



# Department of Family Services

## Family Wellness Ilagiitsiarniq Strategic Action Plan 2023-2028

### Progress Update Report

April 17<sup>th</sup>, 2025



# Table of Contents

- 1. Introduction.....3
- 2. Progress Report Card Overview .....4
  - 2.1 Progress Card.....5
- 3. Family Wellness Strategic Action Plan Progress Report.....7
- 4. Conclusion..... 27

# Introduction

The *Family Wellness Progress Report – April 2025* is the second in a series of regular updates forming part of the Department of Family Services' structured monitoring and evaluation process to track implementation of the *Family Wellness Strategic Action Plan (2023–2028)*. The inaugural report, released in January 2025, established a baseline assessment of activities and commitments made to date. This current update captures progress through the end of March 2025 and highlights ongoing efforts to strengthen a resilient, culturally grounded, and accessible child and family services system across Nunavut.

Significant progress has been made in laying the groundwork for a comprehensive Action Plan and prioritization framework to guide the implementation of the Strategic Plan. Consultations and collaborative planning processes are ongoing to ensure that the resulting Action Plan is responsive, well-informed, and positioned to drive meaningful implementation across Family Services and broader government partners.

This progress report reflects continued advancements in several key areas: the phased implementation of revised child welfare standards, improvements to case management systems, and the expansion of training and professional development opportunities for staff. The department has also sustained efforts to strengthen oversight of out-of-territory placements, broaden support for kinship caregivers, and implement culturally relevant prevention and intervention programs.

To demonstrate measurable progress, indicators such as the proportion of staff completing cultural competency training, reductions in crisis-based interventions, and increased availability of community-based supports are being tracked and assessed.

These regular updates are a critical tool to ensure transparency, promote learning, and drive continuous service improvement. By documenting both accomplishments and remaining challenges, the department reinforces its accountability to children, families, and communities, and guides the next steps in advancing the strategic plan. This report affirms the department's commitment to delivering high-quality, culturally responsive, and community-anchored child and family services across the territory.

# Progress Report Card Overview

The Progress Report Card serves as a key accountability tool for tracking the advancement of identified outcome measures within the Department of Family Services. This document provides a structured overview of the key performance indicators (KPIs) that measure improvements in service delivery, cultural integration, family and community engagement, staff development, and child and youth well-being.

## Understanding the Reporting Timeline

The reporting timelines indicated in this document reflect the anticipated start date for tracking and reporting each specific indicator. These timelines ensure clarity in expectations and allow for the necessary foundational work, including policy development, data collection infrastructure, and staff training, to be completed before formal reporting begins.

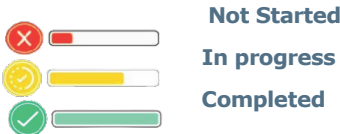
Each indicator has been categorized based on:





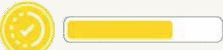
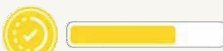
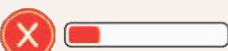




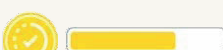




- Indicators in Progress: Currently under development with structured implementation plans.
- Indicators Not Yet Started: Scheduled for future reporting as foundational elements are put in place.
- Completed Indicators: Already implemented and actively monitored.




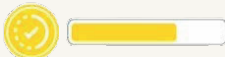
The identified season and year within each timeline align with the legislative seating schedule of the Government of Nunavut—fall (October–December), winter (January–March), spring (April–June), and summer (July–September)—indicating when data collection, evaluation, and reporting will commence for each respective measure. The reporting will be completed within the three-month period of the respective session. This phased approach ensures that each outcome measure is introduced with the appropriate supports and methodologies for accurate tracking and meaningful analysis.




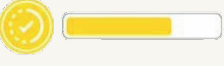



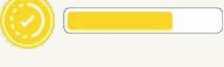



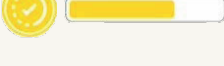

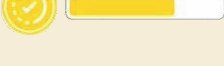

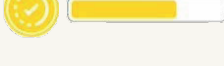

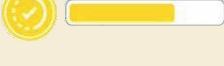

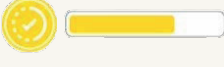










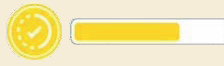

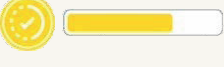







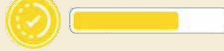

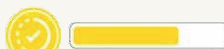

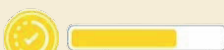
# PROGRESS REPORT CARD



Outcome	Measure	Indicators	Status	Timeline
<b>Outcome 1</b>  The System is Resilient, Efficient, and Trusted by the Public.  Page 1-2 in the Progress Report	 Standards of Practice Development	<ul style="list-style-type: none"><li>● Percentage of updated standards of practice developed and implemented across all service areas by the end of the fiscal year</li><li>● Number of training sessions conducted to ensure staff adherence to new standards of practice.</li></ul>	 	Fall Session 2025  On going
	 Human Resources Structure and Capacity	<ul style="list-style-type: none"><li>● Staff-to-client ratio maintained at or below the target threshold across all regions.</li><li>● Percentage decrease in staff turnover rates year-over-year, with a specific focus on remote communities.</li><li>● Percentage of staff completing annual professional development and training programs aimed at enhancing capacity.</li></ul>	 	Spring Session 2026  Spring Session 2026    Winter Session 2026
	 Client Experience Systems	<ul style="list-style-type: none"><li>● Percentage of client satisfaction survey responses indicating positive experiences with service delivery.</li><li>● Number of enhancements made to client service delivery systems based on feedback and evaluations.</li></ul>	 	Fall Session 2026  Winter Session 2027
	 Safety Audits results	<ul style="list-style-type: none"><li>● Frequency and findings from safety audits of placements.</li></ul>		Fall Session 2027
	 Health and Wellness Assessments	<ul style="list-style-type: none"><li>● Percentage of children and youth who receive annual physical, mental health, and developmental assessments. receiving timely annual health assessments.</li></ul>		Fall Session 2027
	 Reduction in recurrence of child interventions	<ul style="list-style-type: none"><li>● Percentage of children and youth re-entering child welfare services within a year of exiting.</li></ul>		TBD

