Department of Family Services

Family Wellness Ilagiitsiarniq Strategic Action Plan 2023-2028

Progress Update Report

September 4th, 2025

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Introduction

This progress report covers the period from May 22, 2025-September 4, 2025 and provides an update on the actions and results achieved over the past three months under the *Family Wellness Ilagiitsiarniq Strategic Action Plan (2023–2028).* This reporting period marks a continued effort to translate the strategic vision for child and family services in Nunavut into meaningful, measurable change across the territory.

The Strategic Action Plan sets out a long-term vision to build a culturally grounded, community-responsive, and accountable system that reflects Inuit societal values and meets the needs of children, youth, and families. The ten long-term outcomes established in the plan are supported by targeted priorities and key action areas focused on strengthening service delivery, improving workforce capacity, and enhancing family and community supports.

During this quarter, key progress includes the finalization and implementation of key standards of practice, new culturally informed training initiatives for staff and caregivers, and the piloting of client satisfaction tools in two regions. The leadership team: Supervisors, managers, directors and ADM completed a one-day session focusing on change management, as a result of the positive feedback a three-day certification session will occur at the end of August. This training will ensure that the team is consistent with their approach to implementation of our strategic plan. Workforce development continues to advance, with a new onboarding model piloted and role realignment underway to address regional service pressures. Investments in community-based care have progressed with funding secured for in-territory facilities, and oversight of out-of-territory placements has improved through centralized coordination and expanded cultural tracking by Client Liaison Officers.

These developments are detailed across the ten outcome sections of this report, each linked to measurable indicators and associated implementation actions. Progress summaries provide insight into where meaningful change is occurring and where continued focus is required.

Tracking Progress: From Strategy to Service Delivery

The *Family Wellness Ilagiitsiarniq Strategic Action Plan* (2023–2028) sets out a bold and transformative vision to create a culturally grounded, responsive, and accountable child and family services system in Nunavut. Rooted in Inuit societal values, the plan outlines ten long-term outcomes supported by strategic priorities and key action areas aimed at improving services for children, youth, families, and communities across the territory.

The *Outcomes Progress Report* aligns directly with the Strategic Action Plan. It provides a transparent and measurable account of progress under each of the ten outcomes, identifying key indicators, associated actions, and updates on achievements and ongoing work. Each outcome report maps back to the strategic priorities and is informed by progress made under the thematic. **Preliminary data has been incorporated to support progress tracking; however, some indicators may be subject to change as data collection systems continue to undergo quality assurance and validation processes.**

This alignment ensures that:
- Every reported outcome is grounded in the strategic vision aimed at making key progress as outlined in the Strategic Action Plan.
- Every action is traceable to a priority within the Strategy.
- Each progress update is linked to one or more measurable indicators and is supported by key data and evidence of improvement.

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

Not Started
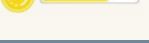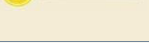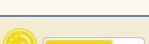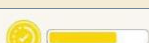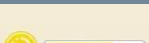
In progress

Completed

Outcome	Measure	Indicators	Status	Timeline
Outcome 1 **The System is Resilient, Eficient, and Trusted by the Public.** Page 10-17 in the Progress Report	Standards of Practice Development	Percentage of updated standards of practice developed and implemented across all service areas by the end of the fiscal year Number of training sessions conducted to ensure staff adherence to new standards of practice.	(in progress) (in progress)	Fall Session 2025 On going
	Human Resources Structure and Capacity	Staff-to-client ratio maintained at or below the target threshold across all regions. Percentage decrease in staff turnover rates year-over-year, with a specific focus on remote communities. Percentage of staff completing annual professional development and training programs aimed at enhancing capacity.	(in progress) (in progress) (not started)	Spring Session 2026 Spring Session 2026 Winter Session 2026
	Client Experience Systems	Percentage of client satisfaction survey responses indicating positive experiences with service delivery. Number of enhancements made to client service delivery systems based on feedback and evaluations.	(in progress) (in progress)	Fall Session 2026 Winter Session 2027
Outcome 2 **Children and Youth involved in child welfare services are safe, healthy and well supported.** Page 18-21 in the Progress Report	Safety Audits results	Frequency and findings from safety audits of placements.	(in progress)	Fall Session 2027
	Health and Wellness Assessments	Percentage of children and youth who receive annual physical, mental health, and developmental assessments. receiving timely annual health assessments.	(in progress)	Fall Session 2027
	Reduction in recurrence of child interventions	Percentage of children and youth re-entering child welfare services within a year of exiting.	(in progress)	TBD

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Outcome 3 **Inuit societal values and perspectives are more deeply integrated into child welfare legislation, policy, practice, research and evaluation.** **Page 22-24 in the Progress Report**	Cultural training for staff	● Percentage of staff completing Inuit-specific cultural competency training annually.		Summer Session 2025
	Integration of Inuit Research Methodologies	● Number of projects incorporating Inuit research methods and community input.		Spring Session 2025

Outcome	Indicator	Measure	Progress	Session
Outcome 4 **Children and Youth engaged with child and family services have stronger connections with their families, communities and Inuit culture.** Page 25-26 in the Progress Report	Cultural engagement programs	Percentage of children and youth participating in Inuit cultural programs and activities in their local communities.		Spring Session 2026
	Family Reunification rates	Rate of children in care reunited with their families and communities annually.		Spring Session 2026
	Cultural connection audits	Results from bi-annual reviews of cultural connectedness and family engagement in care plans.		Spring Session 2026
Outcome 5 **Department of Family Services staff and partners deliver services that are culturally aligned with the needs of Inuit communities.** Page 27-28 in the Progress Report	Cultural alignment review	Annual review of service delivery protocols and standards to ensure cultural alignment with Inuit societal values.		Spring Session 2026
	Staff cultural competency evaluations	Percentage of staff participating in cultural training annually.		Spring Session 2026
	Partnerships growth	Number of new partnerships with Inuit-led service providers or community organizations.		Summer Session 2025
Outcome 6 **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 29-30 in the Progress Report	Transition plan completion rate	Percentage of children placed outside Nunavut with a completed and active transition and repatriation plan.		Spring Session 2026
	Family contact frequency	Frequency of family visits and communications for children placed outside Nunavut.		Spring Session 2027
	Cultural continuity audits	Annual review of cultural practices maintained in out-of-territory placements.		Spring Session 2026
Outcome 7 **Children, youth and families have improved access to culturally relevant prevention and early intervention programs that reflect Inuit societal values.** Page 31-33 in the Progress Report	Enrollment in prevention programs	Increase in the number of families accessing early intervention and prevention services.		Spring Session 2026
	Program satisfaction rates	Results of family satisfaction from annual family satisfaction surveys on prevention and early intervention programs.		Spring Session 2027
	Reduction in risk factor	Percentage decrease in identified risk factors for child welfare involvement due to early intervention.		Spring Session 2028
Outcome 8 **Children and youth have increased access to safe, stable, and ongoing care and support within their communities.** Page 34-35 in the Progress Report	Care stability rate	The percentage of children remaining in their initial placement for 12 months or longer.		Spring Session 2028
	In-community care placements	Percentage of children placed within their home communities.		Spring Session 2025
	Community care network growth	Number of new care providers recruited within Inuit communities.		Fall Session 2025
Outcome 9 **Kinship caregivers receive enhanced support to promote the health and wellbeing of children requiring out-of-home care.** Page 36-38 in the Progress Report	Caregiver support program participation	Percentage of kinship caregivers enrolled in support programs annually.		Fall Session 2027
	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

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. **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

Outcome 1: A Resilient, Efficient, and Trusted System

Objective

A resilient child and family services system is built on the ability to deliver equitable, high-quality care across all regions of Nunavut regardless of remoteness or community size. Embedding Inuit societal values into service standards and operational practices ensures that the care provided is not only effective but also culturally aligned and trusted by the communities it serves. Achieving this requires a deliberate focus on addressing organizational capacity gaps, reinforcing transparency and accountability, and aligning all service delivery with the lived realities and cultural strengths of Inuit families.

