responsibilities as a child protection worker.

To be authorized under the *Child and Family Services Act* you are also given certain powers and duties and responsibilities. However, they are only limited to your role as an authorized person as is defined in the Act, the *Child and Family Services Act*.

Delegated or appointed child protection workers hold and have different responsibilities than an authorized person would, and the differentiation within that varies. A child protection worker can carry out and complete a child protection report. An authorized person would not be able to carry out a child

protection report, in so many cases. Both can do investigations and apprehend. There are similarities and there's differences within the *Child and Family Services Act* for both. Thank you, Mr. Chair.

**Chairman**: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. I wonder if we can go back to the witness that just spoke, because I feel like he knows lots of stuff, and maybe off the top of his head may know how many people are under delegated authority. Thank you, Mr. Chair.

**Chairman**: Thank you. I see Mr. O'Donnell's wheels spinning up there. Let's see what that they come up with.

**Mr. O'Donnell**: Thank you, Mr. Chair, for the question, and to the member. I again don't know the number off the top of my head, and I think getting back in writing would be probably the most appropriate so I can supply that number accurately. I'm happy to commit to that. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. Are there training plans required for these employees? Or do they just kind of get thrown out there into the world of Child and Family Services to do their best, or does the department, sort of under the assumption that some of these employees might be viewed as being possibly short-term employees, what's the baseline training plan that is used by the department to ensure that that are providing adequate services? Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. So Mr. Chair, there's a few different training plans. One is someone that's completely new to

the territory. There's on-boarding materials that have been developed through the lens of ensuring that they understand the communities and the complexities of those communities when they come on staff. In addition to the on-boarding material, there's also a requirement to undertake core training to ensure that they are capable of performing their functions. The core training is provided through Mr. O'Donnell's division. Perhaps, Mr. Chair, he can expand on what that means.

Before I do so, there's also manager and supervisor training, receptionist-clerk-interpreter training, interviewing-technique training. There's a myriad. There is a lot of training happening, and quite frankly we found it difficult to schedule all of the training that has to happen. But despite the difficulties, we've nevertheless been quite successful and progressive. So Mr. Chair, through you, if I could ask Mr. O'Donnell to expand.

Chairman: Mr. O'Donnell.

Mr. O'Donnell: Thank you, Mr. Chair. As a Deputy Minister Ellsworth acknowledged, there's quite a number of trainings that have been in existence. Those numbers have fluctuated over the years as to what is actually provided in a timely fashion to a lot of workers, a lot of the community social service workers, clerk-interpreters, family resource workers, client liaison officers, the supervisors and managers.

What we've very much acknowledged as part of our work and development in looking at all of the reports, all of the criticisms that, quite frankly the deficits within the department is that training was a serious issue that we needed to look more closely at.

In doing so we acknowledged that the specificity of those trainings did not in a lot of

cases properly equip workers to perform the full responsibilities and duties that they need to do. It was a broad delivery of training, and as such it wasn't ensuring that our team had the support and had the support, which is what we heard back in various reports that we have gotten back from our teams and scans and through other reports from the Office of the Auditor General and the Representative For Children and Youth. So we've taken that back and looked at the development of a very specific training that incorporates our on-boarding training from the department, from an HR lens, but also supplementary to that, we are in the process of developing a very specific training program for each position within the Family Wellness team that will better equip and support the needs of each staff member in doing and completing their role. We have taken a lot of time to break those proficiencies down and those competencies to ensure that people are equipped and prepared to move forward in the role with more confidence, which we believe, as has been stated earlier today, that will empower people and provide more confidence and empowerment in their roles. We'll see, hopefully, better job satisfaction as well. So thank you, Mr. Chair.

**Chairman**: Thank you, Mr. O'Donnell. Ms. Brewster.

Ms. Brewster: Thank you for that response. Just for clarity, in the department's progress report card dated February 11, so just over two months ago, outcome number 1, the system is resilient, efficient and trusted by the public. Under the measure human resources, structure and capacity, the third bullet under 'indicators' is percentage of staff completing annual professional development and training programs aimed at enhancing capacity.

The status is marked as red 'X', not started, and the timeline is winter session 2026.

I'm curious, which is it? Is the training ongoing or has it not started. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Rogers.

