

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



Strategic Priority	Goals	Accomplishments 2018-19	Key Activities 2020-21
Improve Service Delivery	Strengthen Clinical Approaches and Family Based Care	<ul style="list-style-type: none"> • Implementation activities for practice models: Signs of Safety (SOS) and 357 Model and Family Finding including training, skills development and staffing/resource development. • Policy & Procedure update to include new legislation, inquest recommendations and Ministry directives. • Enhancements to new worker orientation and training. • Enhancement to PRIDE training for caregivers to include youth perspective/voice. 	<ul style="list-style-type: none"> • Continue implementation activities in accordance with workplan regarding Signs of Safety (SOS) • 357 Model and Family Finding. • Review of Alternate Dispute Resolution (ADR) processes and usage to develop a database that tracks outcomes with a view to increase referrals • Policy and Procedure updates to continue including new requirements under Part X CYFSA (privacy and access to information) which comes into effect January 2020. • Resource recruitment plan development • Enhancements to training and service provision to include feedback from Youth with lived service experience.
	Improve Service Delivery Model	<ul style="list-style-type: none"> • Improvements to service response through enhancement to Society coverage model. • Enhancements to conferencing model to address changes in legislation and service provision to youth aged 16 and 17. • Comprehensive training completed for all staff and caregivers on new CYFSA. • Regional workgroup established to increase consistency of practice across CASs in the Grand River Zone. • Two pilot teams of generic child protection workers established to enhance our capacity to respond to service needs. 	<ul style="list-style-type: none"> • Evaluation of service model changes and pilot teams. • Continued training and implementation of the new legislation: Child, Youth and Family Services Act (CYFSA) • Training and implementation of new Part X Privacy Legislation.
	Community Development and Service Collaboration	<ul style="list-style-type: none"> • Evaluation completed on community capacity building projects • Internal review of community programming and clinical outcomes for targeted service groups. 	<ul style="list-style-type: none"> • Staff at all levels of the organization continue to participate in community activities, development, projects, protocols, committees at the local, regional and provincial level. • Promote participation in educational opportunities.

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Improve Service Delivery – Cont'd	Community Development and Service Collaboration	<ul style="list-style-type: none"> • Initiated a service coordination pilot project with HN REACH • Hired Education Liasion jointly with Brant FACS aimed to improve educational outcomes for children and youth in care. • Protocol completed and joint training with Mississaugas of the Credit First Nation. • Updated Protocol with the local school boards to integrate changes from the new legislation. • Updated protocol with Norfolk General Hospital (Haldimand War Memorial Hospital in Dunnville is in process) 	
	Optimize Financial Health and Future Sustainability	<ul style="list-style-type: none"> • Completed review to maximize revenue sources. • Participated in a Ministry led Building Condition Assessment (BCA). Report identified future capital costs and opportunities to apply for infrastructure funding. • Conducted a review to manage cost drivers including boarding rates expenditures. • The agency continues to exercise fiscal restraint in expenditure management; participates in the shared services program, and redeployed staff to meet service volume needs. 	<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. • Continual review of staffing and service volumes and impact on financial planning
	Implement Shared Services	<ul style="list-style-type: none"> • Participate in shared services locally, sharing IT resources with Niagara FACS and an Education Liaison with Brant FACS. 	<ul style="list-style-type: none"> • Implement, monitor and evaluate results of Provincial Shared Services initiatives. • Continue to advance opportunities for collaboration and shared services that ehance service delivery.
Implement Quality and Performance Initiatives	Performance Indicators Project	<ul style="list-style-type: none"> • PIs were updated, validated and reported to the Board, the Ministry of Children, Community and Social Services (MCCSS), 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. • Use PI data and analysis to inform continuous quality improvement activities.

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Implement Quality and Performance Initiatives	Quality Improvement Plan	<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 (MCCSS). The Society will complete all necessary auditing of non-compliance to determine themes, concerns, systemic issues, etc. for attention.
	Implement Inquest Recommendations	<ul style="list-style-type: none"> Inquest recommendations reviewed with all staff and policy updates completed. Pilot project initiated 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	<ul style="list-style-type: none"> Full compliance achieved with respect to Motherisk activities. New practice established for Adoption files related to Motherisk inquiry. 	<ul style="list-style-type: none"> Work has concluded.
	Human Rights Commission	<ul style="list-style-type: none"> Data provided to Human Rights Commission as per requests and compliance report to MCCSS. All front-line and supervisory staff completed training. 	<ul style="list-style-type: none"> Comply with any further requests/directives for information. Continue roll out and assessment of Identity Based Data directive. Develop plan for data analysis and service enhancements.
Improve Competence of Child Welfare Human Resources	Leadership & Management Development	<ul style="list-style-type: none"> Staff completed performance reviews and have the opportunity to complete a succession planning employee questionnaire. Provided leadership training opportunities for staff who identified advancement goals in their performance reviews. Continue partnership with McMaster University to hire and train child welfare graduates from the "Student Pathway" program and provide student placements. 	<ul style="list-style-type: none"> Develop policy and procedures and review Performance Evaluation process. 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 at all levels (as well as emerging leaders), incorporating courses being made available through the OACAS partnership with the Schulich Executive Education Centre (York University) Partner with McMaster University on the "Preparing for Child Welfare Practice" Committee

