

**The Children's Aid Society of Haldimand and Norfolk
Service Plan 2015-18 and 2018-2021**



Strategic Priority	Goals	Accomplishments 2016-2017	Key Activities 2018-19
Service Delivery System	Develop Guiding Principles for Service	<ul style="list-style-type: none"> Guiding principles drafted and reviewed with supervisors. Will be reviewed with other internal stakeholders for input/feedback prior to finalization. 	<ul style="list-style-type: none"> Directors of Service to finalize guiding principles and facilitate process that includes all levels of the organization.
	Strengthen and Enhance Family Based Care Resources Available	<ul style="list-style-type: none"> Two part-time foster parent recruiter positions filled. An increase in foster applications noted but further research to be completed to determine full outcome of contracts. Foster parent survey results are being finalized to contribute to learning and future planning for recruitment and retention. One additional Family Finding position was created. Wendy's Wonderful Kids Recruiter hired (shared position with Brant and Niagara as well). Recruitment activities have begun to find permanent plans for identified children. 	<ul style="list-style-type: none"> Review all policies and procedures in consideration of practice and policy changes, as well as Inquest outcomes and Ministry directives. Enhance youth involvement in Parenting Resources Information Development Education (PRIDE), Ontario Looking After Children (OnLAC), Recruitment and Youth Advisory Committee. Further development of the family finding program including family conferencing. Review outcomes of resources recruitment with a view to determine further direction for recruitment.
	Strengthen Clinical Approaches	<ul style="list-style-type: none"> Signs of Safety (SOS) child welfare practice framework implementation continues in accordance with revised goals for 2017-18, to enhance child safety. Agency-wide SOS training to be held in October to introduce new staff to the practice model and increase skill development for experienced staff. Ongoing participation in the Provincial SOS Leadership group and SOS provincial project. 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. 	<ul style="list-style-type: none"> Continue with Signs of Safety (SOS) child welfare practice framework implementation plan to enhance child safety. Review of 3-5-7 Model implementation and consideration of further steps to enhance transfer of learning of the tenants of the Model. Explore ways to integrate practice models from the different service areas: SOS, 357 and Family Finding Review of Alternate Dispute Resolution (ADR) processes and usage to develop a database that tracks outcomes. Integration of the New Worker Authorization program.

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Service Delivery System – continued	Strengthen Clinical Approaches – continued	<ul style="list-style-type: none"> • Alternate Dispute Resolution (ADR) is the use of methods such as mediation and arbitration to resolve a dispute instead of litigation. • The agency continues to host the ADR facilitators at the Society every month to answer any questions about ADR options and support increased ADR uptake. 	
	Review of Service Delivery Model	<ul style="list-style-type: none"> • No activity planned for 2016-17 due to planning and implementation of CPIN (Child Protection Information Network) and outcomes of the Jeffrey Baldwin Inquest. • Continuing assessment of the impact of CPIN deployment to determine capacity to move forward with review of service delivery model. 	<ul style="list-style-type: none"> • Develop a process for review and assessment of the service model related to Intake and Ongoing services. • Identify opportunities and make recommendations to enhance service delivery within the context of expected financial reductions. • Review service model with the new legislation, raising the age of protection to the age of 18. • Training and implementation of the new legislation: Child, Youth and Family Services Act.
	Community Development and Service Collaboration	<ul style="list-style-type: none"> • 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. • Joint committee with REACH re: service provision to high conflict family situations is in development. • Joint Violence Against Women (VAW) training with Women’s Services was completed in 2016. • Breastfeeding Project and Supportive Mothering Groups are ongoing. • Continue to provide orientation to newly hired managers of the emerging Six Nations child protection service. • Ongoing participation in the development of Preparing for Critical Practice in Child Welfare – joint venture with McMaster University and five other regional CASs. • Currently we have three students completing field placements at the Society – one from McMaster University and two from Laurier University. • Protocol development underway with Mississaugas of the New Credit First Nation. 	<ul style="list-style-type: none"> • Staff at all levels of the organization to participate in community activities, development, projects, protocols, committees etc. • Promote participation in all educational opportunities. • Society staff involved in new community task force related to the Opioid crisis. Community meetings underway beginning Fall 2017.