Strategic Priorities Advancement

Priority 1: Strengthening Organizational Efficiency

Priority 4: Enhancing Standards, Training, and Collaboration for Effective Child Welfare Investigations

Linking Actions to Outcome 1

A total of **14 actions** support this outcome, spanning **seven key indicators** that are organized under three core areas of measurement: **Standards of Practice Development**, which focuses on ensuring consistency and cultural alignment in how services are delivered across Nunavut; **Human Resources Structure and Capacity**, which aims to strengthen organizational effectiveness through targeted recruitment, retention, and onboarding strategies; and **Client Experience Systems**, which seeks to enhance how clients interact with and experience services by incorporating their feedback.

Measures of key indicators

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

1. **Monitoring System:**
   - **Purpose:** A platform to track compliance with revised standards across all service regions.
   - **Functionality:**
     - Provides data to supervisors and management.
     - Flags areas where standards are not fully implemented.
     - Identifies trends in adherence challenges.

2. **Training Management System:**
   o **Purpose:** A centralized database that records training participation, completion rates, and staff feedback on session effectiveness.
   o **Functionality:**
     - Enables managers to identify gaps in training coverage and tailor sessions to address staff needs.
3. **Feedback and Review Mechanism:**
   o A mechanism for staff and communities to provide input on the practicality and relevance of the updated standards and training programs.

Progress From the Current Reporting Period

1. Standards of Practice Development

Indicator: Percentage of updated standards of practice developed and implemented across all service areas by the end of the fiscal year

Actions:

► 1.3: Develop clear policies for LCA and codes to track usage

► 1.4: Begin legislative changes to amend and update CFSA, Adoption Act, Aboriginal Custom Adoptions Act

► 7.2: Update Foster Care Standards and Procedures

► 18.1: Make comprehensive updates to the CFS Standards and Procedures Manual.

Progress:

- Preliminary policy work is in development and decision documents will be prepared for the new government.

- A revised draft of the Foster Care Standards has been completed and is currently under review.

- Updates to the CFS Standards Manual are ongoing, with key priority areas aligned with identified practice gaps.

► A total of 15 standards has been completed and implemented to date, each delivered as a comprehensive package that includes accompanying guidance documents, practice tools, and required forms to support consistent and effective service delivery. The Department has identified the need to offer additional training for all complete standards of practice. The team is developing a comprehensive training schedule that will offer this additional training for frontline community social workers, supervisors and managers to ensure understanding and compliance.

► Here is the list of the 15 standards that have been developed and implemented:

1. **Standard 201: Receiving and Screening Reports of Suspected Harm and Neglect**

   Tools:
   - Tool 201.a: Incorporating Community Standards and Cultural Safety
   - Tool 201.b: Receiving a Report or Referral
   - Tool 201.c: Reporting and Investigation Process Flowchart

2. **Standard 202: Investigations**

   Forms:
   - Form 202.1: Suspected Harm-Neglect Medical Examination

   Tools:
   - Tool 202.a: Investigation Planning Guide
   - Tool 202.b: Interview Question Guide
   - Tool 202.c: CSSW Safety Guide
   - Tool 202.d: Umingmak Referral

3. **Standard 301: Apprehensions**

   Forms:
   - Form 301.1: Notification of the Director

   Tools:
   - Tool 301.a: Child Apprehension Checklist
   - Tool 301.b: Guidance for Conducting an Apprehension
   - Tool 301.c: Apprehension by Peace Officer or Authorized Person
   - Brochure: Child Apprehension Information & Support for Families

4. **Standard 401: Voluntary Services Agreement**

   Forms:
   - Form 401.1: Invitation to Participate in the Case Planning Process
   - Form 401.2: Consent for Change of Placement – Voluntary Services Agreement
   - Form 401.3: Consent for Urgent Medical Treatment or Services for a Child Outside of Nunavut

   Tools:
   - Tool 401.a: Voluntary Services Agreement Checklist
   - Tool 401.b: Voluntary Agreements (VSA, SSA, ESA) Understanding Rights and Responsibilities

5. **Standard 501: Case Documentation**

   Tools:
   - Tool 501.a: Case Documentation Guide - Examples

6. **Standard 502: Minimum Contact**

   Tools:
   - Tool 502.a: Minimum Contact Guidelines

7. **Standard 503: Access Planning**

Forms:
- Form 503.1: Access Plan
- Form 503.2: Supervised Visit Observation Record

Tools:
- Tool 503.a: Access Guidelines
- Tool 503.b: Access Planning Supervisory Guidelines

8. **Standard 504: Confidentiality and Consent for the Disclosure of Personal Information**

Forms:

- Form 504.1: Request for Patient Medical Information – Protection Status
- Form 504.2: Consent to Services for a Child – Voluntary Service Agreements

Tools:
- Tool 504.a: Duty to Report and Limits to Confidentiality

9. **Standard 505: Clinical Supervision**

Forms:
- Form 505.1: Clinical Supervision – Case Management
- Form 505.2: Clinical Supervision Attendance Tracking
- Form 505.3: Case Plan Review

Tools:
- Tool 505.a: Clinical Supervision – Clinical Tool
- Tool 505.b: Clinical Supervision Roles and Competencies
- Tool 505.c: Structuring Clinical Supervision Sessions
- Tool 505.d: Supervisory Skills & Techniques
- Tool 505.e: Clinical Supervision Practice Frameworks
- Tool 505.f: Clinical Supervision and Case Reviews
- Tool 505.g: Clinical Supervision Frequency

10. **Standard 506: Critical Incident/Serious Occurrence Reporting**

Forms:
- Form 506.1: Critical Incident Serious Occurrence Reporting

Tools:
- Tool 506.a: Critical Incident Serious Occurrence Classification & Reporting Table
- Tool 506.b: Critical Incident Serious Occurrence – AWOL
- Tool 506.c: Critical Incident Serious Occurrence - Suicide

11. **Standard 507: Transferring Files to Another Community within Nunavut and Requesting Courtesy Supervision**

Forms:
- Form 507.2: In-Territory Request for Courtesy Supervision

Tools:

- Tool: File Transfer & Courtesy Supervision Request Flowchart
- Tool 507.a: File Transfer within Nunavut

12. Standard 508: Registration with NTI and NIHB for Beneficiaries

13. Standard 509: Travel Guidelines and Authorization

Forms:

- Form 509.1: Letter of Authorization (Travel)
- Form 509.2: Client Travel Rationale

Tools:

- Tool 509.a: Escorting Children and Youth In Care
- Tool 509.b: Passports for Children and Youth in Care
- Tool 509.c: Assessing a Travel Request

14. Standard 609: Out of Territory (OOT) Specialized Services

Forms:

- Form 609.1: Child and Youth OOT Specialized Services Program Application
- Form 609.2: Family Treatment OOT Specialized Services Program Application
- Form 609.3: OOT Specialized Services Program Extension Application
- Form 609.4: Cultural Support Plan
- Form 609.5: Annual Specialized Out of Territory Facility Review

Tools:

- Tool 609.a: OOT Courtesy Supervision Roles and Responsibilities

15. Standard 610: Emergency Placement for Out of Territory Specialized Services

Indicator: Number of training sessions conducted to ensure staff adherence to new standards of practice

Actions:

► 24.1: Provide comprehensive training on Matrix

► 35.1: Update core training and ensure cultural safety

► 35.2: Provide professional development opportunities

Progress:

- Core training and Matrix training delivered across staff roles.

Training Completion (as of April 17, 2025):

- Matrix: 118 trained (89% CSSW completion)
- StepWise: 78 trained (64% CSSW completion)
- Manager/Supervisor: 25 trained (75%)
- Receptionist/Clerk: 10 trained (69%)

Training Participation (Jan–Mar 2025)

2. Human Resources Structure and Capacity

Indicator: Staff-to-client ratio maintained at or below the target threshold across all regions.

