

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



Strategic Priority	Goals	Accomplishments 2019-20	Key Activities 2020-21
Improve Service Delivery	Strengthen Clinical Approaches and Family Based Care	<ul style="list-style-type: none"> • 357 Model training continued with staff and caregivers, including coaching calls with staff and direct training of caregivers • SOS implementation remained ongoing at all levels of the organization, further, the Society participated in a Provincial Signs of Safety community of practice group • Recruitment activities including advertising in local social media, radio and paper were posted • Youth participated in the PRIDE training panel to share their lived experience • Increased resources to the Family Connections program to enhance these services 	<ul style="list-style-type: none"> • Continue implementation activities in accordance with workplan regarding Signs of Safety (SOS) and 357 Model and Family Connections. • Resumption and review of Alternate Dispute Resolution (ADR) processes to be initiated when pandemic restrictions are alleviated • Resource recruitment plan development and exploration of local shared foster care opportunities • Develop practice changes/opportunities related to the Ministry announced Modernization and 5 Pillars of focus that will strengthen clinical work with families
	Improve Service Delivery	<ul style="list-style-type: none"> • Evaluation of service model changes and pilot teams initiated however, interrupted by pandemic response activities • Continuation of the hybrid service model with positive feedback • The Society participated in a provincial Age of Protection Group aimed to further implement changes to the CYFSA associated with 16 and 17 year olds • The Society implemented new policy and procedures related to PART X and trained all staff • The Society continued to be highly involved in a Zone working group related to sharing Part X resources, policy and training • Specific staff have participated in Part X specialized privacy training • The Society has monitored completion of Identity Based Data as per Ministry directive 	<ul style="list-style-type: none"> • Evaluation of service model changes and pilot teams to continue. • Implement new Age of Protection service recommendations • Training and application of new Part X Privacy Legislation. • Ongoing training and development of disclosure policies as per new legislative expectations • Staff participation in trauma informed training • Focus on provision of service during pandemic and enhanced attention to safety • Pandemic supports for youth and caregivers • Develop practice changes/opportunities related to the Ministry announced Modernization and 5 Pillars of focus that will improve service delivery and outcomes for children, youth and families • Continue monitoring and assessment of completion of Identity Based Data with children, youth and families. • Develop plan for data analysis and service enhancements related to Identity Based Data gathered

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Improve Service Delivery – Cont'd	Community Development and Service Collaboration	<ul style="list-style-type: none"> Engaged with REACH to implement the Service Coordination Pilot - full roll out impacted by pandemic Education Liaison position shared jointly with Brant FACS engaged with all local Boards of education to increase educational success for children and youth in care Joint conferencing with Six Nations of the Grand River initiated and ongoing – to ensure full participation of Six Nations Band Representatives in planning for children youth and families with Six Nations affiliation Ongoing participation in various community, regional and provincial committees and activities 	<ul style="list-style-type: none"> Joint work with community partners, including local hospitals, to develop a process for working with expectant parents Continued work with REACH on service coordination and identifying staff liaisons Staff at all levels of the organization continue to participate in community activities, development, projects, protocols, committees at the local, regional and provincial level Engagement with Mississaugas of the Credit to develop a consultation and conferencing process for those individuals with Mississaugas of the Credit heritage
	Optimize Financial Health and Future Sustainability	<ul style="list-style-type: none"> Completed review to maximize revenue sources Conducted a review to manage cost drivers including boarding rate 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 Engage in sector and regional consultations/planning to enhance efficiency, capacity and financial sustainability Continue looking for efficiencies within Agency, with the goal of reducing expenses Review of financial trends to ensure that resources are optimized
	Implement Shared Services	<ul style="list-style-type: none"> Participated in provincial shared services 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 enhance service delivery

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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 PI's once aggregate data obtained across Province Use PI data and analysis to inform continuous quality improvement activities
	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 comply with Quality Improvement Plan Reporting, Planning once reporting cycle established by the Ministry (MCCSS) The Society will complete all necessary auditing of non-compliance to determine themes, concerns, systemic issues, etc. for attention
Improve Competence of Child Welfare Human Resources	Leadership & Management Development	<ul style="list-style-type: none"> Performance review templates revamped and updated Staff performance reviews utilizing the new template were placed on hold due to COVID and will resume 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"> Complete staff performance reviews Develop more specific succession planning and canvass staff engagement and interest Align planning and development with leadership core competencies (OACAS) Align job descriptions with leadership core competencies 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
	Worker Safety	<ul style="list-style-type: none"> All health and safety policies reviewed by staff annually Full pandemic planning completed Pandemic related training and PPE managed 	<ul style="list-style-type: none"> Continue to implement recommendations from the Provincial Worker Safety Project Continue to maintain safety protocols and equipment associated with the current pandemic
	Professional Regulation in Child Welfare	<ul style="list-style-type: none"> Executive Director and Director of Service are registered with the College of Social Service Workers (as per legislation) 	<ul style="list-style-type: none"> No activities identified in this area for 2020-21