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Finance & Property	Optimize financial health and future sustainability	<ul style="list-style-type: none"> 2016-17 budget was approved. Actual results were within 3.29% of budget and within 1.82% of the third quarter forecast. 	<ul style="list-style-type: none"> Continue to develop multi year financial plans, optimizing resources available. Ensure public accountability to the Board of Directors and the Ministry. Maintain financial sustainability, while addressing ongoing funding cuts. Implement, monitor and evaluate results of Provincial Shared Services initiatives.
	Registered Disability Savings Plan (RDSP)	<ul style="list-style-type: none"> No activity planned for 2016-17 due to CPIN implementation. 	<ul style="list-style-type: none"> Identify children in care that qualify for a Registered Disability Savings Plan (RDSP). Open RDSP's and determine ongoing processes and communication for workers.
Human Resources	Succession Planning and Leadership Development	<ul style="list-style-type: none"> The Agency's Succession Planning policy was finalized and posted in July 2016. 	<ul style="list-style-type: none"> Ongoing implementation of Succession Planning Process. The Directors of Service will complete a Leadership Development Plan as part of their Performance Review Process. Leaders will develop a succession plan with staff that have submitted Succession Planning Employee Questionnaires. Review Leadership Core Competencies identified by OACAS Working Group. Develop training plans for leaders, incorporating courses being made available through the OACAS partnership with the Schulich Executive Education Centre (York University).
	Worker Safety Project	<ul style="list-style-type: none"> A "Safety for All" statement was posted as recommended by the provincial Labour Relations Committee. Recent recommendations from the Labour Relations Committee are under review by the Society. 	<ul style="list-style-type: none"> Continue to communicate updates to the Senior Management team, Joint Health & Safety Committee and staff regarding the progress of the Provincial Labour Relations Committee (LRC) and the Worker Safety Subcommittee. Ongoing review and implementation of recommendations of the LRC and Worker Safety Subcommittee, as appropriate.

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Human Resources – continued	Occupational Health & Safety Act	<ul style="list-style-type: none"> • The Society’s Workplace Harassment and Bullying in the Workplace Policy, and the Workplace Violence Prevention Policy were reviewed and revised to ensure compliance with changes to the Occupational Health & Safety Act under Bill 132. • On-line Harassment and Violence in the Workplace training was made available to all staff, for completion by the end of December 2017. • Health & Safety “compliance” training was transitioned to online training using “HR Downloads”, to make it more flexible and user-friendly for staff to complete. • On-line WHMIS (2015) – Globally Harmonized System (GHS) training was made available to all staff, for completion by the end of December 2017. 	<ul style="list-style-type: none"> • Ongoing monitoring of relevant legislation to ensure ongoing compliance. • Provide ongoing training to all staff.
	Accessibility for Ontarians with Disabilities Act (AODA) Compliance	<ul style="list-style-type: none"> • The Society website was updated in the fall of 2016 and is AODA compliant at level AA, that is required by 2021. • The Society is currently AODA compliant, with no outstanding issues to address at this time. 	<ul style="list-style-type: none"> • A multi-year accessibility plan has been developed to monitor compliance with requirements. • Continue to update all stakeholders on AODA Compliance requirements.
	Professional Regulation in Child Welfare	<ul style="list-style-type: none"> • The Ontario Association of Children’s Aid Societies (OACAS) will be developing a workplan to address this issue. 	<ul style="list-style-type: none"> • Review of final Ontario Association of Children’s Aid Societies (OACAS) report, “Towards Regulation: Child Protection and Professional Regulation in the Province of Ontario”. • Continue to monitor the ongoing progress and outcomes of the Provincial initiative. • Develop an action plan for implementation once details of the Provincial Plan are finalized and communicated.