Action:
- ► 2.2: Conduct an organizational review and re-organization of the Family Wellness Division

Progress:
- • The organizational review has been completed, and the analysis of caseload pressures and service delivery gaps is underway to inform the strategic realignment of positions that will better support frontline service delivery across all regions.

Indicator: Percentage decrease in staff turnover rates year-over-year, with a specific focus on remote communities

Actions:
- ► 23.2: Restructure of the Family Wellness Division
- ► 34.2: Develop an incentive program for CSSW recruitment and retention

Progress:
- • Division restructuring completed, with support roles created for high-turnover regions.
- • The Department continues to explore new funding resources.

- A staff wellness survey is being developed, with a focus on capturing data sets from front line community social workers that will inform our path forward. It is anticipated that this survey will be sent out in September/October 2025.

Indicator: Percentage of staff completing annual professional development and training programs aimed at enhancing capacity

Actions:
- ► 34.3: Create and implement a new model for CSSW onboarding
- ► 23.4: Increase capacity within the adoptions team

Progress:
- A new onboarding model for CSSWs was piloted in winter of 2025 and received positive feedback from participants, highlighting its relevance and effectiveness.
- Additional staff have been added to the adoptions team to support training completion and capacity building. Primary focus for this team will be working with regional staff to ensure permanency planning occurs for Children and youth under the care of the director.

Indicator: Percentage of client satisfaction survey responses indicating positive experiences with service delivery

Action:
- ► 20.1: Conduct staff engagement sessions and develop feedback surveys

Progress:
- Client satisfaction tools have been piloted in two regions to gather insights on service delivery experiences.
- Collected feedback integrated is being incorporated into quarterly internal reviews to inform continuous service improvement.
- A staff wellness survey is being developed, with a focus on capturing data sets from front line community social workers that will inform our path forward. It is anticipated that this survey will be sent out in September/October 2025.

3. Client Experience Systems

Indicator: Number of enhancements made to client service delivery systems based on feedback and evaluations

Actions:
- ► 1.5: Implement One Client-One Plan Model
- ► 36.2: Collaborate for office space allocation

Progress:

- Office redesign initiatives have been launched in select communities to improve confidentiality, enhance workflow, and create more supportive service environments.
- Office redesigns launched in select communities to enhance confidentiality and workflow.
- Changes have been informed by input from both staff and clients, ensuring that redesigns reflect real needs and promote a more effective service setting.
- The establishment of a Client Relations Office represents a key advancement in strengthening communication with families, improving responsiveness to inquiries and concerns (see below graph), and enabling consistent tracking of client experiences—contributing to a more transparent and client-focused system.

Reasons for Inquiries
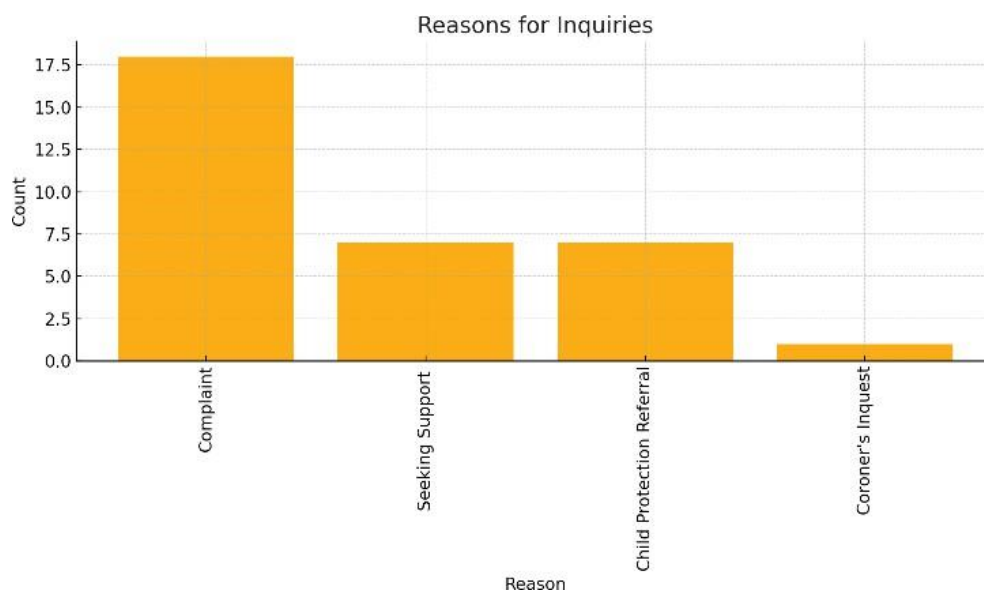
- **Reasons for Inquiries:** This graph details the types of concerns or questions being raised through the inquiries process.
    - **"Seeking Support"** appears as a leading reason, which may suggest families are reaching out for help before a crisis occurs—a positive indicator of trust in services.
    - Other reasons include **complaints, assessments, or investigations** such as **Coroner's Inquests**, indicating a range of both preventative and responsive service needs.

Understanding the reasons helps guide training, policy development, and system improvements to better meet public needs.

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

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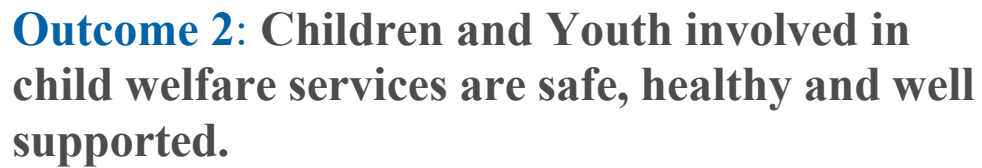
To ensure that children and youth in care are safe, supported, and thriving by addressing their physical, emotional, and developmental needs through consistent and culturally responsive care practices. This outcome emphasizes reducing risks, enhancing monitoring systems, and ensuring every child and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

Strategic Priorities Advancement

Priority 3: Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services.
Priority 4: Enhancing Standards, Training, and Collaboration for Effective Child Welfare Investigation
Priority 5: Enhancing Case Management Quality, Efficiency and Collaboration

Linking Actions to Outcome 2

A total of **five actions** support Outcome 2, aligning with **three key indicators** that reflect progress in improving child safety, ensuring wellness assessments, and reducing recurrence of interventions. These indicators correspond to three core areas of measurement: **safety audits**, **health and wellness assessments**, and **recurrence of child interventions**.

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 From the Current Reporting Period

1. Safety Audits:

Indicator: Frequency and findings from safety audits of placements.

Actions:
- ► **7.1:** Conduct quality reviews to monitor compliance with key foster care requirements and standards.
- ► **20.3:** Perform periodic quality reviews and follow-ups.
  22.4: Ensure meticulous handling of multi-jurisdictional cases.
  18.2: Streamline referral procedures to Umingmak Centre.

Progress:
- Audit tools have been finalized and are now actively being used to conduct comprehensive file reviews across service areas. These tools are part of a recurring audit cycle designed to monitor compliance with standards, identify areas for improvement, and support ongoing quality assurance and continuous improvement efforts. As part of this process, we began by auditing all Iqaluit files. **As of June 2025, 57.3% of Iqaluit files have been audited.**
- Safety concerns identified through these audits are being addressed in real time to ensure immediate risk mitigation.
- Case management standards, including the referral process for the Umingmak Centre, have been finalized and implemented to promote consistency and accountability.

2. Health and Wellness Assessment:

Indicator: Percentage of children and youth who receive annual physical, mental health, and developmental assessments

Progress:
- This area remains on track for future implementation. While no new action has been initiated, the importance of regular health and wellness assessments is well recognized, and existing standards of practice continue to emphasize their role in supporting the overall well-being of children and youth in care.
- This remains a priority for further development to ensure consistent and comprehensive monitoring of children's health across all regions.
- In collaboration with the Department of Health, a pediatrician was hired to provide assistance for children and families at the Umingmak center in Iqaluit. The Department will be reviewing resources, requesting additional resources to expand on this service.