Ms. Rogers: Thank you, Mr. Chair. What that's referencing is the new training that Mr. O'Donnell had eluded to. But at the same time, we are still training, using previous core training that had been in place. And that speaks to we still have to operate. We still have to conduct child protection, so there's a balancing act. If there's a level of confusion, I get it, because we say we're doing this, but we're still doing this over here because we still have standards in place. We still have core training that needs to happen in order to be able to bring new staff on board, Matrix training, those sorts of things.

It's very difficult to be able to move us forward because we still, we are enmeshed in some of the old training that was made available. I hope I answered the question. Thank you.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you, Mr. Chair. I'm feeling really challenged because I'm trying to find ways to include everybody. I'll just go to the 2025 follow-up by the auditors. On page 13 of 21, the auditors focused on updated training and on the last bullet in that table on the page it states:

"In our 2023 audit we found that the department had only one staff member to do all of the work related to training and two new staff including a manager were added to the Family Wellness division's training team as of September 20, 2024."

And I'm wondering from the auditor's perspective hearing that there's the core training that takes place, there's the development of new training programs, and

whether it's training on the new Matrix system or training on the new standards, this is a lot of training. Is two people enough? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

**Mr. Hayes**: I would like to start with a few points and then I will ask Mr. McKenzie if he could add to this.

One of the important points about training that we made in our follow-up is about the core training and the fact that at the end of October 2024 only one of the 14 permanent and casual supervisors had taken the training. While there were a number of permanent employees and casual community social services workers who had taken the training, it was concerning that only one of the supervisors had.

From our perspective, there's an element of tone from the top there, and not only does it send a good message, but also it equips a supervisor to know exactly what the training was like for the staff, and that helps with their ability to provide direction, guidance, and supervision. So training, I can't emphasize enough how important training is.

In terms of your question about the number of staff, I might ask Mr. McKenzie if he can supplement. Thank you.

**Chairman**: Thank you. Go ahead, Mr. McKenzie.

Mr. McKenzie: Thank you, Mr. Chair. It is an enhancement in capacity. I think going from one to a team of three is a step forward. Is it enough? I think with all the training, I think the department is aware that training and having a team that can deliver that training and organize it across the territory is important, and that they would like to supplement that. But we did see it

as a positive step that they did add new staff to that function, if you will.

We did also see a new or an updated training tracker, which I think will help the department in terms of tracking the training and as new training gets added on, that will be something that would be picked up through that tracker.

And maybe just to touch to go back to some of the previous discussion around the standards and training, it reminds me of the accounting and audit profession, because there are standards that get updated on a regular basis. New standards may come out, or older standards may get revised, based on new developments or things that the profession is aware of. And so that role, in turn, triggers changes to our training as well.

In our office, for example, that's something that we do see new standards come out, and that will get embedded on and you are ongoing training program, if you will.

Then with financial systems or even the systems that we use for auditing, which are not, there's a Matrix case management system, and we would have a similar system for managing audit. So when new standards come out or new procedures, there is a process where there's an annual update, if you will, to our systems, and it would be the same, for example, in financial systems that they would have to integrate those new standards.

I think it's very similar to what you would see had in the social work profession. New standards come out, or revised standards, and they have to be reflected in their training programs, as well. And then also their information management systems.

My understanding is that the department is aware of that. They see that as part of the process. It is an iterative process, I guess may

be the best way to describe it, and something that has to be moving forward so that the training and systems that they have in place to support staff are by their nature going to have to be updated as new standards or revised standards get put in place. I wanted to make that connection there as well. Thank you, Mr. Chair.

**Chairman**: Thank you for that, Mr. McKenzie. Ms. Brewster.

**Ms. Brewster**: Thank you for that. I would just like to know from the Department of Family Services, we know that there was only one staff member and two new were added. How many of those positions are currently filled? Thank you, Mr. Chair.

Chairman: Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. Mr. Chair, all of those positions are filled. Thank you, Mr. Chair.

**Chairman**: If I may presuppose your next question, how many of those positions are filled with Inuit? Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. One. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you. I would just like to go back to clinical supervision and ask how many people are employed that are qualified to provide clinical supervision. What's the qualification level? I don't know much about that, so I would like to hear about that. Thank you.