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Improve Competence of Child Welfare Human Resources – Cont'd	Worker Authorization	<ul style="list-style-type: none"> Continue to send employees to new worker authorization training The Society has staff who are qualified to deliver Child Welfare Authorization Training 	<ul style="list-style-type: none"> 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” Update onboarding/orientation processes to support training and development of new employees
	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 Complete a review to identify areas of priority for training Develop training plans in order of priority
	Accessibility for Ontarians with Disabilities Act (AODA) Compliance	<ul style="list-style-type: none"> The Society is currently AODA compliant. 	<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 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 including: <ul style="list-style-type: none"> Develop training plans to include AODA, services to African Canadians and FNIM Provide ongoing training and support to the AOP Committee Develop implementation plan of the One Vision One Voice 11 Race Equity Practices Review Human Resource policies, procedures and practices to ensure that they promote a culture of equity, diversity and anti-oppression Continue work related to commitment to Truth and Reconciliation

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Information Technology & Management	IT Partnerships and Shared Services	<ul style="list-style-type: none"> Phase 1 of shared IT project with Niagara FACS concluded at the end of 2019 with considerable progress achieved in Niagara Phase 2 activities were put on hold, pending outcome of Ministry consultations re: Child Welfare Modernization Announcement of potential Brant Amalgamation combined with implications of Covid-19 minimized the likelihood of further formal IT shared service with Niagara 	<ul style="list-style-type: none"> Lessons-Learned in Niagara will inform both a potential amalgamation with Brant FACS as well as other future IT partnerships with other agencies Detailed comparison of IT infrastructure and systems between Brant and CASHN Continued adhoc sharing of IT successes between agencies both in the zone and provincially Enhancement of multi-agency capabilities within HRIS system to support shared HR service with Hamilton
	Improvements of departmental systems and capabilities	<ul style="list-style-type: none"> Improvements to the Durham CPIN data environment and the CPIN Tasks report Addition of "Disclosure" module to the agency records management database to support Part X disclosure work within the organization, which included electronic delivery of records to clients 	<ul style="list-style-type: none"> Continued enhancements to the Part X disclosure database Improvements to the Legal case management system for enhanced tasks management Implementation of updated Caseworks version with improvements to volunteer drive management system Increase the business intelligence capabilities through work with CWDS, Durham solution and on new technology capabilities such as Power BI, etc. Begin work of planning IT capacity and strategy for a combined CASHN and Brant FACS
	Security and Infrastructure Improvements	<ul style="list-style-type: none"> Launched the new staff home page based on Office 365 Pilot of Microsoft Teams with Part X project Roll out of Always on VPN to agency laptops, making it easier for workers to work remotely, which became critical in dealing with Covid-19 Educated staff rapidly on use of remote work technologies including Skype for Business in response to Covid 19 	<ul style="list-style-type: none"> Finalize the transition to Office 365 based intranet in Office 365 Begin the process of migrating away from Skype for Business on premise to Microsoft Teams for phone, voice mail and online meetings Continue to move away from on premise infrastructure to cloud hosts platforms (Office 365/Azure) Begin work of planning transition to a combined IT infrastructure with Brant FACS

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Board Development and Capacity	Board Evaluation	<ul style="list-style-type: none"> Board members evaluate meetings for feedback following each meeting and communicate any concerns, areas for improvement, and/or request agenda items 	<ul style="list-style-type: none"> Board members continue to evaluate meetings monthly and discuss/propose future agenda items and/or presentations
	Board Work Plan	<ul style="list-style-type: none"> Board Workplan reviewed and updated as required annually to meet emerging needs and align with Society Service Plan Board recruitment and training remains a focus 	<ul style="list-style-type: none"> Annual review and update by Board of Board Work Plan A new Society and Board Service Plan will be developed for 2021-22 to include exploration of amalgamation with Brant Family and Children's Services Activities will focus on board retention, recruitment and training to build board capacity
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. The third annual 5K Walk in September 2019 raised \$5,000 for local children and youth Donors recognized at Annual General Meeting and included in annual report Public website, social media calendars include information about opportunities to donate 	<ul style="list-style-type: none"> Fundraising events are currently on hold due to the pandemic Maintain contact/communication with donors to inform about opportunities to help Provide recognition at the Annual General Meeting and throughout the year
	Community Engagement and Communication Planning	<ul style="list-style-type: none"> Executive Director participates in community partnership tables Engagement with local businesses, schools, community members and local media to update about services provided, opportunities to help, and to inform about annual events such as: Dress Purple Day, 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 Zone agencies Regular advertisement and positive news stories Communicate key developments and organization updates related to COVID-19 Develop a stakeholder engagement strategy regarding amalgamation planning Communicate key developments related to amalgamation planning