<div>Outcome 3</div> <div>Inuit societal values and perspectives are more deeply integrated into child welfare legislation, policy, practice, research and evaluation.</div> <div>Page 5-6 in the Progress Report</div>	<div></div> <div>Cultural training for staff</div>	<div><ul style="list-style-type: none"><li>● Percentage of staff completing Inuit-specific cultural competency training annually.</li></ul></div>	<div></div>	Summer Session 2025
	<div></div> <div>Integration of Inuit Research Methodologies</div>	<div><ul style="list-style-type: none"><li>● Number of research and evaluation projects that incorporate Inuit perspectives and knowledge systems.</li></ul></div>	<div></div>	Spring Session 2025

<b>Outcome 4</b> Children and Youth engaged with child and family services have stronger connections with their families, communities and Inuit culture.  Page 7-8 in the Progress Report	 Cultural engagement programs	<ul style="list-style-type: none"> <li>Percentage of children and youth participating in Inuit cultural programs and activities in their local communities.</li> </ul>		Spring Session 2026
	 Family Reunification rates	<ul style="list-style-type: none"> <li>Rate of children in care reunited with their families and communities annually.</li> </ul>		Spring Session 2026
	 Cultural connection audits	<ul style="list-style-type: none"> <li>Results from bi-annual reviews of cultural connectedness and family engagement in care plans.</li> </ul>		Spring Session 2026
<b>Outcome 5</b> Department of Family Services staff and partners deliver services that are culturally aligned with the needs of Inuit communities.  Page 9-10 in the Progress Report	 Cultural alignment review	<ul style="list-style-type: none"> <li>Annual review of service delivery protocols and standards to ensure cultural alignment with Inuit societal values.</li> </ul>		Spring Session 2026
	 Staff cultural competency evaluations	<ul style="list-style-type: none"> <li>Percentage of staff participating in cultural training annually.</li> </ul>		Spring Session 2026
	 Partnerships growth	<ul style="list-style-type: none"> <li>Number of new partnerships with Inuit-led service providers or community organizations.</li> </ul>		Summer Session 2025
<b>Outcome 6</b> Children placed outside of Nunavut receive high-quality support, culturally competent care, and personalized transition and repatriation plans, maintaining strong connections to their families and communities throughout the process.  Page 11-12 in the Progress Report	 Transition plan completion rate	<ul style="list-style-type: none"> <li>Percentage of children placed outside Nunavut with a completed and active transition and repatriation plan.</li> </ul>		Spring Session 2026
	 Family contact frequency	<ul style="list-style-type: none"> <li>Frequency of family visits and communications for children placed outside Nunavut.</li> </ul>		Spring Session 2027
	 Cultural continuity audits	<ul style="list-style-type: none"> <li>Annual review of cultural practices maintained in out-of-territory placements.</li> </ul>		Spring Session 2026
<b>Outcome 7</b> Children, youth and families have improved access to culturally relevant prevention and early intervention programs that reflect Inuit societal values.  Page 13-14 in the Progress Report	 Enrollment in prevention programs	<ul style="list-style-type: none"> <li>Increase in the number of families accessing early intervention and prevention services.</li> </ul>		Spring Session 2026
	 Program satisfaction rates	<ul style="list-style-type: none"> <li>Results of family satisfaction from annual family satisfaction surveys on prevention and early intervention programs.</li> </ul>		Spring Session 2027
	 Reduction in risk factor	<ul style="list-style-type: none"> <li>Percentage decrease in identified risk factors for child welfare involvement due to early intervention.</li> </ul>		 Spring Session 2028
<b>Outcome 8</b> Children and youth have increased access to safe, stable, and ongoing care and support within their communities.  Page 15-16 in the Progress Report	 Care stability rate	<ul style="list-style-type: none"> <li>Percentage of children remaining in their initial placement for 12 months or longer.</li> </ul>		Spring Session 2028
	 In-community care placements	<ul style="list-style-type: none"> <li>Percentage of children placed within their home communities.</li> </ul>		Spring Session 2025
	 Community care network growth	<ul style="list-style-type: none"> <li>Number of new care providers recruited within Inuit communities.</li> </ul>		Fall Session 2025
<b>Outcome 9</b> Kinship caregivers receive enhanced support to promote the health and	 Caregiver support program participation	<ul style="list-style-type: none"> <li>Percentage of kinship caregivers enrolled in support programs annually.</li> </ul>		Fall Session 2027

<b>wellbeing of children requiring out-of-home care.</b>  Page 17-18 in the Progress Report	 Kinship placement stability	● Rate of placement disruptions in kinship care arrangements.		Fall Session 2027
	 Training completion rates	● Percentage of kinship caregivers completing required training modules.		Spring Session 2026
<b>Outcome 10</b>  Service delivery staff within the Department of Family Services receive enhanced support and resources to ensure a positive and effective working environment, with staffing levels aligned to meet the needs of the community and provide high-quality culturally appropriate care.  Page 19-20 in the Progress Report	 Staff satisfaction surveys	● Percentage of staff reporting satisfaction with workplace resources and support.		Fall Session 2025
	 Staffing levels	Ratio of caseworkers to children and ● youth served, with targets for remote communities.		Fall Session 2025
	 Workforce retention rates	● Annual turnover rate of staff in Nunavut communities.		Winter Session 2026





# Objective

This will advance on key priorities:

- ## Key Outcome Indicators

- **What it Measures:** Tracks the completion and operationalization of revised service standards that guide frontline staff in delivering culturally and operationally consistent services.
- **Target:** 100% development of standards with progressive implementation.
- **Why this Matters:** A resilient, efficient, and trusted system is the backbone of effective child and family services in Nunavut. By embedding Inuit societal values into service standards and ensuring consistent service delivery, the Department fosters public trust and accountability.

- **What it Measures:** Monitors the quantity, quality and coverage of

training programs to ensure staff have the necessary skills and knowledge to implement new standards effectively.

- **Target:** Comprehensive training for all staff completed with cycles of reviews.
- **Why this Matters:** By focusing on improving organizational efficiency and workforce development, the Department creates a sustainable foundation for long-term success and resilience in service delivery. Timely training and quality assurance systems are not just operational priorities but essential steps toward creating a system that children, families, and communities can rely on.

