

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



Strategic Priority	Goals	Accomplishments 2017-2018	Key Activities 2019-20
Service Delivery System	Develop Guiding Principles for Service	<ul style="list-style-type: none"> Guiding principles completed, shared with staff and posted in meeting rooms. 	<ul style="list-style-type: none"> Completed and continue to guide our work.
	Strengthen and Enhance Family Based Care Resources Available	<ul style="list-style-type: none"> Family Finding program fully staffed, with two full-time employees. Foster Parent recruitment and retention committee refreshed and established to improve experiences of caregivers. 	<ul style="list-style-type: none"> Review of the Family Finding Program and outcomes will be completed. 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. 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 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, focussing on internal leadership. Review of 3-5-7 Model implementation and consideration of further steps to enhance transfer of learning of the principles 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 collect relevant data, that is challenged by the lack of functionality in CPIN. 	
	Review of Service Delivery Model	<ul style="list-style-type: none"> • Review of the internal coverage system in progress, focus group completed with staff, further information gathering processes underway to enhance the coverage system. • A comprehensive review of intake and ongoing services remains on hold due to capacity issues. 	<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 Haldimand and Norfolk. • Joint committee with REACH re: service provision to highly complex family situations is in development. • Breastfeeding Project and Supportive Mothering Groups are ongoing. • 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 one student completing field placements at the Society. • 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.
Finance & Property	Optimize financial health and future sustainability	<ul style="list-style-type: none"> • Participating on the provincial shared services program committee • Achieved a balanced budget at year end (March 31, 2018) through utilization of the Balanced Budget fund, sharing IT resources, staff vacancies and having a significant number of children returning home. 	<ul style="list-style-type: none"> • Continue to develop multi year financial plans, optimizing resources available. • Ensure public accountability to the Board and Ministry. • Maintain financial sustainability, while addressing ongoing funding cuts. • Implement, monitor and evaluate results of Provincial Shared Services initiatives.

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Finance & Property – Cont'd	Registered Disability Savings Plan (RDSP)	<ul style="list-style-type: none"> Identified children in care that qualify to open an RDSP and researching application process. 	<ul style="list-style-type: none"> Open RDSP's and determine ongoing processes and communication for workers.
Human Resources	Succession Planning and Leadership Development	<ul style="list-style-type: none"> Staff completed performance reviews and have the opportunity to complete a succession planning employee questionnaire. 	<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"> An updated Worker Safety Project (WSP) report is being finalized. The report will be provided to the Joint Health & Safety Committee for review and recommendations. A tracking tool will be provided to track implementation. 	<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.
	Occupational Health & Safety Act	<ul style="list-style-type: none"> All permanent, active staff completed on-line WHMIS (2015) – Globally Harmonized System (GHS) training and Harassment and Violence in the Workplace training. Recent hires are in the process of completing training as part of their ongoing orientation. 	<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 is currently AODA compliant. Currently investigating the conversion of two washrooms to be gender neutral; one will also be fully accessible. 	<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 identified requirements.

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Human Resources – continued	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”. Review team opportunities to enhance or increase the qualifications of child protection staff. 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.
	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. Two supervisors have completed the train-the-trainer process and seven new workers have successfully completed the training and passed their certification exam. Four other new employees since January 1, 2018 are participating in the training. 	<ul style="list-style-type: none"> 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.
	Anti-Oppressive Practice (AOP) Planning	<p>New Human Resources priority established on 2018-2021 Service Plan.</p> <ul style="list-style-type: none"> AOP Action Plan and Workplan developed. Equity, Diversity and Inclusion overview presented to Board of Directors. AOP Committee also participated in a 2-day pilot training workshop through OACAS 	<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 to include AODA, African Canadian Initiative and Aboriginal, and provide to the Board and all staff. Provide ongoing training and support to the AOP Committee. Review Human Resource policies, procedures and practices to ensure that they support a culture of diversity and anti-oppression.

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Information Technology & Management	CPIN (Child Protection Information Network) Post Go Live Activities	Most Eforms/Caseworks integrated systems existing prior to CPIN go live have been brought back online Agency staff are playing various roles on CPIN working groups, committees and user groups to advocate for improvements in both the product and processes.	<ul style="list-style-type: none"> • Continue addressing gaps between CPIN functionality and agency systems, and working to re-establish lost capabilities. • 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.
	Electronic Records Project	<ul style="list-style-type: none"> • All departments, with the exception of adoption homes and family finding, are now fully electronic. • Working to develop provincial harmonized business practices for contents of legal files to upload to CPIN. 	<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. Plans on this area remain a priority, approached from a multi-agency perspective. 	<ul style="list-style-type: none"> • Complete migration to Sharepoint based intranet in Office 365. • Implement ticketing/process management across all agencies participating in IT Shared Services • Establish processes to capture knowledge and information generated throughout the agency in indexed/searchable systems that reduce the reliance on e-mail as the primary method of disseminating information.
	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. • Work underway related to moving resources to Cloud-based. 	<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)

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Information Technology & Management – Cont’d	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. • Extensive work underway to understand the current IT skill sets and project priorities at each of the three agencies. 	<ul style="list-style-type: none"> • Work to establish 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.
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. • Social media calendars include news about agency services, events and fundraising opportunities. • Social media/fundraising policies completed and posted. • 5K Walk for LDBD fundraiser held in September 2017, raising over \$11,500 for local children and youth. 	<ul style="list-style-type: none"> • Evaluate fundraising campaign to assist future planning. • Expand social media presence and donor contacts. • Maintain and cultivate new donor relationships 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. • Reaching out to local underrepresented communities to recruit board members. 	<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 events. • Regular advertisement and positive news stories in local media.
Continuous Quality Improvement	Performance Indicators (PI) Project	<ul style="list-style-type: none"> • 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"> • 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. • Determine any necessary analysis dependent on results.

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Continuous Quality Improvement – continued	Develop Training Plan (In Human Resources in 2018-21 plan)	<ul style="list-style-type: none"> • Training plans established and ongoing for training re: Signs of Safety, Inquest outcomes, Anti-Oppressive Practice, 3-5-7 Model, Age of Protection new legislation. • Identity Based Data and Age of Protection new legislation training has been completed. • Performance Evaluations completed for all staff. 	<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. • 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.
	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 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	<p>New Continuous Quality Improvement priority established n 2018-2021 Service Plan.</p> <ul style="list-style-type: none"> • Baldwin Recommendations reviewed with all management and service staff. • Pilot project initiated related to recommendation related to verification of identification. 	<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.
	Motherisk Commission	<p>New Continuous Quality Improvement priority established n 2018-2021 Service Plan.</p> <ul style="list-style-type: none"> • 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.

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Continuous Quality Improvement - continued	Human Rights Commission Data	<p>New Continuous Quality Improvement priority established in 2018-2021 Service Plan.</p> <ul style="list-style-type: none"> • 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. • Continue roll out and assessment of Identity Based Data directive. • Determine training plan for staff to enhance disaggregated race-based data collection related to the families and children we serve.
Board of Directors	Board Evaluation	<ul style="list-style-type: none"> • Board meeting monitoring form completed and results reviewed twice per year. • Board members are encouraged to communicate any concerns or necessary changes at any time. 	<ul style="list-style-type: none"> • Board members complete Governance Needs Assessment annually to inform any changes or workplan updates. • 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. • Board members completed an Identity Based Data survey to inform of current composition and recruitment needs. • Completed equity and diversity training workshop. 	<ul style="list-style-type: none"> • Board members 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 will focus on service equity, diversity and equality.