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Improve Competence of Child Welfare Human Resources – Cont’d	Worker Safety	<ul style="list-style-type: none"> • Incident/accident report updated. • New “Fit for Work” policy implemented to address cannabis legalization. • All health and safety policies reviewed by staff annually. 	<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.
	Professional Regulation in Child Welfare	<ul style="list-style-type: none"> • Executive Director is registered with the College of Social Service Workers (as per legislation). • Ensuring new staff are eligible for membership in the Ontario College of Social Work/Social Service Workers. 	<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. • Discuss with Senior Management team opportunities to enhance or increase the qualifications of our child protection staff. • Remain current on ongoing progress of Provincial initiative. • Develop an action plan for implementation once details of Provincial Plan are finalized and communicated.
	Worker Authorization	<ul style="list-style-type: none"> • Continue to send employees to new worker authorization training. • The Society has three staff who are qualified to deliver Child Welfare Authorization Training. 	<ul style="list-style-type: none"> • Continue to collaborate with Zone Agencies to develop recommendations and an ongoing action plan to facilitate the successful implementation of the new Authorization Process. • Ensure that all new Child Protection Workers (CPW) hired after June 1, 2017 attend the required training and successfully complete the required examination (ACE) prior to being deemed “Authorized”. • Develop a plan to ensure that all current staff meet the established knowledge standards.
	Training and Evaluation related to Standards and Legislation	<ul style="list-style-type: none"> • Ongoing mandatory staff training provided through HR downloads online platform. • Provide opportunities for staff to receive required training. • Maintain data base on training. 	<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.

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Improve Competence of Child Welfare Human Resources – Cont'd	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.
	Anti-Oppressive Practice (AOP) Planning	<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 Access to Hamilton CCAS youth groups for African-Canadian and LGBTQ youth. Staff provided mentoring to Ogwadeni:deo child welfare agency on Six Nations Reserve. Indigenous training completed by all staff, caregivers and volunteers. 	<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, services to African Canadians and FNIM Provide ongoing training and support to the AOP Committee. Review Human Resource policies, procedures and practices to ensure that they promote a culture of equity, diversity and anti-oppression.
Information Technology & Management	Development of Shared Service for IT	<ul style="list-style-type: none"> Phase 1 of shared IT project with Niagara FACS will conclude at the end of 2019. Alignment between the two systems has been largely achieved. 	<ul style="list-style-type: none"> Lessons-Learned presentation to Zone on Phase 1 IT leaders in Zone to begin work on aligning systems and collaborations activities. Phase 2 activities pending outcome of Ministry consultations re: Child Welfare Modernization.
	CPIN (Child Protection Information Network) Post Go Live Activities	<ul style="list-style-type: none"> 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. Working with external vendor and other agencies on improving modules in Caseworks for supporting business needs outside of CPIN. 	<ul style="list-style-type: none"> Continue addressing gaps between CPIN functionality and agency systems, and working to re-establish lost capabilities.

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Information Technology & Management – Cont'd	Improve Knowledge Management Capabilities	<ul style="list-style-type: none"> • Setup of new Sharepoint intranet hosted in Office 365. Discussions regarding setup of knowledgebase underway. 	<ul style="list-style-type: none"> • Complete migration to Sharepoint based intranet in Office 365. • 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"> • 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)
Board Development and Capacity	Board Evaluation	<ul style="list-style-type: none"> • Board members discuss meeting feedback at each and communicate any concerns or changes for improvement. 	<ul style="list-style-type: none"> • Board members evaluate meetings monthly and discuss future agenda items.
	Board Work Plan	<ul style="list-style-type: none"> • Board Workplan reviewed and updated as required annually. • Board recruitment efforts continue. • Board members attended a Low-German Mennonite information/training session. 	<ul style="list-style-type: none"> • Board members review a Board Work Plan annually, and revise to align with the Society Service Plan. • Implementation of the new 2018-2021 Service Plan will focus on service equity, diversity and equality.
Public Commitment	Public Relations, Fundraising Strategy for Little Dreams, Big Dreams	<ul style="list-style-type: none"> • Spring Mailout campaign and local media/radio advertising to increase awareness and fundraise for Little Dreams, Big Dreams. 5K Walk in September raised \$5,000 for local children and youth. • Social media calendars include news about agency services, events and fundraising opportunities. 	<ul style="list-style-type: none"> • Evaluate fundraising campaign to assist future planning. • Maintain and cultivate new donor relationships and provide recognition.

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Public Commitment – Cont’d	Community Engagement and Communication Planning	<ul style="list-style-type: none"> • Executive Director participates in community partnership tables. • Engagement with local businesses, community members and local media during annual events such as: Child Abuse Prevention Month, Little Dreams, Big Dreams fundraising, Caregiver Appreciation, and the Christmas holiday season. 	<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.