# Measures of key indicators

To track and ensure progress on Outcome # 1, the following systems are being developed:

## **1. Monitoring System:**

- A platform to track compliance with revised standards across all service regions.
- This system will provide data to supervisors and management, flagging areas where standards are not fully implemented and identifying trends in adherence challenges.

## **2. Training Management System:**

- A centralized database that records training participation, completion rates, and staff feedback on session effectiveness.
- The system will enable managers to identify gaps in training coverage and tailor sessions to address staff needs.

## **3. Feedback and Review Mechanism:**

- A mechanism for staff and communities to provide input on the practicality and relevance of the updated standards and training programs.

# Progress up to March 2025

- **Standards Manual Revision:** The Department of Family Services – Family Wellness Division launched a comprehensive initiative to develop and implement over 70 Child and Family Services standards across Nunavut, aimed at improving consistency, accountability, and culturally grounded practice. While progress continues, the implementation timeline has been extended due to the complexity of aligning standards with Inuit societal values, diverse community realities, and the need for a deliberate change management strategy. As of April 2025, 12 standards have been formally implemented, each with practical tools and guidance documents, while the rest are undergoing review and staged rollout. A strategic shift in October 2024 introduced an integrated working group, revised standard formats, and a phased implementation model to ensure usability, cultural relevance, and alignment with the Matrix Case Management System. This approach allows for capacity-building, responsive feedback, and manageable transitions for frontline staff. The Department remains committed to completing implementation by March 2026, with continued training, system updates, and engagement to support successful adoption and long-term improvement.
- **Training Framework Development:** A phased approach to training delivery is in progress, with a focus on accessibility for staff across remote regions. A significant amount of work has been completed on the framework over the past two months, laying a strong foundation for the next stages of implementation.

- **Deputy Minister's Advisory Committee:** established and meets regularly to oversee the implementation of the Strategic Plan. Critical groundwork has been completed to drive the Strategic Plan forward, including a comprehensive analysis to identify priority areas and leadership interviews to inform direction. Key tools, such as strategic plan one-pagers and a centralized document portal have been established to strengthen communication and internal alignment. A draft Short-Term Priority Action List is now guiding active consultations and cross-government engagement to ensure a coordinated and effective implementation approach.



## Outcome 2: Children and Youth involved in child welfare services are safe, healthy and well supported.



### Objective

To ensure that children and youth in care are safe, supported, and thriving by addressing their physical, emotional, and developmental needs through consistent and culturally responsive care practices. This outcome emphasizes reducing risks, enhancing monitoring systems, and ensuring every child and youth receives the support they need. The aim is to provide environments where children can thrive in places of safety and wellbeing. This will advance on the following key priorities:

- **Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services”.**
- **Enhancing Standards, Training, and Collaboration for Effective Child Welfare Investigations**
- **Enhancing Case Management Quality, Efficiency and Collaboration**

### Key Outcome Indicators

#### 1. Reduction in Recurrence of Child Welfare Interventions:

- **What it Measures:** Tracks the rate of repeat child welfare interventions to assess the system's ability to address root causes effectively.
- **Target:** Positive progression in the reduction of recurrence rates.
- **Why this matters:** Ensuring the safety and well-being of children is integral to the successful delivery of services to the communities of Nunavut. Recurring interventions can signify systemic weaknesses, leaving families and children in cycles of instability and trauma. Reducing these occurrences reflects the system's ability to address root causes effectively, providing lasting solutions rather than temporary fixes.

#### 2. Percentage of Children Receiving Annual Assessments:

- **What it Measures:** Monitors the proportion of children receiving comprehensive annual assessments, including evaluations of physical health, emotional well-being, and developmental progress.
- **Target:** 100% of children in care receiving annual assessments and tracked in the matrix system.
- **Why this matters:** Annual assessments are equally critical, offering a structured way to monitor each child's health, development, and emotional well-being. These assessments

provide a dedicated focus for every child, allowing the Department to tailor interventions and resources to meet individual needs. By integrating Inuit societal values into these systems, the Department ensures that care practices align with the cultural and social priorities of Nunavut's communities, fostering trust and stronger outcomes.

# Measures of key indicators

## 1. Matrix Case Management and Reporting System:

- **Purpose:** Centralized data tracking to monitor case outcomes, intervention timelines, and risk patterns.
- **Functionality:**
  - Tracks case follow-ups and generates automated alerts for overdue interventions.
  - Provides supervisors with dashboards to monitor recurrence trends and high-risk cases.
  - Integrates with wellness assessment tools for seamless tracking.

## 2. Assessment Scheduling and Tracking Tool:

- **Purpose:** Ensures every child in care is scheduled for and receives a comprehensive annual assessment.
- **Functionality:**
  - Automates reminders for upcoming assessments.
  - Logs completion rates and assessment findings to inform service planning.
  - Provides regional reports to identify areas needing additional support.

## 3. Intervention Risk Analysis Tool:

- **Purpose:** Identifies trends in repeated interventions and informs targeted prevention strategies.
- **Functionality:**
  - Aggregates data to identify systemic or recurring risk factors.
  - Provides insights for improving family support programs and early intervention efforts.

# Progress up to March 2025

- **Enhanced Case Tracking:** The development of the Matrix Reporting System is underway to improve real-time tracking of case histories, intervention timelines, and follow-up actions. This ensures cases are not overlooked and interventions remain timely and effective.
  - Case Management System launched with ongoing review and monitoring to ensure integrity of data migration.
  - Case Management staff training launched and in progress.
- **File Audit Framework:** The Framework outlines a territory-wide review of Child and Family Services in Nunavut, starting in Iqaluit and continuing across all regions over ten months. The audit will assess compliance with legislation and standards, identify strengths and risks in service delivery, and support ongoing improvement. A suite of audit tools has been developed to ensure a consistent and thorough review across key areas such as child protection, prevention, foster care, permanency planning, and cultural safety. The process

includes file reviews, system checks, and staff consultations. It also integrates a mentorship component to build internal capacity and support a sustainable, culturally grounded quality assurance system. Regional findings will inform action plans, with a final summary report highlighting system-wide trends and recommendations.