3. Reduction in recurrence of child interventions

Indicator: Percentage reduction in the recurrence of interventions for children and youth.

Action:

► **22.3:** Revise case management standards to include comprehensive steps for permanency planning.

Progress:

- Case management standards have been finalized and implemented, with strengthened permanency planning components designed to reduce repeat interventions and support long-term stability for children and youth.

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.

Strategic Priorities Advancement

Priority 3: Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services.

Linking Actions to Outcome 3

A total of **three actions** support Outcome 3. These actions align with **two key indicators** that demonstrate progress in strengthening cultural competency within the system and integrating Inuit perspectives into service delivery and research. The indicators reflect two core areas of measurement: **cultural training for staff and the integration of Inuit research methodologies and language inclusion**.

Measures of key indicators

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

1. **Cultural Competency Training System:**

   o **Purpose:** Tracks staff participation and completion rates for cultural competency training modules.
   o **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 From the Current Reporting Period

1- Cultural training for staff

Indicator: Percentage of staff completing cultural competency training

Actions:
- ► **15.1:** Mandate comprehensive cultural training for all departmental staff
- ► **15.2:** Ensure ongoing cultural orientation training for staff

Progress:
- Cultural competency and Inuit societal values are fully integrated into the department's Core Training program, which is mandatory for all staff.
- The training includes modules focused on both historical and contemporary Inuit lived experiences, culturally responsive engagement strategies, and the significance of community-led approaches to service delivery.
- As of April 17, 2025:
  - **118 staff** have completed Core Training
  - 89% of Community Social Services Workers (CSSWs) have met the training requirements.
  - Ongoing cultural orientation is embedded into the onboarding process for all new staff, ensuring that cultural safety is emphasized from the outset of employment.
- Training completion rates continue to rise, underscoring the department's commitment to culturally competent service delivery and the meaningful integration of Inuit knowledge systems into everyday practice.

2- Integration of Inuit Research Methodologies

Indicator: Number of projects incorporating Inuit research methods and community input

Action:
- ► **17.2:** Provide clients with documents in their preferred language

Progress:
- Documents and forms are being translated into **Inuktitut** to ensure accessibility and alignment with Inuit cultural and linguistic preferences.

- This initiative supports cultural inclusion and reflects community-identified communication needs.

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 support that empowers families and strengthens community ties.

Strategic Priorities Advancement

Priority 2: Enhancing and Optimizing Adoption, Foster Care, and Kinship Services
Priority 3: Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services.
Priority 6: Enhancing Oversight and Effectiveness of Out-of-Territory Specialized Services

Linking Actions to Outcome 4

A total of **four actions** support Outcome 4, aligned with **three key indicators** across the core areas of **cultural engagement, family reunification, and cultural connection audits**. These actions directly contribute to the integration of Inuit societal values into legislation, policy, service delivery, and research ensuring that child and family services reflect Inuit culture, language, and community priorities.

By embedding culturally relevant training, enhancing support for family reconnection, and strengthening oversight of cultural connectedness in care plans, the system is advancing culturally grounded services and reinforcing trust with Inuit families and communities.

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, record-ing 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.
   - Testing Phase
   - Operational Deployment

Progress From the Current Reporting Period

1- Cultural engagement programs

Indicator: Percentage of children and youth participating in Inuit cultural programs and activities in their local communities.

Action:
- ► 11.1: Require Nunavut-specific training for out-of-territory caregivers.

Progress:
- ► Out-of-territory caregivers continue to receive cultural orientation to promote culturally appropriate care for Nunavut children.
- ► The Department has 5 Client liaison Workers in southern jurisdictions who provide support and promote Inuit Culture for children and youth receiving services out of territory.
- ► Existing training materials are under review to better incorporate Nunavut-specific cultural teachings, ensuring that caregivers are more equipped to support the cultural identity of the children in their care.
- ► The Out of Territory Standard of Practice guides the delivery service for children, youth and families accessing services outside of Nunavut. The Department has identified the

need to offer additional training for all complete standards of practice. The team is developing a comprehensive training schedule that will offer this additional training for frontline community social workers, supervisors and managers to ensure understanding and compliance.

► 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.

2- Family reunification rates

Indicator: Rate of children in care reunited with their families and communities annually.

Action:

► 2.1: Review and propose increased visitation and communication with parents and foster parents.

Progress:

► The Standards on Access have been updated and implemented to enhance the frequency and quality of family visitation. The Department has identified the need to offer additional training for all complete standards of practice. The team is developing a comprehensive training schedule that will offer this additional training for frontline community social workers, supervisors and managers to ensure understanding and compliance.

• Revisions to service standards now place stronger emphasis on the development of transition and repatriation plans as a key component of supporting family reunification efforts.

3- Cultural connection audits

Indicator: Results from bi-annual reviews of cultural connectedness and family engagement in care plans.

Actions:

► 27.1: Conduct thorough reviews of children in OOT Specialized Services.
► 32.3: Connect with Client Liaison Officers to gather insights for OOT care.

Progress:

• With the Quality Assurance Framework now finalized, it introduces essential processes for audits, reviews, and monitoring service quality.

- A mechanism is now in place to track the connection between children placed out of territory and their assigned Client Liaison Officers (CLOs).

    o Of the 112 children and youth currently placed outside Nunavut, 38 (34%) have been confirmed to be actively connected to a CLO.

    o This represents meaningful progress in ensuring culturally informed support for OOT clients, although some data entry and tracking inconsistencies remain.

- Efforts are ongoing to validate current CLO assignments and to improve the completeness and accuracy of related records so that all children have active and culturally responsive support in place.

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.

Strategic Priorities Advancement

Priority 3: Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services.
Priority 4: Enhancing Standards, Training, and Collaboration for Effective Child Welfare Investigations
Priority 5: Enhancing Case Management Quality, Efficiency and Collaboration

Linking Actions to Outcome 5

A total of **eight actions** support Outcome 5, aligned with **three key indicators** across the core areas of **cultural alignment of services**, **staff cultural competency**, and **partnership growth with Inuit-led organizations**. These actions advance the integration of Inuit societal values into all levels of service ensuring that child and family programs reflect the language, customs, and priorities of Inuit families and communities.

A clear and measurable structure is now in place to monitor progress on these actions. Through the integration of cultural knowledge in training and standards, the strengthening of culturally rooted service delivery, and the development of partnerships guided by community priorities, the Department is advancing a system that is more inclusive, respectful, and attuned to the needs of Inuit families and communities.

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.
- Pilot Phase
- Full Rollout

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.
- Initial Deployment
- Full Integration

Progress From the Current Reporting Period

1- Cultural alignment review

Indicator: Annual review of service delivery protocols and standards to ensure cultural alignment with Inuit societal values

Actions:
- ► **7.2:** Update Foster Care Standards and Procedures
- ► **18.1:** Make comprehensive updates to the CFS Standards and Procedures Manual
- ► **19.1:** Identify opportunities to incorporate Inuit societal values into CFS operations

Progress:

- Revisions to the Foster Care Standards are currently in draft and incorporate culturally appropriate content reflective of Inuit societal values.

- Fifteen revised standards of practice—each supported by accompanying guidance documents, tools, forms, and practice notes—have been finalized and implemented. Phase 2 of the standards update process is now underway, targeting additional priority areas to strengthen cultural alignment across all areas of practice.

- A Quality Assurance Framework along with a Change Management Framework have been finalized, providing a structure for aligning service delivery with culturally informed standards and expectations.