**Chairman**: Thank you. Mr. Ellsworth.

**Mr. Ellsworth**: Thank you, Mr. Chair. Mr. Chair, I do not have those details with me

at the present time, but I am certainly happy to commit to getting the details for reference of the committee. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

Ms. Brewster: Thank you, Mr. Chair. There were two questions in there. So maybe if you the numbers aren't available, that's okay, I can parking-lot that. But I feel like it should be very clear under the *Child and Family Services Act* who is qualified to and what are the qualifications for providing clinical supervision. Is it a bachelor of social work? Is it a master of social work? I love PhDs. We have one in the room. So what is it? Do you have that information at your fingertips? Thank you, Mr. Chair.

Chairman: Thank you. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair.
Mr. Chair, I mean, to be a social worker you have to generally have a degree in social work.
The reason I have challenges giving a number, which I apologize for, Mr. Chair, is that, as Mr. O'Donnell just mentioned, the clinical supervision standard was recently released.
Training is happening on that. We don't have the numbers with respect to the percentage.

I would like to believe that anybody who holds a bachelor's degree is arguably qualified to conduct a clinical supervision, but again, I don't want to mislead the committee or the member. I'm committed to get that detail to you, and our interpretation of what qualified would tend to mean. Thank you, Mr. Chair.

Chairman: Ms. Brewster.

**Ms. Brewster**: Thank you for that. Part of the reason that I'm asking that question is because of the sheer volume of files that need to be clinically supervised, and I'm just seeking

reassurance that we have the capacity to provide that supervision.

I do have a lot more questions, but I feel like it's getting late in the day and so I'll just start focusing on the conclusions, I guess.

On paragraph 28, this is to the Office of the Auditor General, you conclude that the Department of Family Services has not made progress towards improving services to protect, support, and the well-being of vulnerable children and youth and their families, despite undertaking a number of initial actions to improve the underlying system of service provision.

I just wonder, would you agree that changes to the system must be implemented before service delivery outcomes can be noticeably improved? Thank you, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

Mr. Hayes: Yes, thank you. We do agree that changes to the system must be implemented before outcomes for vulnerable children and youth and their families will be seen. This is actually why we focused our follow-up audit on the foundational elements that will enable progress and outcomes to be improved.

As I said in my opening statement, and I'll bring it back here, to achieve lasting the department must build on these initial actions that it has taken. And this doesn't just mean incremental building; it means really intentional and focused building where the prioritization of targets and actions are geared towards concrete outcomes for the children and the youth and families and communities.

What this means really is ongoing commitment, consistent and sustained implementation over time. What does that mean in a tangible way? It means that everybody is focused together

pulling in the same direction. That's the whole-of-government call that we made.

It also means there is use of information where the department is pulling together the information it collects, understanding what it means, and using it to improve the service delivery. So overall I wanted to just emphasize the importance of that commitment and sustained action. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

**Ms. Brewster**: Thank you for that. Just having heard our discussions, especially about the questions that I had about not really fully being able to gauge what that whole-of-government approach really is, and in light of the – I have so many papers from front of me – in light of, both the Chair and I have quoted a number of times the statement made by the premier on I think it was May 30, 2023. I can remember the date but I can't remember the full words, even though we've spoken them a number of times here, related to the creation of that oversight and audit function. It's coming back to me as I talk, hearing that that commitment was made. However, it seems to have been quietly shelved, based on the responses that I received in connection to those questions. What are your thoughts about this whole-of-government approach and the commitments and the pulling away, the quiet pulling away from commitments?

I'm a big fan of relating things to real life, and when I get a commitment, again, from my teenager to do the dishes while I'm here at work so I don't come home to dishes, and he sends a text saying yes, I'm thinking about doing them, I'm going to do them, and I get home and they're not done. And my commitment to make dinner then means that I have to do the dishes before I can do dinner.

Real life experience tells us that when commitments are made there's an expectation to follow through, especially when it comes to making commitments that protect our most vulnerable citizens. A quiet pulling away from that is very concerning for me.

I would like to hear your thoughts about the impact of that pulling way and not walking their talk. That's really what's happening, is that they are saying one thing and then they are not doing it. So I would like to hear some thoughts on that. Thanks, Mr. Chair.

Chairman: Thank you. Mr. Hayes.

**Mr. Hayes**: Thank you, Mr. Chair. I will answer your question in a direct way, but before I do, I might just take the opportunity to emphasize the importance of evaluation along the way. So there's a few layers of evaluation that we have been talking about, but I'll try to synthesize them.

On the ground level, quality assurance work that is going to be checking both the performance and the input of information into the system, performance of the community social services workers, that quality assurance it an element of oversight, and that should, if done well, support the quality and completeness of data in the system.