- **Child Abuse and Neglect Agreement (CANRA)** working group re-engaged with a third-party cross-jurisdictional review. The CANRA Committee led a comprehensive stakeholder engagement process, including interviews with Nunavut Tunngavik Inc., RCYO, and frontline staff. These efforts culminated in the revised 2025 CANRA Agreement,
- **Reporting Critical Injury and Death Standard:** A new Standard on Critical Incident and Serious Occurrence Reporting has been completed and is now in effect. The development of the Death Review Standard is progressing as planned and is expected to be completed by the next progress report.





## Outcome 3: Inuit societal values and perspectives are more deeply integrated into child welfare legislation, policy, practice, research and evaluation.



### Objective

Embed Inuit societal values across all aspects of child and family services, ensuring culturally aligned practices that respect Inuit traditions, family structures, and approaches to well-being. This creates a system that reflects the lived experiences and cultural priorities of Inuit communities, ensuring that families and children feel understood, supported, and respected.

This outcome is anchored in the priority for “**Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services**”.

### Key Outcome Indicators

#### 1. Percentage of Staff Completing Inuit-Specific Cultural Competency Training:

- **What it Measures:** Tracks the proportion of staff who have completed training that enhances their understanding of Inuit cultural traditions, values, and family dynamics.
- **Target:** 100% of staff trained with regular cycles of reviews.
- **Why this Matters:** Inuit societal values are the foundation of child and family services in Nunavut. By prioritizing cultural competency, the Department ensures that frontline workers and decision-makers understand, and respect Inuit approaches to family and community well-being. This builds trust, reduces cultural barriers, and promotes collaboration between families and service providers.

#### 2. Number of Inuit-Led Research and Evaluation Projects:

- **What it Measures:** Monitors the development of research projects designed and led by Inuit communities to evaluate child and family services and guide improvements.
- **Target:** Key Inuit partnerships identified with progressive initiation of projects and

initiatives.

- **Why this Matters:** Inuit-led research empowers communities to evaluate services from their own perspectives, ensuring that improvements are meaningful and responsive to local priorities. Additionally, incorporating feedback directly from families and caregivers ensures that services evolve in alignment with their lived realities. This approach fosters a sense of ownership and accountability within the system.

# Measures of key indicators

To monitor and ensure progress on Outcome # 3, the following systems are being developed:

## 1. Cultural Competency Training System:

- **Purpose:** Tracks staff participation and completion rates for cultural competency training modules.
- **Functionality:**
  - Logs individual progress and provides reminders for incomplete modules.
  - Includes feedback mechanisms for participants to refine training content.
  - Generates regional reports to ensure equitable training access.

## 2. Research Project Repository:

- **Purpose:** Houses and tracks Inuit-led research initiatives, their findings, and their impact on service delivery improvements.
- **Functionality:**
  - Tracks project timelines, methodologies, and outcomes.
  - Ensures findings are accessible to policymakers and service providers.
  - Integrates knowledge sharing sessions to apply research insights directly to practice.

## 3. Community Feedback Integration Tool:

- **Purpose:** Gathers input from families, caregivers, and community leaders on how well services align with Inuit societal values.
- **Functionality:**
  - Surveys families and caregivers about their experiences with the system.
  - Captures qualitative insights on service relevance and cultural alignment.

# Progress up to March 2025

- **Cultural Competency Training Development:** The Department is actively collaborating with Inuit Elders, knowledge keepers, and cultural advisors to co-develop a comprehensive training curriculum rooted in Inuit Qaujimajatuqangit. The curriculum will reflect Nunavut's child and family service realities, emphasizing Inuit worldviews on caregiving, traditional conflict resolution, kinship systems, and the intergenerational transmission of values. This work supports culturally grounded practice across all service areas.
- **Inuit-Led Research Partnerships:** Foundational partnerships have been established with Inuit organizations to co-define research priorities and develop evaluation frameworks that reflect Inuit perspectives. These partnerships are focused on ensuring that research and evaluation activities are community-driven, culturally relevant, and aligned with the principles of

Inuit self-determination.



## Outcome 4: Children and Youth engaged with child and family services have stronger connections with their families, communities and Inuit culture.



### Objective

To promote and sustain connections between children, their families, and Inuit culture by prioritizing culturally responsive services that reinforce family bonds, community engagement, and traditional practices. This outcome focuses on ensuring that children in care maintain meaningful relationships with their families and communities, fostering a sense of identity and belonging. Central to this effort is the expansion of cultural programming and supports that empowers families and strengthens community ties.

This outcome will move forward on the following key priorities:

- **Enhancing and Optimizing Adoption, Foster Care, and Kinship Services;**
- **Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services;**
- **Enhancing Oversight and Effectiveness of Out-of-Territory Specialized Services**

### Key Outcome Indicators

#### 1. Percentage of Children Participating in Cultural Programs:

- **What it Measures:** Tracks the proportion of children in care who engage in programs that teach traditional skills, language, and cultural practices.
- **Target:** positive progression in children and youth participation rates.
- **Why this Matters:** For children in care, maintaining connections to their families and communities is critical for their emotional and social well-being. Cultural programs provide opportunities for children to learn traditional skills, engage in community life, and foster a sense of identity. These programs also reduce the emotional impact of separation by connecting children to their cultural roots and heritage.

#### 2. Family Reunification Rate:

- **What it Measures:** Monitors the percentage of children successfully reunited with their families and evaluates the stability of reunifications.

- **Target:** positive progression in reunification rates.
- **Why this Matters:** Reunification, when safe and appropriate, promotes family healing and reduces the long-term trauma of prolonged care placements. A standardized approach ensures that reunification efforts are well-supported, planned, and sustainable. Gathering feedback from families and communities further strengthens these efforts, ensuring that services align with Inuit priorities and respond to the real needs of children and their caregivers.

# Measures of key indicators

To monitor and achieve progress for Outcome # 4, the following systems are being developed:

## 1. Cultural Program Participation Tracker:

- Purpose: Tracks children's engagement in cultural activities, recording program types, attendance, and feedback.
- Functionality:
  - Allows caseworkers to document participation in real time.
  - Integrates feedback from children and families on program relevance.
  - Provides regional data to identify areas needing program expansion.