2- Staff cultural competency evaluations

Indicator: *Percentage of staff participating in cultural training annually*

Actions:

- ► **15.1:** Mandate comprehensive cultural training for all departmental staff

- ► **15.2:** Ensure ongoing cultural orientation training for staff

- ► **35.1:** Update core training and ensure cultural safety

Progress:

- Cultural safety content has been fully embedded within Core Training and is regularly updated to reflect Inuit societal values, legislation, and departmental policies.
- As of Q1 2025:
  - **In-person Core Training**: 219 staff trained through an in-person approach, including 56 of 74 CSSWs (75%)
  - **Online Core Training**: 63 staff trained, including 44 of 74 CSSWs (59%)

- Ongoing cultural orientation continues to be provided to new hires as part of their onboarding process

3- *Partnership growth*

Indicator: *Number of new partnerships with Inuit-led service providers or community organizations.*

Actions:

- ► **14.3:** Expand funding for wellness programs with traditional practices

► **30.2:** Strengthen local services and community assets

Progress:

- A new culturally grounded curriculum has been developed for the Family Resource Program to enhance prevention services.
- As part of the organizational restructuring, new positions have been profiled and are in planning which will support the implementation and oversight of these programs at the community level.
- A Quality Assurance Manager now leads a service QA team to oversee the roll-out of the QA Framework,
- The Quality Assurance and Service Planning team continues to assess and strengthen family enhancement initiatives, with a focus on aligning services with local needs and cultural priorities.
- As of April 2025, **62.5% of Family Resource Workers** have completed training to deliver the new curriculum.

Outcome 6: 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.

Objective

When children and youth from Nunavut are placed in care outside of the territory, maintaining their connection to Inuit culture and ensuring high-quality, culturally respectful services becomes paramount. This outcome focuses on improving oversight, implementing cultural continuity plans, and ensuring that out-of-territory care providers are equipped to support Inuit children in ways that reflect their heritage and unique needs. This aims to ensure that children and youth placed outside of Nunavut receive high-quality care that aligns with Inuit societal values, maintains cultural connections, and prioritizes their holistic well-being.

Strategic Priorities Advancement

Priority 3: Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services
Priority 5: Enhancing Case Management Quality, Efficiency and Collaboration
Priority 6: Enhancing Oversight and Effectiveness of Out-of-Territory Specialized Services

Linking Actions to Outcome 6

A total of **eight Actions** support Outcome 6, aligning with **three key indicators** in the areas of **transition planning, family contact frequency, and cultural continuity in out-of-territory placements**. These actions focus on developing and monitoring individualized transition and repatriation plans, improving the tracking of family engagement, and enhancing the cultural appropriateness of place- ments outside Nunavut.

Oversight has been strengthened through the creation of a dedicated coor- dination team, direct case-level documentation of family interactions, and culturally informed reviews led by Client Liaison Officers. These coordinated efforts reinforce culturally respectful care, improve ac- countability, and ensure more consistent support for children living outside the territory.

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 From the Current Reporting Period

1- Transition planning

Indicator: Percentage of children placed outside Nunavut with a completed and active transition and repatriation plan.

Actions:

► **10.1:** Explore funding to construct in-territory group homes.

► **27.2:** Implement a streamlined accountability process for OOT services.

► **27.3:** Centralize OOT cases under a dedicated team.

► **28.1:** Evaluate the OOT Program.

► **31.1:** Develop transition and repatriation plans for each OOT client in collaboration with the family.

Progress:

- Management of OOT services is now led by a dedicated team, allowing for improved tracking and consistency.

- Development of individualized transition and repatriation plans has begun for children placed outside Nunavut.

- The Department continues to explore opportunities to secure funding for in-territory group home solutions to reduce long-term out-of-territory reliance.

- Matrix Case Management system show enhanced functionality allowing for improved tracking and more reliable data collection.
  - OOT data as of March 2025 shows:
    - ✓ **Total children placed out of territory in a group/residential care facility:**112

OOT Placements by Region

- ✓ **By placement type:**
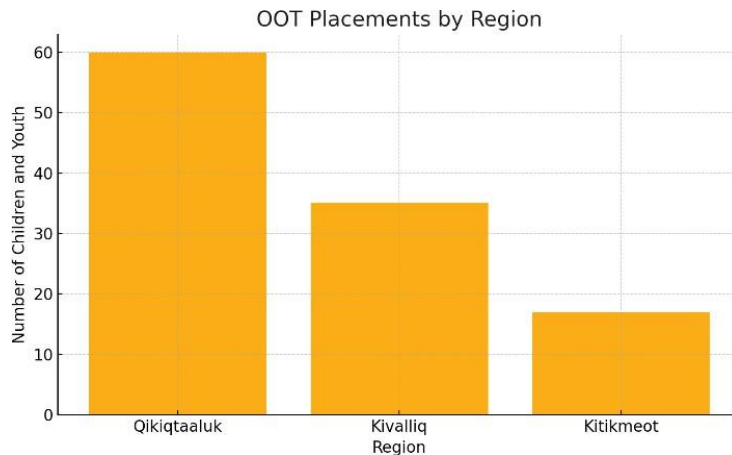
OOT Placements by Placement Type
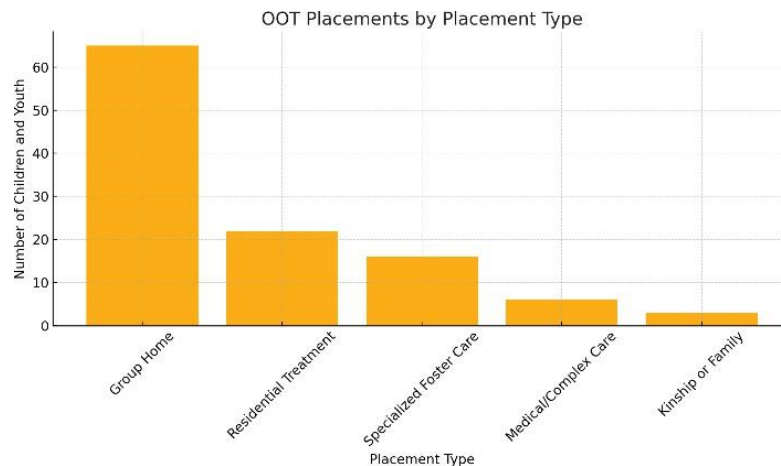
2- Family contact frequency

Indicator: Frequency of family visits and communications for children placed outside Nunavut.

Action:
- ► 31.2: Engage directly with children out of territory and their families to assess needs.

Progress:
- As part of the ongoing file review process for OOT placements, family engagement documentation has been integrated into all OOT case files.

- An updated and enhanced practice ensures that frequency of contact and barriers to visitation and communication are now consistently tracked for each child placed out of territory.

- This process improvement lays the foundation for more accurate measurement of family involvement in future reporting cycles.

3- Cultural continuity audits

Indicator: Annual review of cultural practices maintained in out-of-territory placements.

Actions:
- ► **27.1:** Conduct thorough reviews of children in OOT Specialized Services.

- ► **32.3:** Connect with Client Liaison Officers to gather insights for OOT care.

Progress:
- Cultural relevance reviews have begun through collaboration with Client Liaison Officers who are engaging with youth and families in care out of territory.

- The information gathered by CLO engagement is integrated into case reviews and transition planning.

- Reviews of OOT placements are culturally informed, with priorities identified for enhancing culturally safe practices and support services

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.

Strategic Priorities Advancement

Priority 3: Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services
Priority 5: Enhancing Case Management Quality, Efficiency and Collaboration

Linking Actions to Outcome 7

A total of six actions **support Outcome 7,** aligned with **three key indicators** across the core areas of **program enrollment, program satisfaction,** and **risk reduction through early intervention.** These actions are aimed at enhancing access to culturally grounded prevention programming, promoting cross-departmental coordination, and strengthening public awareness of available support.

A structured and measurable approach is now guiding progress in prevention and early intervention services. With expanded funding for community wellness initiatives, improved interagency coordination, and the establishment of the Client Relations Office to track inquiries and satisfaction, the system is becoming more responsive to the needs of families. These developments support earlier identification of risks and more effective, community-based responses grounded in Inuit societal values and priorities.