The deputy minister has talked about an evaluation function within the department, and that is another level of oversight. Very important; indeed, we see that in a lot of organizations that we audit, and it's a common requirement in the federal context to have an evaluation function within an organization to be able to provide information about how programs and projects are working.

Next level up, and this is I think where your question is focused, is the central oversight function that can be played by central agencies.

We've talked about accountability, we've talked about performance management over the course of the last few days, and in a very real sense, the central agencies are where deputy ministers can be held accountable.

Obviously there's an accountability function in this committee and in the legislature, but the central agencies need to be aware of what's happening across government, where areas for improvement are happening, and whether that is through a formal internal audit or audit function, an audit oversight function, or whether it is through performance management of deputy minister, senior staff, I wouldn't say that it's critical that there is a formal way. It has to be happening and it has to be documented and it has to be transparent.

But I think that the concern, and really it's the reason why we have committed to a series of follow-up audits, is that over time memories fade, and it's very easy to say, oh, there was an audit a few years ago; yes, it was something we needed to address; time has passed, we've got all these other pressures, nobody's paying attention to that issue any more. We'll move on to something that's more of a burning fire, if you will.

I'm speaking about the Auditor General here. When she saw the findings in the 2023 report, the impact on children, youth, and families, when she came to the territory to table that report in May 2023 and as a human being, you see the impact that it has on people, she made the determination, as did our whole office, that this is something that we needed to invest in. We can't let this be forgotten.

I think that's where I interpret your question as being how do we make sure that there is that commitment and drive, and follow-through, whether it's from the department's perspective, the central perspective, or at the level of the Assembly.

I think what your question is screaming about is the importance of not forgetting. Thank you, Mr. Chair.

Chairman: Thank you. Ms. Brewster.

Ms. Brewster: Thank you for that. My daughter always likes to say about different friends, "she's got a fire in her belly." I think, as we're winding up our day here, I'm very cognizant of the fact that we have a territorial election in October, and that there very well will be different people at this table related to holding the Government of Nunavut accountable in these actions. And so I feel that I can rest assured a little bit more tonight, knowing that the Office of the Auditor General and the Auditor General herself really does have a fire in her belly about this issue.

I started off saying that I wouldn't apologize for the questions that I ask and how much I push the officials on this, given that some of us do have personal relationships, friendships, and certainly I do have the utmost respect for everybody who we're surrounded by today.

I suppose, because my time is up, I really can't emphasize enough how important it is to take action, and really importantly, to measure results of that action to be constantly looking internally to say, "Are we doing this right?" "What are we doing?" "What aren't we doing?"

I am very happy to know that the Client Relations office, even though it's a single person right now, has opened, because I can tell you that from my experience in doing that for the Department of Health, it creates so much knowledge about gaps in services and where there are areas for improvement.

Just for the record, there was always the availability of Inuktitut, even though I was only just one person there and don't necessarily

speak Inuktitut fluently, I certainly understand most dialects and was able to interact with every single person who called in the language of their choice. And that is important, and I want to emphasize how important it is to ensure that that one single team member who is going to be hearing about people on what is probably the worst day of their lives for a lot when it comes to issues that the department is here to address, the support for that office to effect change and to be heard is extremely important.

The Office of Patient Relations has been providing reports on a regular basis about the information or about the information that they gather, and that reporting function is also going to be extremely important and the metrics that you decide to report on is really important. And the data that you decide to gather in that work is also of utmost importance to the work that you are doing.

I'll just close off by saying thank you to everybody, and sorry I didn't get questions to you and to you and to you, but I really did appreciate everybody's responses and their care for this action plan. Even though I feel that it's quite flawed, I really do have so much respect for the work that is being done and I hope that you're able to make changes along the way and refocus in areas where it makes sense to do so. Thank you, Mr. Chair.

**Chairman**: Thank you, Ms. Brewster. Before I go to the last name on my list to close out, there were comments made that made me realize there's another issue that seemed to me to have dropped off the table.

I know we've talked a lot about staff housing around the table here today, and the lack thereof, but there was also a commitment made years back, now, on a review of the staff housing program itself. I can't remember exactly even who the lead is on it any more. It seems to be a hot potato that nobody really

wants to have, but I know HR and Nunavut Housing Corporation are both involved.