## 2.Reunification Monitoring System:

- Purpose: Tracks reunification plans, timelines, and long-term outcomes.
- Functionality:
  - Logs steps taken to achieve reunification, including family supports provided.
  - Monitors post-reunification stability through follow-up assessments.
  - Generates insights on common barriers to reunification to inform policy changes.

## 3.Community Engagement Feedback Tool:

- Purpose: Gathers input from families and communities on cultural programming and reunification processes.
- Functionality:
  - Collects qualitative data on how services impact family and community connections.
  - Captures suggestions for improving cultural and reunification supports.
  - Full Rollout

## 4.Community Engagement Feedback Tool:

- Testing Phase
- Operational Deployment

# Progress up to March 2025

- **Cultural Program Development:** A review of the Family Support program has been initiated to expand the availability of cultural programs, including land-based activities and language revitalization initiatives for children in care and in receipt of child and family services. The work still continues.
- **Reunification Framework:** A standardized reunification planning process is being developed to guide families and caseworkers in achieving sustainable outcomes. Preliminary consultations with stakeholders have been completed, and a draft framework is under review.



## Outcome 5: Department of Family Services staff and partners deliver services that are culturally aligned with the needs of Inuit communities.



### Objective

Culturally aligned services are the cornerstone of an effective, respectful, and trusted child welfare system in Nunavut. Inuit societal values emphasize the importance of community, kinship, and collective responsibility. The Department of Family Services seeks to ensure that all child and family services in Nunavut are culturally aligned with Inuit societal values, reflecting the unique traditions, needs, and priorities of Inuit families and communities. This outcome focuses on aligning service protocols and staff practices with Inuit ways of knowing and being, creating a system that feels familiar, accessible, and empowering for all families and communities.

This will align focus on the following key areas of priority:

- **Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services**
- **Enhancing Standards, Training, and Collaboration for Effective Child Welfare Investigations**
- **Enhancing Case Management Quality, Efficiency and Collaboration**

### Key Outcome Indicators

#### 1. Annual Reviews of Service Protocols and Standards:

- **What it Measures:** Tracks the completion of evaluations to ensure service protocols and standards align with Inuit societal values and reflect feedback from families and communities.
- **Target:** 100% of protocols reviewed annually, with regular cycles of review and updates.
- **Why this Matters:** Culturally aligned services are critical to building trust and engagement with all Nunavut families. When services reflect relevant values and practices, families feel respected and supported, leading to more meaningful and effective interventions. Protocol reviews ensure that policies are not only compliant with regulatory requirements but also culturally responsive, addressing the unique needs of Nunavut's communities.

#### 2. Percentage of Staff Completing Cultural Competency Evaluations:



- **What it Measures:** Monitors the percentage of staff evaluated on their understanding and application of Inuit cultural practices in their daily work.
- **Target:** 100% of staff evaluated and regular cycles of review
- **Why this Matters:** Staff cultural competency evaluations reinforce accountability, ensuring that cultural alignment is not just a theoretical goal but a practical reality. These evaluations guide targeted training efforts, fostering a workforce that is both knowledgeable and culturally aware.

# Measures of key indicators

To monitor and achieve progress for Outcome # 5, the following systems are being developed:

## 1. Protocol Review and Update System:

- Purpose: Tracks the annual review and revision of service protocols to ensure they align with Inuit societal values and feedback from families and communities.
- Functionality:
  - Provides a checklist for evaluating each protocol against cultural standards.
  - Logs updates and tracks their implementation across service regions.
  - Flags areas needing further consultation or alignment.

## 2. Cultural Competency Evaluation Platform:

- **Purpose:** Measures staff performance in integrating cultural knowledge into service delivery.
- **Functionality:**
  - Combines self-assessments, supervisor feedback, and peer reviews.
  - Tracks trends in staff cultural competency to inform training priorities.
  - Generates reports for management to monitor progress across teams.

## 3. Community Feedback Mechanism:

- **Purpose:** Collects qualitative and quantitative input from families and community members on the cultural relevance and impact of services.
- **Functionality:**
  - Offers anonymous surveys to families and caregivers.
  - Provides an avenue for direct feedback on service experiences.

## 4. Cultural Competency Evaluation Platform:

- Pilot Phase
- Full Rollout

## 5. Community Feedback Mechanism:

- Initial Deployment
- Full Integration

# Progress up to March 2025

- **Protocol Review Process:** Work is well underway on a structured framework for reviewing and updating service protocols. To date, 80 percent of practice standards have been reviewed, and initial drafts are completed. Consultations with Inuit elders and community leaders have informed this work, helping to identify areas where protocols require stronger cultural alignment.
- **Staff Evaluation Tool:** Development is actively underway on a cultural

competency self-assessment and supervisor evaluation tool. Piloting of the tool is planned to ensure it is practical and effective prior to full implementation.



## Objective

Key areas of priority for this outcome are:

- ## Key Outcome Indicators

- **What it Measures:** Tracks the development and implementation of personalized plans to ensure Inuit children placed outside the territory maintain connections to their culture, family, and community.
- **Target:** Cultural continuity plans developed for 100% of out-of-territory placements with positive progression tracked regularly.
- **Why this Matters:** Children placed outside of Nunavut are at risk of losing their cultural identity and connections to family and community. Cultural continuity plans ensure these children remain connected to their heritage, providing opportunities to learn traditional skills, speak their language, and maintain relationships with their families and communities.

## 18

- **What it Measures:** Tracks the proportion of out-of-territory care providers who complete training on Inuit societal values, language, and traditions.
- **Target:** progressive progression of the rate of care provider trained.
- **Why this Matters:** Care providers outside Nunavut often lack understanding of Inuit societal values, leading to care that feels unfamiliar and alienating. By equipping these providers with opportunities for cultural competency training, the Department ensures that children experience care environments that reflect their cultural background and prioritize their well-being.

# Measures of key indicators

To achieve and monitor progress for Outcome 6, the following systems are being developed:

## 1. Cultural Continuity Plan Tracking System:

- **Purpose:** Ensures every child in out-of-territory care has a personalized cultural continuity plan that is regularly monitored and updated.
- **Functionality:**
  - Tracks the creation, approval, and implementation of continuity plans.
  - Logs family and community engagement activities related to the plan.
  - Provides alerts for plan reviews and updates.