Measures of key indicators

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

1. Prevention Program Tracking System:
- o **Purpose:** Monitors participation, service availability, and program effectiveness across Nunavut.
- o **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:
- o **Purpose:** Tracks and analyzes crisis intervention rates in the Matrix Case Management system to evaluate the success of prevention programs in reducing emergencies.
- o **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:
- o **Purpose:** Tracks the reach and engagement of outreach efforts aimed at promoting prevention programs.
- o **Functionality:**
  - Monitors the number of families contacted and engaged through community outreach campaigns.
  - Tracks feedback from families on program accessibility and relevance.

Progress From the Current Reporting Period

1- Enrollment in prevention programs

Indicator: Increase in the number of families accessing early intervention and prevention services

Actions:
- ► **5.1**: Work with departments to revise agreements and enable structured interagency meetings
- ► **14.3**: Expand funding for wellness programs with traditional practices

Progress:
- The Quality Assurance and Service Planning teams are actively reviewing prevention programming and family enhancement initiatives to inform broader implementation strategies.

- Community-based wellness program pilots have been launched, incorporating youth engagement strategies and culturally grounded approaches.
- Strengthened interdepartmental collaboration and service planning are enabling earlier identification of prevention needs and more coordinated responses across sectors.
- Community Social Services Workers (CSSWs) use Voluntary Support Agreements (VSA), Support Services Agreements (SSA), and Extended Support Agreements (ESA) as key prevention tools under the Child and Family Services Act. These agreements are designed to provide support before protective intervention becomes necessary.
- We are now able to extract data directly from the Matrix Case Management System, allowing for improved tracking, analysis, and reporting on the use of prevention agreements across regions. This supports data-driven decision-making and enhances our ability to respond to emerging needs.
  - Prevention Agreements by Region:
    - Kitikmeot Total: 12
    - Kivalliq Total: 10
    - North Qikiqtaaluk Total: 10
    - South Qikiqtaaluk Total: 47
    - Territorial Total: 79 prevention agreements across Nunavut.
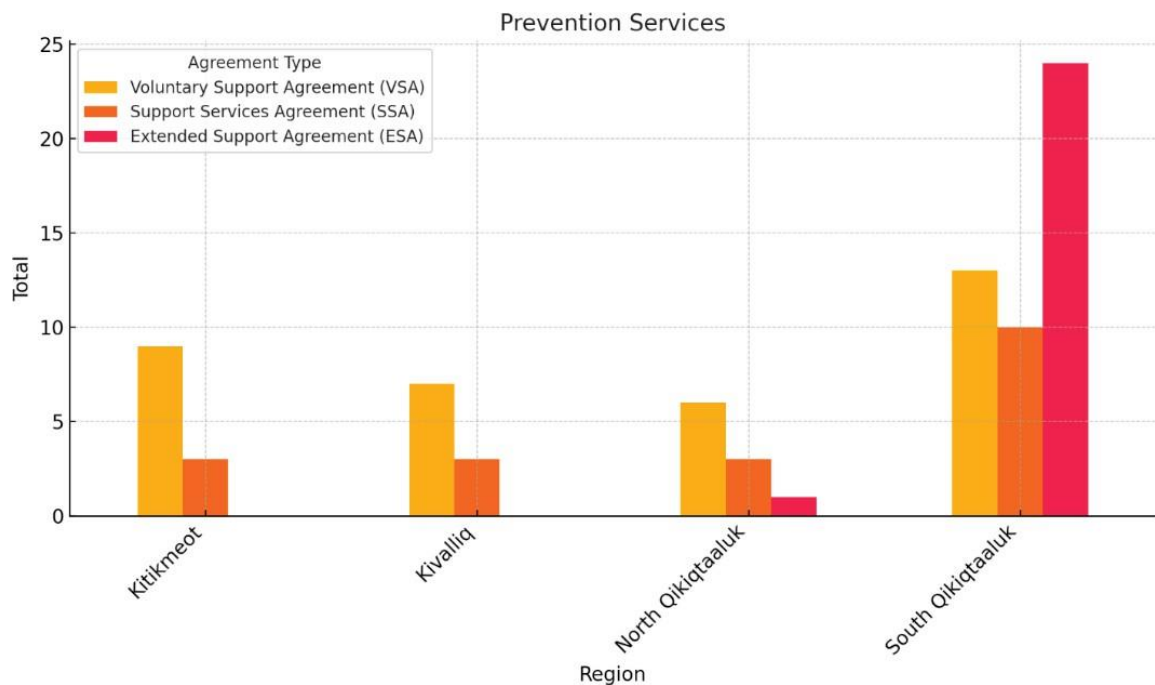
2- Program satisfaction rates

Indicator: Results of family satisfaction from annual family satisfaction surveys on prevention and early intervention programs

Actions:
- ► **16.2**: Explore resources for a whole-of-government approach to well-being

- ► **16.3**: Promote awareness of funding opportunities and prevention-focused mechanisms

Progress:
- Progress has been made to establish channels to receive feedback from clients and the community. This feedback is essential to better understand their experiences, identify issues, and improve the quality and responsiveness of our services.
- The Client Relations Office has been established to manage inquiries and complaints, enhancing access to prevention-related support and enabling more systematic tracking of public feedback.
- A formal process for tracking inquiries was implemented to measure community engagement with available services.
  - o **March–May 2025 Findings:**
    - ✓ Most common reason for inquiry: "Seeking Support," indicating increased public awareness and interest in prevention services.
    - ✓ Average response time: 1.17 days
    - ✓ Most inquiries were resolved promptly, demonstrating timely follow-up and resolution.

3- Reduction in risk factors

Indicator: Percentage decrease in identified risk factors for child welfare involvement due to early intervention

Actions:
- ► **14.3**: Expand funding for wellness programs with traditional practices

- ► **16.3**: Promote awareness of funding opportunities and prevention-focused mechanisms

Progress:
- Progress has been made in the early identification of risk through the implementation of the Quality Assurance Framework, development of tracking tools, and review processes for critical incidents, deaths, and serious occurrences, enabling earlier identification of systemic risk factors.
- Increased use of the Matrix system is supporting consistent documentation, faster response times, and proactive prevention planning, with 49 critical incidents recorded between April 1 and May 31, 2025, using the updated system.