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Human Resources – continued	Worker Authorization	<ul style="list-style-type: none"> • A new worker “Authorization” process was developed for new Child Protection Worker’s (CPW’s) in Ontario, and became effective in 2017. • The new curriculum includes a number of components including classroom work and field assignments, as well as the successful completion of the Authorization Candidacy Exam (ACE), prior to being deemed “authorized” to work independently. • A Grand River Zone Training Schedule was developed to ensure the availability of New Worker Authorization training on a regular and ongoing basis for new hires. • The Children’s Aid Society was included in Phase 2 of the implementation, thus requiring all new hires after June 1, 2017, who were not previously deemed “authorized” to complete the training. 	<ul style="list-style-type: none"> • The Society has been scheduled to adopt the new Authorization Process in Phase II of the implementation (June – October 2017). • Ensure that all new child protection workers hired (after June 1, 2017) attend the required training and successfully complete the required examination (ACE). • Develop a plan to ensure that all current staff meet the established knowledge standards.
	Training and Evaluation related to standards and other legislative requirements	New Human Resources priority established in 2018-2021 Service Plan.	<ul style="list-style-type: none"> • Identify education and training requirements for each position to ensure professional standards and legislative compliance issues are addressed. • Develop individual training plans for each staff member based on identified requirements.
	Anti-Oppressive Practice (AOP) Planning	New Human Resources priority established n 2018-2021 Service Plan.	<ul style="list-style-type: none"> • Develop a 3-5 year plan to integrate Anti-Oppressive principles into the Society’s policies, procedures, practices and culture. • Develop training plans and provide to the Board and all staff. • Provide ongoing training and support. • Review Human Resource policies, procedures and practices to ensure that they support a culture of diversity and anti-oppression.
Information Technology & Management	CPIN (Child Protection Information Network) Post Go Live Activities	<ul style="list-style-type: none"> • CPIN data migration completed and the majority of Caseworks integrated systems have been brought back online. 	<ul style="list-style-type: none"> • Continue addressing gaps between CPIN functionality and agency systems, and the change management that will need to occur as a result. • Gains will be made through a combination of advocacy and leadership to move CPIN forward, as well as on local solutions to fill gaps in functionality.

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Information Technology & Management - continued	Electronic Records Project	<ul style="list-style-type: none"> All departments, with the exception of adoption homes and family finding, are now fully electronic. Planning for migration of all electronic documents to CPIN (Child Protection Information Network). 	<ul style="list-style-type: none"> Continue moving all business processes toward fully electronic case files across all service departments.
	“Next Generation” Intranet and Knowledgebase and Improving Knowledge Management Capabilities	<ul style="list-style-type: none"> Setup of new Sharepoint intranet hosted in Office 365 has begun. Discussions regarding setup of knowledgebase underway. A pilot shared service with Niagara and Hamilton Catholic CAS has been established with a 3 month trial period. Plans on this area remain a priority, but now need to be approached from a multi-agency perspective. 	<ul style="list-style-type: none"> Implement help desk software to capture work and store processes being performed by the Information Technology (IT) Department on a daily basis. Begin practice of creating knowledgebase documents and videos for common issues, and logging of them in an easy to browse/search repository. Replace existing intranet with Sharepoint based intranet
	Increase use of Mobile and Cloud Based Technology	<ul style="list-style-type: none"> A pilot shared service with Niagara and Hamilton Catholic CAS has been established to plan from a multi-agency perspective. 	<ul style="list-style-type: none"> Making all major agency systems accessible from mobile devices in the field, including Eforms, Staff Homepage, Laserfiche, phone system, etc. Continue to encourage staff to take advantage of data enabled cell phones. Migration of the majority of agency systems and platforms from local based server infrastructures to cloud based platforms (Office 365/Azure)
	Development of Shared Service for IT	<ul style="list-style-type: none"> Haldimand – Norfolk, Hamilton Catholic and Niagara Children’s Aid have entered into an initial agreement to build a shared service for IT and related services going forward. 	<ul style="list-style-type: none"> Work to establishing parity in systems and processes across the three agencies. Develop existing staff and/or acquire new HR resources to establish IT specialists in various disciplines that can be shared across multiple sites.