## 2. Care Provider Training Management Platform:

- **Purpose:** Tracks cultural competency training participation and completion rates among out-of-territory care providers.
- **Functionality:**
  - Monitors provider enrollment and progress through training modules.
  - Collects feedback on the relevance and impact of training.
  - Generates reports to identify regions or facilities needing additional support.

## 3. Child Well-Being Monitoring System:

- **Purpose:** Monitors the overall well-being of children placed out of territory, ensuring care aligns with Inuit societal values and meets their holistic needs.
- **Functionality:**
  - Tracks outcomes such as academic performance, mental health, and emotional stability.
  - Collects feedback from children, families, and care providers on placement experiences.

# Progress up to March 2025

- **Cultural Continuity Framework:** Work continues on the implementation of the Quality Improvement Framework that guides the development of individualized cultural continuity plans for children in out-of-territory placements. Initial feedback has been integrated, and further engagement is ongoing to refine the framework.
- **Care Provider Training Development:** The development of a specialized training program for service and care providers continues, with emphasis on Inuit cultural practices, language, and holistic approaches to family and community well-being. This training is being positioned as a core offering for out-of-territory providers, with early modules under development.
- **Third-Party Reviews:** Reviews of all out-of-territory facilities and foster placements have been initiated and are currently in progress.
- **Requests for Proposals (RFPs):** All new RFPs for out-of-territory care now include a mandatory requirement for licensing with the respective Jurisdictional Children and Family Services

Department. Implementation of this requirement is being monitored to ensure compliance across contracted providers.

- **CLO System Capacity:** Continued investments in the capacity of the Community Liaison Officer (CLO) system have been made, including ongoing training, strengthened oversight, and enhanced management supports to ensure culturally connected and consistent care for children placed out of territory.
- **Standards Implementation:** The new Standard for Child and Youth Out-of-Territory Specialized Services and the Standard for Emergency Placement in Out-of-Territory Specialized Services were implemented in June 2024. Ongoing efforts are focused on embedding these standards into practice and monitoring compliance.



## Outcome 7: Children, youth and families have improved access to culturally relevant prevention and early intervention programs that reflect Inuit societal values.



### Objective

Access to prevention programs is critical to supporting families in a proactive, rather than reactive, manner. For Inuit families, these programs must be rooted in Inuit societal values and address challenges in a way that fosters resilience, kinship, and collective well-being. This outcome will expand access to culturally aligned prevention and early intervention programs that address family challenges before they escalate into crises, reducing the need for child welfare interventions and strengthening family stability.

This outcome aligns with the following key priorities:

- **Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services**
- **Enhancing Case Management Quality, Efficiency and Collaboration**

### Key Outcome Indicators

#### 1. Number of Families Accessing Prevention Programs Annually:

- **What it Measures:** Tracks the number of families participating in prevention services, such as parenting programs, counseling, or community-led initiatives.
- **Target:** A positive progression in the rate of families accessing prevention programs.
- **Why this Matters:** Prevention programs reduce the need for emergency interventions, helping families address challenges before they escalate into crises. For Inuit families, culturally aligned prevention services not only support immediate needs but also strengthen family ties, improve parenting confidence, and reinforce traditional ways of caregiving.

#### 2.Reduction in Crisis Interventions:

- **What it Measures:** Monitors the rate of child welfare crisis interventions, such as emergency removals or protective placements, to assess the impact



of prevention programs.

- **Target:** A positive reduction in the rate of crisis responses.
- **Why this Matters:** By expanding access to these programs, the Department can foster resilience in families, reduce the trauma associated with crises, and improve long-term outcomes for children. Measuring the impact of these programs ensures that resources are targeted effectively, supporting the communities and families who need them most.

# Measures of key indicators

To monitor progress and ensure accountability for Outcome # 7, the following systems are being developed:

## 1. Prevention Program Tracking System:

- **Purpose:** Monitors participation, service availability, and program effectiveness across Nunavut.
- **Functionality:**
  - Logs family participation in programs and tracks outcomes over time.
  - Identifies regions with low access or participation rates.
  - Provides data to inform resource allocation and program expansion.

## 2. Crisis Intervention Analysis Tool:

- **Purpose:** Tracks and analyzes crisis intervention rates in the Matrix Case Management system to evaluate the success of prevention programs in reducing emergencies.
- **Functionality:**
  - Aggregates data on the frequency and causes of crisis interventions.
  - Provides insights into systemic stressors leading to crises.
  - Helps design targeted prevention efforts based on identified trends.

## 3. Community Outreach Dashboard:

- **Purpose:** Tracks the reach and engagement of outreach efforts aimed at promoting prevention programs.
- **Functionality:**
  - Monitors the number of families contacted and engaged through community outreach campaigns.
  - Tracks feedback from families on program accessibility and relevance.

# Progress up to March 2025

- **Prevention Program Expansion:** The Department is proceeding with the identification of service gaps across the Territory which will allow for partnerships with community organizations to develop and expand culturally relevant prevention initiatives. Initial consultations have highlighted the need for more parenting workshops and mental health supports tailored to Inuit families.
- **Early Intervention Framework:** Work is in progress in the development of a framework to guide service delivery, focusing on reaching families early, particularly in communities with limited existing resources.
- **Federal investment:** The previously reported investment of

(\$16.4M) under the National Action Plan to End Gender-Based Violence is allowing for work in expanding prevention and postvention programs.



## Outcome 8: Children and youth have increased access to safe, stable, and ongoing care and support within their communities.



### Objective

Community-based care prioritizes keeping children and youth within their home regions, close to their families and cultural roots. This approach reduces the emotional and social disruption caused by placements outside of their communities. This outcome will observe an increase in the availability of safe, stable, and community-based care options for children and youth, ensuring they remain connected to their communities, culture, and support networks.