○ **Incident Breakdown by Risk Level**:
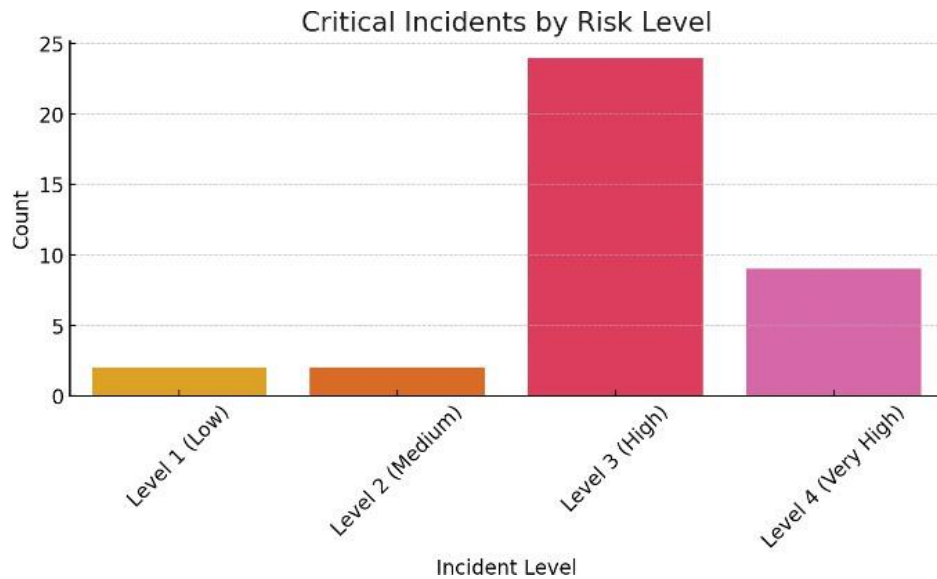
○ **Top Incident Types**:
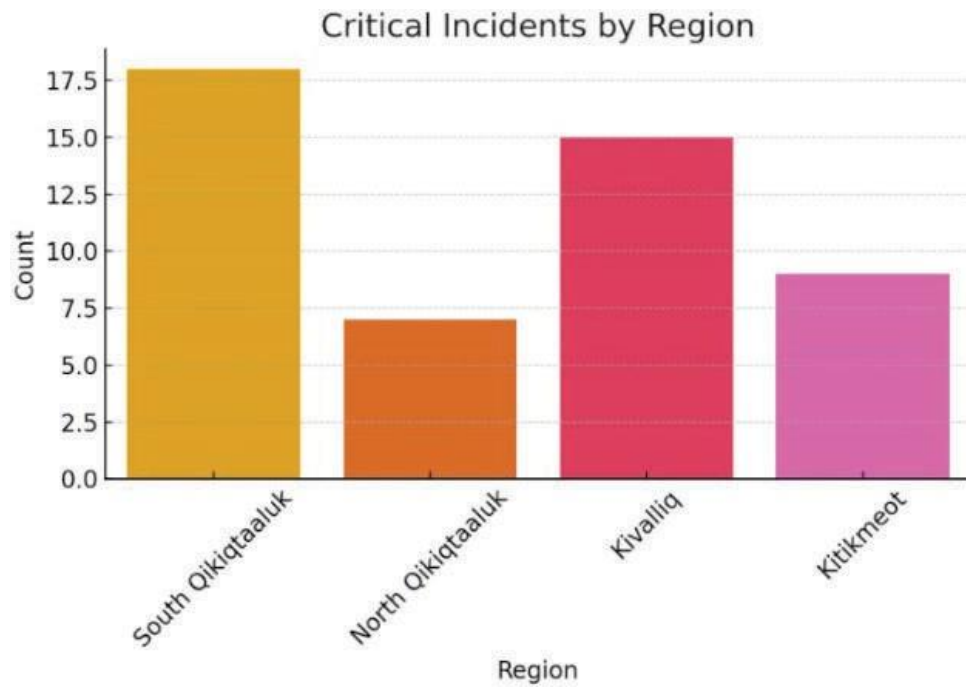
Outcome 8: Children and youth have increased access to safe, stable, and ongoing care and support within their communities.

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.

Strategic Priorities Advancement

- **Priority 2:** Enhancing and Optimizing Adoption, Foster Care, and Kinship Services
- **Priority 3:** Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services

Linking Actions to Outcome 8

A total of **six actions** support Outcome 8, aligned with **three key indicators** in the areas of **care stability, in-community placements, and community care network growth**. These actions are focused on increasing the availability of culturally relevant services, improving placement stability and permanency, and strengthening Inuit-led community-based care.

New resources for permanency planning, investment in in-territory care facilities, and the expansion of Inuit family support programming all of which contribute to earlier risk identification, reduced system involvement, and increased stability for children, youth, and families.

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.

- o **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:**
   - o **Purpose:** Tracks caregiver recruitment, training, and ongoing support to ensure high retention rates and caregiver satisfaction.
   - o **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:**
   - o **Purpose:** Monitors the percentage of children placed within their home communities, tracking trends over time.
   - o **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 From the Current Reporting Period

1- Care Stability Rate

Indicator: Percentage of children remaining in their initial placement for 12 months or longer

Actions:
- ► **8.2:** Expand capacity within the adoptions team to enhance permanency planning
- ► **9.1:** Recruit custom adoption commissioners to streamline the adoption process

Progress:
- • Strengthened permanency planning contributes to care stability by reducing placement disruptions and supporting earlier identification of long-term placement when needed – this includes adoption and kinship care.
- • Additional resources contracted; unfunded CSAs secured. Seeking funding for new positions.

- • Reviewing adoption team standards and manual with a target to hire a Director of Adoptions in Y3.

- As part of our progress, we now have the ability to extract and analyze data directly from the Matrix case management system. This capacity allows for better monitoring of care trajectories and strengthens our ability to track placement stability and outcomes over time.

- The graph below demonstrates regional differences in the use of protection services, including Plan of Care Agreements, Temporary Custody Orders, and Permanent Custody Orders. **The territorial total** for each protection service type based on the graph: **Plan of Care Agreement: 105**; **Temporary Custody Order: 73 Permanent Custody Order: 134**
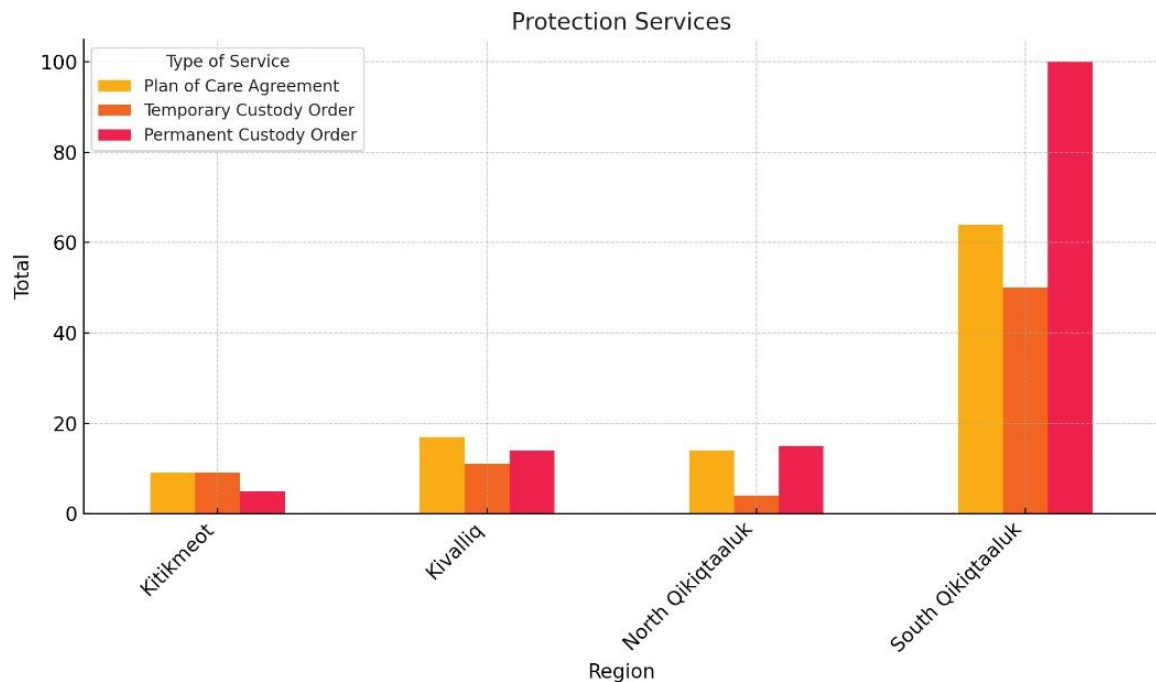
2- In-Community Care Placements

Indicator: Percentage of children placed within their home communities

Actions:
► **10.1:** Explore opportunities to increase funding for not-for-profits to construct group homes and facilities within the territory.

► **1.2**: Develop and implement a community-based collaborative child welfare service delivery model.

Progress:

- Funding has been secured for two in-territory facilities, marking a key step toward increasing local placement capacity. Engagement is ongoing with Inuit organizations to explore addi-tional opportunities and expand access to emergency placements.

- The Early Intervention Framework is in development, with efforts focused on aligning its language and approach with the updated standards to ensure consistency and implementation readiness.

3- Community Care Network Growth

Indicator: Number of new care providers recruited within Inuit communities

Actions:
- ► 14.2. Continue to deliver and develop family support and parenting programs tailored to Inuit
- ► 16.1. Develop a communication plan aligned with Inuit societal values

Progress:
- Ongoing delivery of Cultural Competency training reflects continued commitment to building culturally responsive practices.
- Inuit-led research partnerships have been successfully established to support community-driven evaluation and inform service development.
- The Family Resource Manual has been completed, providing a foundational tool for culturally appropriate family supports.
- A service contract with Inuuqatigiit is in place, with two dedicated staff now supporting Inuit children placed in Ottawa, strengthening culturally anchored care outside the territory.

