

**The Children's Aid Society of Haldimand and Norfolk  
Service Plan – 2015 - 18**



Strategic Priority	Goals	Accomplishments 2015-16	Key Activities 2017-18
<b>Service Delivery System</b>	Develop Guiding Principles for Service	<ul style="list-style-type: none"> <li>• Guiding principles drafted and reviewed with supervisors. Will be reviewed with other internal stakeholders for input/feedback prior to finalization.</li> </ul>	<ul style="list-style-type: none"> <li>• Directors of Service to finalize guiding principles and facilitate process that includes all levels of the organization.</li> </ul>
	Strengthen and Enhance Family Based Care Resources Available	<ul style="list-style-type: none"> <li>• Two part-time foster parent recruiter positions filled. An increase in foster applications are noted but further research to be completed to determine full outcome of the contracts.</li> <li>• Foster parent survey results are being finalized to contribute to learning and future planning for recruitment and retention.</li> <li>• One additional Family Finding position was created.</li> </ul>	<ul style="list-style-type: none"> <li>• Review all policies and procedures in consideration of the Family Based Care Perspective.</li> <li>• Enhance youth involvement in Parenting Resources Information Development Education (PRIDE), Ontario Looking After Children (OnLAC), Recruitment and Youth Advisory Committee.</li> <li>• Further development of the family finding program with the addition of the second position – including integrating guiding principles.</li> <li>• Review outcomes of foster parent recruitment work to assess impact of positions.</li> </ul>
	Strengthen Clinical Approaches	<ul style="list-style-type: none"> <li>• Signs of Safety (SOS) child welfare practice framework implementation continues in accordance with revised goals for 2016/2017, to enhance child safety.</li> <li>• Ongoing participation in the Provincial SOS Leadership group and SOS provincial project.</li> <li>• 3-5-7 Model is a strengths-based approach that empowers young people and families to engage in the work of grieving loss and re-building relationships towards the goals of well-being, safety, and permanency. A review and next steps delayed until further assessment of CPIN (Child Protection Information Network) impact.</li> <li>• Alternate Dispute Resolution (ADR) is the use of methods such as mediation and arbitration to resolve a dispute instead of litigation. A database was implemented to allow Society to track outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue with Signs of Safety (SOS) child welfare practice framework implementation plan to enhance child safety.</li> <li>• Review of 3-5-7 Model implementation and consideration of further steps to enhance transfer of learning of the tenants of the Model.</li> </ul>

<b>Strategic Priority</b>	<b>Goals</b>	<b>Accomplishments 2015-16</b>	<b>Key Activities 2017-18</b>
<b>Service Delivery System – continued</b>	Review of Service Delivery Model	<ul style="list-style-type: none"> <li>• No activity planned for 2015-16 due to planning and implementation of CPIN (Child Protection Information Network).</li> <li>• Continuing assessment of impact of CPIN deployment to determine capacity to move forward with review of service delivery model.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a process for review and assessment of the service model related to Intake and Ongoing services.</li> <li>• Identify opportunities and make recommendations to enhance service delivery within the context of expected financial reductions.</li> </ul>
	Community Development and Service Collaboration	<ul style="list-style-type: none"> <li>• Directors of Service continue to represent the Society at Community Mobilization in Norfolk. Haldimand recently joined the table and now matters from both Haldimand and Norfolk Counties will be presented.</li> <li>• Joint committee with REACH re: service provision to high conflict family situations is in development.</li> <li>• Joint Violence Against Women (VAW) training with Women’s Services was completed in 2016.</li> <li>• Breastfeeding Project and Supportive Mothering Groups are ongoing.</li> <li>• Continue to provide orientation to newly hired managers of the emerging Six Nations child protection service.</li> <li>• Ongoing participation in the development of Preparing for Critical Practice in Child Welfare – joint venture with McMaster University and five other regional CASs.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff at all levels of the organization to participate in community activities, development, projects, protocols, committees etc.</li> <li>• Promote participation in all educational opportunities.</li> </ul>
<b>Finance &amp; Property</b>	Optimize financial health and future sustainability	<ul style="list-style-type: none"> <li>• 2015-16 budget was approved. Actual results were within -0.90% of budget and within 0.30% of the third quarter forecast.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop multi year financial plans, optimizing resources available.</li> <li>• Ensure public accountability to the Board of Directors and the Ministry.</li> <li>• Maintain financial sustainability, while addressing ongoing funding cuts.</li> <li>• Monitor and evaluate results of Provincial Shared Services initiatives.</li> </ul>