This will advance on the following key priorities:

- **Enhancing and Optimizing Adoption, Foster Care, and Kinship Services**
- **Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services**

### Key Outcome Indicators

#### 1. Number of Community-Based Care Placement Resources:

- **What it Measures:** Tracks the availability of community-based care resources, including foster homes, kinship placements, and group care facilities.
- **Target:** A progressive rate increase in community-based care resources.
- **Why this Matters:** Community-based care helps children maintain their sense of identity, belonging, and stability by keeping them close to their families and cultural roots. Placing children within their home communities minimizes the trauma of separation, preserves cultural connections, and reinforces the support of extended family and community networks. Supporting caregivers through training, resources, and ongoing engagement improves the quality of care provided and ensures children are placed in stable environments.

#### 2. Percentage of Children Placed Within Their Home Communities:

- **What it Measures:** Monitors the proportion of children in care who are placed within their home communities or regions, ensuring they remain close to family and cultural supports.
- **Target:** positive rate increase in the number of children placed within their home communities.
- **Why this Matters:** For Inuit families, care placements that reflect societal values, such as shared caregiving responsibilities and respect for family ties, are essential to fostering trust and collaboration with the child welfare system. Expanding community-based care options ensures that children receive support in environments that feel familiar, safe, and nurturing.

# Measures of key indicators

To monitor progress and ensure accountability for Outcome # 8, the following systems are being developed:

## 1. Placement Availability Tracker:

- Purpose: Tracks the availability and capacity of community-based care options in each region.
- Functionality:
  - Logs the number and type of care placements available (e.g., foster, kinship, group care).
  - Monitors regional disparities and identifies areas needing additional resources.
  - Integrates with case management systems to match children with appropriate placements.

## 2. Caregiver Support and Retention Platform:

- **Purpose:** Tracks caregiver recruitment, training, and ongoing support to ensure high retention rates and caregiver satisfaction.
- **Functionality:**
  - Logs training participation and completion rates for caregivers.
  - Tracks caregiver feedback and identifies common challenges.
  - Provides resources and support tools tailored to Inuit caregivers.

## 3. Community Placement Monitoring Dashboard:

- **Purpose:** Monitors the percentage of children placed within their home communities, tracking trends over time.
- **Functionality:**
  - Aggregates data on placements by region and type.
  - Tracks progress toward regional and territory-wide placement goals.
  - Generates reports to inform policy decisions and resource allocation.

# Progress up to March 2025

- **Care Placement Mapping:** Work continues in the comprehensive mapping of care placement availability across Nunavut. Early findings highlight regions with significant gaps in foster and group care resources. Better understanding of such gaps allows for targeted development of programs and foster care resource development.
- **Caregiver Recruitment Campaign:** Efforts to recruit new foster and kinship caregivers has been identified with a particular focus on culturally aligned recruitment strategies and targeted outreach in underserved regions. Recruitment continues.



## Outcome 9: Kinship caregivers receive enhanced support to promote the health and well-being of children requiring out-of-home care



### Objective

Kinship care—where children are placed with relatives or extended family members—is a vital component of culturally aligned child welfare practices in Nunavut. Kinship caregiving honors Inuit societal values, which emphasize the importance of family bonds, shared responsibilities, and collective caregiving. Kinship caregivers will experience enhanced supports to ensure children can remain with family members whenever possible, preserving cultural connections and promoting family stability.

The following priorities will guide this work:

- **Enhancing and Optimizing Adoption, Foster Care, and Kinship Services**
- **Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services**

### Key Outcome Indicators

#### 1. Percentage of Kinship Caregivers Receiving Financial and Training Support:

- **What it Measures:** Tracks the proportion of kinship caregivers receiving financial assistance and participating in training programs to support their caregiving roles.
- **Target:** progressive rate increases in the number of kinship caregivers receiving financial and training support.
- **Why this Matters:** Kinship caregiving is critical to maintaining children's sense of identity, belonging, and stability during challenging times. Strengthening support for kinship caregivers ensures that these arrangements are sustainable, reducing the likelihood of disruptions or transitions to non-relative placements. Financial assistance helps alleviate

the economic burden often faced by kinship caregivers, ensuring they can focus on the well-being of the children in their care. Training programs equip caregivers with the skills and knowledge to handle complex caregiving situations, including addressing trauma and navigating the child welfare system.

## **2.Satisfaction Rate Among Kinship Caregivers:**

- **What it Measures:** Evaluates the satisfaction of kinship caregivers with the resources, training, and support provided by the system.
- **Target:** Greater than 75% satisfaction rate.
- **Why this Matters:** By actively listening to kinship caregivers through a satisfaction mechanism and monitoring placement stability, the Department can refine its policies and programs to meet caregivers' needs effectively. This creates a system that not only supports caregivers but also prioritizes the well-being of children.



# Measures of key indicators

To monitor progress and ensure accountability for Outcome # 9, the following systems are being developed:

## 1. Kinship Caregiver Support Tracking System:

- **Purpose:** Tracks financial assistance, training participation, and ongoing support provided to kinship caregivers.
- **Functionality:**
  - Logs disbursement of financial subsidies and identifies delays or gaps in support.
  - Tracks training enrollment and completion rates.
  - Provides a centralized database to monitor caregiver access to additional resources.

## 2. Caregiver Satisfaction Survey Tool:

- **Purpose:** Gathers feedback from kinship caregivers on the effectiveness of supports and resources provided.
- **Functionality:**
  - Conducts periodic surveys to measure satisfaction and identify unmet needs.
  - Tracks trends over time to inform policy and program adjustments.
  - Provides anonymous feedback channels to ensure honest and actionable insights.

## 3. Kinship Placement Monitoring Dashboard:

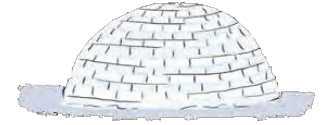
- **Purpose:** Monitors the stability and outcomes of kinship care placements.
- **Functionality:**
  - Tracks placement duration and child well-being metrics.
  - Flags placements requiring additional support or intervention.

# Progress up to March 2025

- **Kinship Caregiver Training Framework:** Development of a tailored training curriculum remains a focus of planning which will lead to culturally aligned caregiving practices, trauma-informed care, and navigating the child welfare system.
- **Financial Support Policy:** The review has yet been initiated but remains an area of focus to ensure adequacy of existing financial supports for kinship caregivers.



**Outcome 10:** Service delivery staff within the Department of Family Services receive enhanced support and resources to ensure a positive and effective working environment, with staffing levels aligned to meet the needs of the community and provide high-quality culturally appropriate care.