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

Objective

Kinship care, which places children with relatives or extended family members, is a vital component of culturally aligned child welfare practice 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.

Strategic Priorities Advancement

Priority 2: Enhancing and Optimizing Adoption, Foster Care, and Kinship Services
Priority 3: Enhancing Culturally Relevant and Community-Centered Family Wellness Programs and Services

Linking Actions to Outcome 9

A total of **five actions** support **Outcome 9**, aligned with three key indicators across the areas of **caregiver program participation**, **kinship placement stability**, and **training completion**.
These actions are designed to strengthen support for kinship and foster caregivers, reduce placement disruptions, and ensure that caregivers receive culturally grounded, Nunavut-specific training.

Increased financial support for caregivers, the introduction of a dedicated role to assess caregiver needs, and culturally relevant training development are making the system more responsive to families. These efforts are reinforcing stability for children and supporting sustained, family-based care within communities.

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:**

- o **Purpose:** Tracks financial assistance, training participation, and ongoing support provided to kinship caregivers.
- o **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:**
  - o **Purpose:** Gathers feedback from kinship caregivers on the effectiveness of supports and resources provided.
  - o **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:**
  - o **Purpose:** Monitors the stability and outcomes of kinship care placements.
  - o **Functionality:**
    - Tracks placement duration and child well-being metrics.
    - Flags placements requiring additional support or intervention.

Progress From the Current Reporting Period

1. Caregiver Support Program Participation

Indicator: Percentage of kinship caregivers enrolled in support programs annually

Actions:
- ► **9.2.** Improve recruitment of foster parents and target extended family placements
- ► **9.3.** Provide enhanced training and financial support to Nunavut foster caregivers and extended family members

Progress:
- As part of its broader mandate, the Client Relations Office plays a key role in identifying service gaps and assessing the specific needs of kinship and foster caregivers.
- Financial support levels for kinship and foster caregivers have been increased to help cover caregiving costs and improve placement stability.

2. Kinship Placement Stability

Indicator: Rate of placement disruptions in kinship care arrangements

Actions:
- ► **13.2.** Foster parents surveys to understand their challenges and needs

► **12.1.** Review and propose increased visitation and communication with parents and foster parents

Progress:
- Surveys aimed at gaining a deeper understanding of the experiences and needs of foster parents have been identified as a priority, though implementation has not yet commenced.
- The Nomadis system—a cloud-based travel and logistics management platform—has been approved for development. This tool will enhance the coordination of family visitation travel, with program design currently underway.
- Capacity-building efforts are ongoing, with continued work to ensure alignment with the updated Reunification Standard.

3. Training Completion Rates

Indicator: Percentage of kinship caregivers completing required training modules

Action:
► **11.1.** Require Nunavut-specific training for out-of-territory caregivers, including cultural competency and ISV

Progress:
- Development of Nunavut-specific caregiver training is currently underway in partnership with Inuit Elders and knowledge keepers to ensure cultural relevance and alignment with Inuit societal values.

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

A strong and responsive child and family services system depends on the capacity and readiness of those delivering services. In Nunavut's unique geographic and cultural context, frontline work requires specialized support to ensure services are effective and culturally grounded. This outcome focuses on ensuring that staff have access to the necessary resources, training, and support systems to meet the needs of children, youth, and families across the territory.

Strategic Priorities Advancement

Priority 1: Strengthening Organizational Efficiency
Priority 7: Strengthening Recruitment, Retention, and Workforce Development

Linking Actions to Outcome 10

A total of **seven actions** support **Outcome 10**, aligned with **three key indicators** across areas of **staff satisfaction**, **staffing levels**, and **workforce retention**. These actions are focused on improving working conditions, supporting employee well-being, and ensuring that staffing levels meet the needs of Nunavut's diverse communities.

Regional role realignment and workload balancing have been informed by an HR environmental scan. Staff well-being is being supported through targeted engagement efforts, including surveys, counselling services, and confidential feedback channels. Recruitment and retention are also being addressed through focused analysis and housing access strategies developed in collaboration with GN housing and HR teams.

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:**
    - o **Purpose:** Provides staff with easy access to mental health and wellness resources.
    - o **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:**
    - o **Purpose:** Monitors staff participation in training programs and professional development opportunities.
    - o **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:**
    - o **Purpose:** Tracks staff turnover rates and identifies trends impacting retention.
    - o **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 From the Current Reporting Period

1- Staff satisfaction surveys

Indicator: Percentage of staff reporting satisfaction with workplace resources and support.

Actions:

- ► **20.1:** Conduct staff engagement sessions and develop feedback surveys
- ► **33.1:** Conduct an operational review for CSSW recruitment
- ► **36.3:** Launch a counselling service for DFS staff
- ► **37.2:** Establish confidential staff feedback channels

Progress:

- • Workforce planning activities have been underway to identify key operational challenges and prioritize targeted improvements in CSSW recruitment and retention strategies.
- • In Q3, staff engagement sessions and confidential feedback mechanisms were piloted to gather input on workload pressures, job satisfaction, and overall workplace well-being.
- • A comprehensive staff survey tool has been finalized and will be implemented to monitor trends in staff satisfaction, mental health, and engagement over time, supporting a data-in-formed approach to workforce planning.

- Counselling services and structured debriefing supports have been established and are now available to staff, providing timely access to wellness resources and reinforcing a supportive work environment.
- Situational awareness and De-escalation training took place in Iqaluit in May 2025 as a pilot, front line supervisors and managers participated in this training that focused on developing skills surrounding awareness of environment, how to de-escalate clients and ensure personal safety. Due to the success of this pilot and feedback received from the front-line leadership, this training will be made mandatory for all staff.

2- Staffing levels

Indicator: Ratio of caseworkers to children and youth served, with targets for remote communities.

Action:

► **2.1.** Conduct an HR-focused environmental scan of all regional offices

Progress:

- The environmental scan was completed in May 2025 with findings directly informing regional role realignment and workload balancing to enhance frontline service delivery, particularly in remote communities.
- Ongoing review and refinement of staffing structure is underway to ensure the system remains responsive to emerging needs, supports equitable workload distribution, and strengthens service delivery across all regions, including remote and underserved community.

3- Workforce retention rates

Indicator: Annual turnover rate of staff in Nunavut communities

Actions:

► **2.1:** Conduct an HR-focused environmental scan of all regional offices

► **36.1**. Collaborate with Nunavut Housing Corporation and Human Resources for efficient housing allocation.

Progress:

- A comprehensive organizational scan and caseload analysis was completed to support broader restructuring efforts. The scan's findings informed workforce planning and regional workload adjustments the promotion of staff retention.
- Housing access strategies advanced through expanded Memoranda of Understanding (MOUs) for transient units. Requests are in progress to allow their use for staff accommodation in targeted communities beginning in year 3.

Next Steps: Toward a Performance and Outcomes Reporting Approach

As the Department of Family Services continues to advance the Family Wellness Ilagiitsiarniq Strategic Action Plan, the next phase of work may focus on further refinements to our reporting processes. The Department recognizes the importance of a Strategic Action Plan that documents targets, baselines, clear accountabilities and specific timelines.

Moving forward, the Department will demonstrate how that work contributes directly to the achievement of the broader outcomes set out in the Strategic Plan. The Department continues to assess options for renewal of the Strategic Plan with a view to advancing family wellness priorities in the coming government.

Work is already underway with attention to timelines, data sources, and staff responsibilities. As we move forward, we will develop additional key performance indicators for new actions as they are initiated, building on the KPIs already established for all actions included in this progress report to strengthen accountability, measure impact, and ensure continuous improvement. The goal is to ensure that every report not only shows what is being done but why it matters and how it brings us closer to a responsive, culturally grounded, and accountable child and family services system in Nunavut.