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<b>Finance &amp; Property - continued</b>	Registered Disability Savings Plan (RDSP)	<ul style="list-style-type: none"> <li>No activity planned for 2015-16.</li> </ul>	<ul style="list-style-type: none"> <li>Identify children in care that qualify for a Registered Disability Savings Plan (RDSP).</li> <li>Open RDSP's and determine ongoing processes and communication for workers.</li> </ul>
<b>Human Resources</b>	Succession Planning and Leadership Development	<ul style="list-style-type: none"> <li>The succession planning policy was completed in draft form, for review and approval. Using this new process, four staff were selected for the leadership opportunity of fulfilling the role of Child Protection Information Network (CPIN) trainer.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing implementation of Succession Planning Process.</li> <li>The Directors of Service will complete a Leadership Development Plan as part of their Performance Review Process in 2017.</li> <li>Leaders will develop a succession plan with staff that have submitted Succession Planning Employee Questionnaires.</li> </ul>
	Worker Safety Project	<ul style="list-style-type: none"> <li>Work is ongoing at the Provincial level.</li> <li>Phase II of this project will focus on five major elements with recommendations addressed by:               <ol style="list-style-type: none"> <li>A Ministry funded proposal;</li> <li>The HR Managers Network;</li> <li>OACAS Education Services is revising the Child Welfare Professional curriculum, working with the Worker Safety Subcommittee;</li> <li>The Labour Relations Committee; and</li> <li>The Worker Safety Subcommittee.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Continue to communicate updates to the Senior Management team and staff regarding the progress of the Provincial Labour Relations Committee (LRC) and the Worker Safety Subcommittee.</li> <li>In Phase II of the project these committees will be addressing in part or in whole the 33 recommendations (of the original 46 recommendations) that have been flagged as critical or high priority. Ongoing review and implementation of recommendations of the LRC and Worker Safety Subcommittee</li> </ul>
	Occupational Health & Safety Act	<ul style="list-style-type: none"> <li>Bill 132 is an Act which amended various statutes in Ontario with respect to sexual violence, sexual harassment, domestic violence and related matters.</li> <li>The Society's Workplace Harassment and Bullying in the Workplace Policy, and the Workplace Violence Prevention Policy were reviewed to ensure compliance with the new provisions/language required under Bill 132. Revisions to be completed by Sept. 8, 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring of relevant legislation to ensure ongoing compliance.</li> <li>Provide Workplace Harassment and Violence in the Workplace training to all staff..</li> </ul>

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<b>Human Resources – continued</b>	Accessibility for Ontarians with Disabilities Act (AODA) Compliance	<ul style="list-style-type: none"> <li>January 2016 deadline dates were met from the Society’s Multi-Year Service Plan.</li> </ul>	<ul style="list-style-type: none"> <li>A multi-year accessibility plan has been developed to monitor compliance with requirements.</li> <li>Continue to update all stakeholders on AODA Compliance requirements.</li> </ul>
	Professional Regulation in Child Welfare	<ul style="list-style-type: none"> <li>The Ontario Association of Children’s Aid Societies (OACAS) will be developing a workplan to address this issue.</li> </ul>	<ul style="list-style-type: none"> <li>Review of final Ontario Association of Children’s Aid Societies (OACAS) report, “Towards Regulation: Child Protection and Professional Regulation in the Province of Ontario”.</li> <li>Discuss opportunities to enhance or increase the qualifications of our child protection staff.</li> </ul>
	Worker Authorization	<ul style="list-style-type: none"> <li>An Authorization Process has been developed for new Child Protection Worker’s (CPWs) in Ontario, and will become effective in 2017. The Authorization Process for new CPWs has four components and is expected to take from four to six months to complete: <ul style="list-style-type: none"> <li>Orientation &amp; On-boarding</li> <li>CWP (Child Welfare Pathway) Training (8 modules)</li> <li>ACE (Authorization Candidacy Exam)</li> <li>Continuing education/training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In collaboration with Grand River Zone Agencies, develop recommendations and an action plan to facilitate successful implementation of the new Authorization Process in 2017.</li> <li>The Society has been scheduled to adopt the new Authorization Process in Phase II of the implementation (June – October 2017).</li> </ul>
<b>Information Technology &amp; Management</b>	CPIN (Child Protection Information Network) Planning	<ul style="list-style-type: none"> <li>Child Protection Information Network (CPIN) deployment has commenced and a lead team is developing the project plan. Trainers have been selected.</li> <li>Have meet with our legacy vendor about data migration and determined what records need to be adjusted prior to data migration.</li> <li>Data clean up will be ongoing.</li> <li>Continue to review our current systems and determine process for conversion to CPIN.</li> </ul>	<ul style="list-style-type: none"> <li>Begin process of addressing gaps between CPIN functionality and agency systems, and the change management that will need to occur as a result.</li> </ul>