I'll start off with the Department of Human Resources just to get an update on when we can expect some progress. I know the minister has stated a couple of times in the House that they are looking at things and there's little piecemeal things. There was an increase to the supplement benefit fairly recently, but there doesn't seem to be anything else coming down the pipe. I would like to get an update first on that. Ms. Power.

**Ms. Power**: Thank you, Mr. Chair. As you said, there are really two pieces to this. There is the policy work, and this month we should have finalized policy to come forward, but that's really nibbling at the edges of a much larger project, problem.

Then there's the strategic plan for staff housing. The contract should be issued this month. We'll work with Housing to finalize the terms of reference, but that really looking at our role in staff housing, how we allocate staff housing. We treat every community the same. We treat Iqaluit and Grise Fiord the same, when they are not the same. So we need differentiation of staff housing and a plan moving forward. Thank you, Mr. Chair.

Chairman: Thank you. I would like to ask Nunavut Housing Corporation, Mr. Clarke, from your perspective, the input that Nunavut Housing Corporation is contributing to the review and the development of improvements on the staff housing policy, how often is communication, how often are meetings to discuss this topic?

Again, it has been a number of years since this has been in the works. We're nearing the end of this term of this government. We would like to see what the plan is so it doesn't have to carry over into another government, which could

further delay implementation of some of these policies, so I know it's a complicated question in that regard, Mr. Clarke, but give is a shot.

**Mr. Clarke**: Thank you, Mr. Chair. I'm not aware of the frequency with which that occurs. It's not a file I dealt with directly, so I will commit to getting back to the Chair with that response.

Chairman: Thank you, Mr. Clarke. I'll leave it at that. I'm sure we'll be following up next month when we're here in the chamber and getting some further information, and hopefully the policy will have been completed by then and the minister can actually speak to it and actually give us detail.

I appreciate everyone's contributions here today. I know we have been talking about a lot of complicated issues, and just to close out, I would like to give Ms. Killiktee the floor to have some final questions. Thank you.

**Ms. Killiktee** (interpretation): Thank you, Mr. Chairman. As we are coming to the conclusion of this meeting, I had a question that is a follow-up to my colleague. So I would like to direct my question to the Minister of Family Services.

(interpretation ends) In paragraph 28 of the audit report the Office of Auditor General concludes that the Department of Family Services had not made progress towards improving services to protect and support of well-being of vulnerable children and youth and their families. The question is what assurance can you give that the next follow-up audit will show improvements in these services? (interpretation) Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Ellsworth.

Mr. Ellsworth: Thank you, Mr. Chair, and thank you for that very good question. I think as the official from the Auditor General pointed out just a few minutes ago, in order to see measurable outcomes for services, the systems have to be in place. I want to assure this House and Nunavummiut that we are working with determination as quickly as we can to ensure that outcomes change for people who are coming into contact with the child welfare system.

I would just like to add, Mr. Chair, that we recognize the import of this work. I am personally and professionally committed to doing everything I can to ensure that outcomes improve. I know that my colleagues not only in the department but around the table share that commitment.

We're dealing with a crisis. It feels like we're not moving fast enough, and I feel like that. I think I can submit that I was quite naive when I sat before you in September and thought I could do all these fancy things as a new deputy minister. But we are moving as quickly as we can.

I want to assure Nunavummiut that the department is making progress, and while some view that the progress hasn't resulted in outcomes on the other side of the system, I would tend to disagree. I know firsthand the changes I've seen in the department since I arrived there to today. Those changes are largely because of efforts of the giants that are beside me and the important work that they are doing to make these changes we're committed to changing, and you I assure you that you will see progress in the next review. (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Killiktee.

**Ms. Killiktee** (interpretation): Thank you, Mr. Chairman, and we will believe what you just

told us. We will hold you to it. But you just told us really good news, and we believe that you will do what you said.

This has been a really difficult thing to go through, and we know that you've gone through great difficulty to do the work that you do. I, on behalf of my constituents and the people of Nunavut, I want to thank all of you. The questions and comments from yesterday and today, let's make it all a reality and make it real and we'll look at it as something very important that's going to be utilized now. And when you hear things like that, it's great to hear it. I'm proud of all of you.

(interpretation ends) I want to carry on to the Auditor General. Your office's 2023 audit report addressed an number of intertwined root causes of why Family Services was not able to meet its responsibilities, and noted that these root causes will need to be addressed through interdepartmental collaboration.