## Objective

Staff are the foundation of any effective child and family services system. The demands of frontline work in Nunavut's challenging geographic and cultural landscape require tailored support to ensure staff are equipped to meet the needs of children, youth, and families. This outcome aims to ensure staff have access to the necessary resources, training, and support systems to deliver high-quality, culturally aligned child and family services across Nunavut.

This will advance the Department's priority of:

- **Strengthening Recruitment, Retention, and Workforce Development**
- **Strengthening Organizational Efficiency**

## Key Outcome Indicators

### 1. Percentage of Staff accessing Professional Development Resources:

- **What it Measures:** Tracks the proportion of staff utilizing supports and participating in professional development programs.
- **Target:** positive rate increases in the percentage of staff accessing professional development resources.
- **Why this Matters:** Supporting staff is essential to maintaining a resilient and effective child and family services system. Frontline workers in Nunavut often face high-stress situations, compounded by geographic isolation and cultural complexities. Access to mental health and wellness resources helps staff manage stress, prevent burnout, and maintain their capacity to serve families effectively. Professional development ensures staff are continually learning and growing in their roles, improving the quality of services delivered. By offering clear opportunities for skill-building and career advancement, the Department fosters a motivated and capable workforce.

## **2. Staff Retention Rate:**

- **What it Measures:** Monitors staff retention rates to assess the effectiveness of support systems and professional development initiatives.
- **Target:** A progressive reduction in the turnover rates.
- **Why this Matters:** Improving retention rates not only reduces recruitment costs but also ensures continuity in service delivery, building trust with families and communities. By addressing staff concerns and creating a supportive work environment, the Department strengthens its ability to meet its objectives

# Measures of key indicators

To monitor progress and ensure accountability for Outcome # 10, the following systems are being developed:

## 1. Staff Wellness and Mental Health Support Platform:

- **Purpose:** Provides staff with easy access to mental health and wellness resources.
- **Functionality:**
  - Offers confidential counseling services, peer support networks, and wellness workshops.
  - Tracks staff participation and usage trends to inform resource planning.
  - Integrates culturally informed supports, such as Inuit counseling methods.

## 2. Professional Development Tracking System:

- **Purpose:** Monitors staff participation in training programs and professional development opportunities.
- **Functionality:**
  - Logs training completion rates and skill development milestones.
  - Identifies gaps in staff training and recommends personalized learning paths.
  - Generates reports to track progress toward professional development goals.

## 3. Retention Monitoring Dashboard:

- **Purpose:** Tracks staff turnover rates and identifies trends impacting retention.
- **Functionality:**
  - Monitors staff exit feedback to understand reasons for departures.
  - Tracks regional disparities in retention rates to target interventions.
  - Provides data to inform policies that improve staff satisfaction and retention.

# Progress up to March 2025

- **Wellness Resource Expansion:** Supports under the Employee Assistance Program (EAP) remain available in a continued effort to strengthen staff wellness, safety, and organizational culture.
  - Comprehensive counseling services available to staff.
  - Regular wellness check-ins have been initiated and are ongoing.
  - Monthly regional wellness check-ins have been implemented to ensure consistent engagement and support across the territory.
  - Foundational policy development has been completed, including the Occupational Health and Wellness Policy, Complaints Policy, Lone Worker Safety Policy, and Respectful Workplace and Harassment Policy.
- **Professional Development Plan:** Between January and March 2025, several training sessions were delivered as part of ongoing staff development efforts. Two sessions of the Matrix Caseworker and Supervisor Training were held, with 18 participants successfully completing the training. One session each was conducted for Matrix Case Support Worker Training (3 participants), Matrix Additional Training for Caseworkers (8 participants), and Matrix Additional

Training for Supervisors (7 participants). Core Training Fundamentals was delivered twice, with a third session scheduled for March but ultimately cancelled due to a blizzard; 15 participants completed the two sessions held. Additionally, one Professional Development session was offered for Receptionists and Clerk Interpreters, with 2 participants completing the training

- **Recruitment and New Positions**

- Recruitment efforts are underway for key positions across the territory, including newly established roles in quality assurance and other priority areas.
- The approved Request for Funding to support a comprehensive organizational re-alignment is foundational in advancing on key areas of service system improvements. This new structure is designed to enhance overall capacity, strengthen oversight functions, and improve system-wide efficiencies.

# Conclusion

The April 2025 Progress Report is the second in a series of regular updates under the Department of Family Services' structured monitoring and evaluation process. Building on the January 2025 report, this update outlines continued progress in strengthening child and family services across Nunavut, in alignment with the Family Wellness Strategic Action Plan (2023–2028).

Since January, key developments include the approval of new funding to support the organizational realignment of the Family Wellness Division. This investment is enabling the implementation of a more efficient and integrated service delivery model, enhancing oversight capacity, and reinforcing the system's structural foundation.

Progress continues in several core areas:

- **Standards of Practice:** The refinement and phased implementation of the revised standards manual remains central to system transformation. Updates ensure alignment with legislation, Inuit Qaujimajatuqangit, and best practices in service delivery.
- **Training and Development:** Ongoing training for frontline staff and caregivers emphasizes readiness to apply the revised standards and deliver culturally grounded services.
- **Monitoring and Evaluation:** Strengthening monitoring mechanisms remains a priority to ensure measurable progress and continued responsiveness to community needs.

These efforts are guided by the Deputy Minister's Committee on the Family Wellness Strategic Action Plan, which continues to drive accountability and ensure that implementation reflects both departmental priorities and the realities of Nunavut communities.

While challenges persist, the department remains committed to building a more responsive, culturally informed, and resilient system of care. Immediate next steps include facilitating upcoming Deputy Minister Committee meetings, engaging regional teams and frontline staff to assess capacity and gather input for implementation planning, and coordinating townhalls with the Assistant Deputy Minister to promote open dialogue. In parallel, work is underway to support the development of communication tools such as newsletters, PSAs, and infographics; launch surveys to identify critical gaps; and assess immediate resource needs. Mechanisms for continuous feedback will also be established, alongside deeper interdepartmental engagement to ensure progress is aligned and sustained.