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<b>Information Technology &amp; Management - continued</b>	Electronic Records Project	<ul style="list-style-type: none"> <li>All departments, with the exception of adoption homes and family finding, are now fully electronic.</li> <li>Planning for migration of all electronic documents to CPIN (Child Protection Information Network).</li> </ul>	<ul style="list-style-type: none"> <li>Continue moving all business processes toward fully electronic case files across all service departments.</li> </ul>
	“Next Generation” Intranet and Knowledgebase	<ul style="list-style-type: none"> <li>Setup of new Sharepoint intranet hosted in Office 365 has begun. Discussions regarding setup of knowledgebase underway.</li> </ul>	<ul style="list-style-type: none"> <li>Implement iSupport help desk software to capture work being performed by the Information Technology (IT) Department on a daily basis.</li> <li>Begin practice of creating knowledgebase documents and videos for common issues, and logging of them in an easy to browse/search repository.</li> </ul>
	Increase use of Mobile Technology	<ul style="list-style-type: none"> <li>Data enabled agency phones available for all front line staff as of November 1, 2015 (not mandatory).</li> </ul>	<ul style="list-style-type: none"> <li>Making all major agency systems accessible from mobile devices in the field, including Eforms, Staff Homepage, Laserfiche, phone system, etc.</li> </ul>
<b>Public Relations</b>	Public Relations, Fundraising Strategy for Little Dreams, Big Dreams	<ul style="list-style-type: none"> <li>New resource materials developed.</li> <li>Fund Development position not filled at this time, moving forward with social media presence and new website.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate Fundraising Development Coordinator position and organizational capacity.</li> <li>Develop and implement an annual fundraising campaign.</li> </ul>
	Community Engagement and Communication Planning	<ul style="list-style-type: none"> <li>Executive Director continues to chair and participate in Child &amp; Youth Planning Network.</li> <li>Executive Director meets regularly with Executive Directors of local Health &amp; Social Services agencies.</li> <li>Executive Director met with local community partners, municipal and provincial government representatives to liaise and advocate on behalf of the Society.</li> </ul>	<ul style="list-style-type: none"> <li>Continued participation in the Child &amp; Youth Planning Network.</li> <li>Executive Director meetings with community partners and members of parliament.</li> <li>Attendance at local fairs and events.</li> <li>Regular advertisement in local media, develop annual calendar of key messages.</li> </ul>

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<b>Continuous Quality Improvement</b>	Performance Indicators (PI) Project	<ul style="list-style-type: none"> <li>Performance Indicator (PI) data was re-validated for PI's 4, 5, 9, 10 and 15 and audits were completed to understand the outcomes.</li> <li>PIs were updated, validated and reported to the Board, the Ministry of Children &amp; Youth Services (MCYS), the Ontario Association of Children's Aid Societies (OACAS) and to staff.</li> </ul>	<ul style="list-style-type: none"> <li>Create an analysis framework for provincial performance indicators.</li> <li>Validate agency data for all 26 PIs for public reporting.</li> <li>Develop communication plan to inform key stakeholders, board and staff.</li> </ul>
	Establish Organizational Performance Indicators	<ul style="list-style-type: none"> <li>Internal performance indicators to be identified and confirmed to support the strategic plan.</li> <li>Outcome of analysis of provincial indicators will inform the strategic plan and service priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and prioritize key areas of service for review and begin to extract data for review and analysis.</li> </ul>
	Develop Training Plan	<ul style="list-style-type: none"> <li>Staff training needs reviewed in performance appraisals and training priorities identified.</li> <li>Training activities and budget reviewed and updated.</li> <li>Staff identified as regional and provincial trainers.</li> <li>PART (Practice &amp; Research Together) site established on staff homepage for access to training materials.</li> <li>Online training has been made available by OACAS for the revised Child Protection Standards and the Eligibility Spectrum, to be completed by June 11, 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Identify training priorities and requirements for each department which support the strategic plan.</li> <li>Continue to champion PART (Practice &amp; Research Together) as a valuable resource to support evidence informed practice.</li> <li>Child protection audits will support revised practices.</li> <li>Continue to provide CPIN (Child Protection Information Network) training for all staff.</li> </ul>
	Develop Quality Improvement Plan (QIP)	<ul style="list-style-type: none"> <li>The Society resubmitted the Quality Improvement Plan (QIP) to the Ministry (MCYS) for April 6, 2016, which was approved. A quarterly report is due May 13, 2016.</li> </ul>	<ul style="list-style-type: none"> <li>The Society will submit a Quality Improvement Plan (QIP) to support findings in the Auditor General's audit on a quarterly basis until further notice from the Ministry (MCYS).</li> </ul>
<b>Board of Directors</b>	Board Evaluation	<ul style="list-style-type: none"> <li>Board meeting monitoring form implemented in March 2015, for completion in March and November each year.</li> </ul>	<ul style="list-style-type: none"> <li>Board members to complete Governance Needs Assessment annually.</li> </ul>
	Board Work Plan	<ul style="list-style-type: none"> <li>Board Workplan to be reviewed and updated as required annually.</li> </ul>	<ul style="list-style-type: none"> <li>Staff assist the Board in organizing a time to review results of the Governance Needs Assessment and develop a Board Work Plan annually.</li> </ul>