My question is: When you conduct your next follow-up of Child and Family Services in Nunavut, will you review any specific aspects of interdepartmental collaboration? (interpretation) Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. McKenzie. My apologies, Mr. Hayes. Go ahead, please.

Mr. Hayes: Sorry, Mr. Chair. I did point to Mr. McKenzie, indeed, not to try to give him the last word, but the answer to the question is that we do anticipate examining issues relating to staffing, staff housing, and office space, which were some of the root causes we identified in 2023. We also may examine the implementation of the Nunavut Child Abuse and Neglect Response Agreement and the extent to which collaboration is taking place, not just at the level of senior management, but also within the local communities and at the regional level as well. That does connect to

some of the root causes. At this point in time we're planning to include some of that work. Thank you very much, Mr. Chair.

Chairman: Thank you. Ms. Killiktee.

**Ms. Killiktee** (interpretation): Thank you, Mr. Chairman, and thank you for the response.

(interpretation ends) The last question I may have is that the report's opening message states that this 2025 report is the first of regular status updates to monitor actions taken to respond to your findings. And the question is when do you anticipate submitting your next status update, and what specific aspects of Child and Family Services in Nunavut will it focus on. (interpretation) Thank you, Mr. Chairman.

**Chairman**: Thank you. I know you just covered part of that but if you wanted to expand a little bit, Mr. Hayes.

Mr. Hayes: Thank you, Mr. Chair. So indeed we have a plan or had plans to present our next audit report likely at the end of 2026 or the beginning of 2027, and I took note of one of the members' comments yesterday about the importance of having information as early as possible in the next Legislative Assembly, so the momentum and support is not lost.

We'll have to take it back and see what we can bring forward in a short period of time, but I would say at the very latest that it would be in the early part of 2027 or the late part of 2026.

In terms of what we anticipate to be in our next status update, given the amount of time that has passed since our 2023 report already, and the foundational elements that we looked at in this report, we would expect to be coming in and looking at whether or not progress has actually been made in a substantive way. What I mean by that is are we seeing improvements in the services to the children, youth, and families of

the territory; are we seeing that where the department had taken some actions now that will enable progress that that progress is actually happening.

I would refer to it in the way that I speak about audits as being more about outcomes in the next report than this report, which was about the building blocks, the foundation pieces. So thank you very much, Mr. Chair.

Chairman: Thank you. Like I said earlier, I really appreciate the line of questioning, and I think it had a chance to go over a lot of information. Mr. Hayes, did you have something else to add? Mr. Hayes.

**Mr. Hayes**: Can I make a final statement? Is this the right time for that? No, okay. Thank you, Mr. Chair.

**Chairman**: To provide closing remarks, I'll just do mine first.

>>Laughter

Chairman: Like I started saying, I really appreciate the lines of questioning and the level of detail of the responses. I know there were a number of commitments to provide information back, and I know as a committee we're all looking forward to that information.

I can't thank everyone enough. I know some of you will be back tomorrow, but others, we won't see you again until next time, and see how it goes from there.

But not only do I thank the members of the committee as well as the witnesses on responding, I think the public, really there has been a lot of attention garnered on this topic over a number of years, and I think it's almost laser-focused right now, because this just keeps coming up. And think's a lot of pressure. Like Mr. Ellsworth said, there was a lot of

commitments made at his very first appearance here, before he understood the scope of what he was getting himself into. I know that has changed a little bit. He has jumped off that ledge with both feet, and I think we are all very encouraged by the responses given by Mr. Ellsworth and his officials, as well as other government officials, that we are moving along on this. It's never going to be as fast as we want, and every day there are children at risk across the territory. I would like to echo some of my colleagues in thanking the people that are responsible for keeping those children safe. I know it can be a very thankless job, and I can't imagine taking abuse every day to a point when you're trying it your best to help families stay united where it's appropriate.

With that, before I go to Mr. Hayes – I'm going to give you the last, final word – I'll invite Mr. Ellsworth, and if any other witnesses want to provide closing comments, grab my attention while Mr. Ellsworth is speaking, please.

Mr. Ellsworth: Thank you, Mr. Chair. Mr. Chair and members of the Standing Committee, I want to thank you for the opportunity to appear before you over the course of these important hearings. On behalf of the Department of Family Services, I wish to express our sincere appreciation for your thoughtful questions, your commitment to accountability, and your shared dedication to improving outcomes for Nunavummiut.