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Public Relations	Public Relations, Fundraising Strategy for Little Dreams, Big Dreams	<ul style="list-style-type: none"> • Spring Mailout campaign and local media advertising to increase awareness and fundraise for Little Dreams, Big Dreams. • New website and social media launched in the fall of 2016. Training completed to maintain website inhouse. • Social media calendars include news about agency services, events and fundraising opportunities. • Committee established to plan a 5K Walk fundraiser event in the fall of 2017. 	<ul style="list-style-type: none"> • Evaluate fundraising campaign to assist future planning. • Expand social media presence and donor contacts. • Maintain relationship with donors and provide recognition.
	Community Engagement and Communication Planning	<ul style="list-style-type: none"> • Executive Director continues to chair and participate in Child & Youth Planning Network. • Executive Director meets regularly with Executive Directors of local Health & Social Services agencies. • Executive Director met with local community partners, municipal and provincial government representatives to liaise and advocate on behalf of the Society. 	<ul style="list-style-type: none"> • Continued participation in the Child & Youth Planning Network. • Executive Director meetings with community partners and members of parliament. • Attendance at local fairs and events. • Regular advertisement and positive news stories in local media and develop annual calendar of key messages.
Continuous Quality Improvement	Performance Indicators (PI) Project	<ul style="list-style-type: none"> • Performance Indicator (PI) data was re-validated for PI's 4, 5, 9, 10 and 15 and audits were completed to understand the outcomes. • PIs were updated, validated and reported to the Board, the Ministry of Children & Youth Services (MCYS), the Ontario Association of Children's Aid Societies (OACAS) and to staff. 	<ul style="list-style-type: none"> • Create an analysis framework for provincial performance indicators. • Complete analysis of currently reported PI's. • Validate agency data for all required PIs for public reporting as per MCYS directives. • Develop communication plan to inform key stakeholders, board and staff.
	Develop Training Plan (In Human Resources in 2018-21 plan)	<ul style="list-style-type: none"> • Staff completed provincial training program on the revised Standards and Eligibility Spectrum. • Completed all staff training in CPIN modules and classroom exercises. • Ongoing agency participation in PART (Practice and Research Together) 	<ul style="list-style-type: none"> • Identify training priorities and requirements for each department which support the strategic plan, including Signs of Safety, 3-5-7 training, and practice changes related to the Jeffrey Baldwin Inquest outcomes. • Continue to champion PART (Practice & Research Together) as a valuable resource to support evidence informed practice. • Child protection audits to be completed to inform and support revised practices. • Continue to provide CPIN (Child Protection Information Network) training for all staff.

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Continuous Quality Improvement - continued	Develop Quality Improvement Plan (QIP)	<ul style="list-style-type: none"> The Society submitted Quality Improvement Plans to the Ministry on a quarterly basis. The Society continued focus on improved practice and compliance with Ministry standards. Internal auditing of all reporting areas was completed and results were shared with staff to assist in growth and improvement. 	<ul style="list-style-type: none"> 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). The Society will complete all necessary auditing of non-compliance to determine themes, concerns, systemic issues, etc. for attention.
	Inquest Recommendations for Jeffrey Baldwin and Katelynn Sampson	<ul style="list-style-type: none"> New Continuous Quality Improvement priority established n 2018-2021 Service Plan. Baldwin Recommendations reviewed with all management and service staff. Pilot project initiated related to recommendation related to verification of ID. 	<ul style="list-style-type: none"> Review all inquest outcomes and recommendations. Determine necessary practice and/or policy changes. Communicate information to all stakeholders and develop implementation plan. Assess outcomes of Verification of ID pilot project for full roll out to all service staff.
	Motherisk Commission	<ul style="list-style-type: none"> New Continuous Quality Improvement priority established n 2018-2021 Service Plan. All relevant files were reviewed. All information disclosed to Commission as per Orders. New practice established for Adoption files related to Motherisk inquiry 	<ul style="list-style-type: none"> Disclose all relevant information in accordance with orders to the Commission. Complete further file reviews as necessary Implement documentation plans associated with completed reviews to demonstrate compliance and outcomes for future reference.
	Human Rights Commission Data	<ul style="list-style-type: none"> New Continuous Quality Improvement priority established n 2018-2021 Service Plan. Data provided to Human Rights Commission as per requests. Established pilot project related to the gathering of social information in line with the Human Rights Commission requests. 	<ul style="list-style-type: none"> Comply with any further requests/directives for information. Assess outcome of pilot project and determine plan for full roll out to all service staff. Determine training plan for staff to enhance disaggregated race-based data collection related to the families and children we serve.

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Board of Directors	Board Evaluation	<ul style="list-style-type: none"> • Board meeting monitoring form implemented in March 2015, for completion in March and November each year. • Results reviewed twice per year and necessary changes implemented. 	<ul style="list-style-type: none"> • Board members to complete Governance Needs Assessment annually. • Board monitoring forms completed twice per year and results reviewed.
	Board Work Plan	<ul style="list-style-type: none"> • Board Workplan reviewed and updated as required annually. 	<ul style="list-style-type: none"> • Staff assist the Board in organizing a time to review results of the Governance Needs Assessment and develop a Board Work Plan annually, that aligns with the Society Service Plan. • Implementation of the new 2018-2021 Service Plan with a focus on service equity, diversity and equality.