Mr. Chair, the 2025 progress audit by the Office of the Auditor General has provided our department with clear and necessary direction. We accept the findings and fully acknowledge the areas where further work is required.

As we have outlined during these hearings, we're making measurable progress, but we also recognize that true transformation takes sustained effort, collaboration, and a deep

respect for the unique needs and strengths of our communities.

Mr. Chair, our department remains committed to continuing this work with transparency and urgency. We are strengthening our partnerships with Inuit organizations, communities, and other service providers. We are investing in staff development, improving data systems, and advancing the implementation of Inuit-specific services that reflect the principles of Inuit Qaujimajatuqangit and the rights affirmed in federal and territorial legislation.

Mr. Chair, we know that behind every statistic is a child, a youth, a family, and a future. That is why we remain focused on ensuring that our programs and services are rooted in dignity, safety and cultural integrity.

In closing, I want to thank the Office of the Auditor General for their important work, and the Standing Committee for your continued oversight. Your guidance and advocacy help hold us to the highest standards. We leave these hearings with a renewed commitment to accountability, action, and above all, the well-being of Nunavut's children, youth, and families. (interpretation) Thank you, Mr. Chairman.

**Chairman**: Thank you. I would like to invite Mr. Hayes to provide closing comments.

**Mr. Hayes**: Thank you, Mr. Chair. I love it when I get the last word.

I want to thank all of the officials of the government who are here today. We called for a whole-of-government approach, because that's what we felt was going to be needed to tackle what is a very complex and intricate problem. It is encouraging that the committee has all of these officials here for these hearings, not only to contribute to the understanding and appreciation of what is indeed happening right

now, but also for everyone to be on the same page on moving forward. I thank all of you for being here.

In terms of our colleagues from the Department of Family Services, I appreciate the way that our report has been received by the department, and it has been received in the spirit that it was intended to be received, which is to promote improvement. While some of our messages are hard to deliver and hard to hear, we as the auditors, the independent and objective auditors feel that it is our responsibility to tell them, to say them.

As difficult as it is to talk about these matters and to identify areas for improvement, it is a part of the growth mindset that we are hopeful that continues, and I'm encouraged by many of the things that I've heard, many of the things that we've seen in our audit work.

The important point, though, is we will be back to see that indeed the children, youth, and families are getting the benefit of better service.

When I came to the territory for the first hearing on this, I saw some children in the airport and I wondered, of course getting ready for the hearing and thinking deeply about how lives are affected, I wondered whether any of those children would ever have to need the services provided by the department. There's faces and families behind every interaction that the department has.

This is one of these areas that we audit where the impacts on human beings is real. It's not a spreadsheet or a financial statement. We're talking about real people here.

As I hope has become clear in some of my comments over the last two days, we are committed to helping the department. We are committing to come back and support the

legislature in holding the department to account for the commitments that it has made.

I can speak on behalf of our entire office, and I know that you have the Auditor General before you for a different hearing tomorrow, but we consider it a privilege to be able to support the work of the Legislative Assembly and the Government of Nunavut. So I would so I would like to thank you for placing that trust in us and for having us here to support you.

I want to make two final thank you. One is to Jim McKenzie. This is Jim's actual last official duty today. Jim is retiring after decades of distinguished audits and support for Canada, and for this territory. I believe you've done six or seven audits in this territory on topics such as climate change, health services, education, of course these audits on Child and Family Services.

With Jim's retirement we're losing a great colleague, but somebody who has cared deeply about the people of the territory here, so I would like to thank Jim on behalf of our office.

## >>Applause

**Mr. Hayes**: Finally, I would like to thank our interpreters for the absolutely tremendous support that they provide. Our messages are transmitted to people across the territory with the help of the interpreters and the great work that they do. So I would like to thank them.

I did note yesterday that one of the interpreters was an Ottawa Senators fan, so a special shout out to that person. Thank you very much, Mr. Chair.

**Chairman**: Thank you, Mr. Hayes. There was a method to my madness of making sure you went last. I didn't want to steal your thunder with Mr. McKenzie's last appearance here.

Jim, we've got to know you pretty well over the years, and I really appreciate the work that you've done and the passion of the work that you've done on behalf of the Nunavummiut. Thank you.

With that, I will close the meeting. We'll be here tomorrow morning, same committee, but we'll have a few different faces and we'll be dealing with the Public Accounts of the Government of Nunavut. We'll see everyone at 9 a.m. Thank you.

>>Committee adjourned at 16:37