

The Children's  
Aid Society  
of the Districts of  
Sudbury and Manitoulin



La Société d'aide  
à l'enfance  
des districts de  
Sudbury et de Manitoulin

## 2017/2018 OPERATIONAL PLAN

THE CHILDREN'S AID SOCIETY OF THE DISTRICTS OF SUDBURY  
AND MANITOULIN



## **MISSION**

An organization that values children and is respectful and sensitive to their needs

## **VISION**

BUILDING POSITIVE FUTURES FOR OUR CHILDREN

Each year the Children's Aid Society of the Districts of Sudbury and Manitoulin develops an Operational Plan that outlines the key areas of focus for the Society in the upcoming year. This plan is shared publicly, via our Website, to be transparent to all community members about what factors are influencing our work and helping shape our priorities. We believe that transparency enhances accountability.

The work of child welfare is complex, constantly evolving and influenced by both provincial and community needs and directions. We are a responsive and proactive organization committed to meeting our child protection mandate through constant growth and development.

This plan provides a high level overview of the work that is underway in our Agency. This work honours the Mission of the organization and provides the necessary foundation to meet our Vision.

**STRATEGIC THEME:** EXCELLENCE IN ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY WITH SERVICE DELIVERY ROOTED IN A COMMITMENT TO EVIDENCE INFORMED, FAMILY CENTERED, AND COMMUNITY INCLUSIVE PRACTICES.

**Strategic Result:** An Agency that consistently demonstrates quality of service delivery that focuses on positive outcomes and resiliency for children and families

**PREAMBLE:**

The Children's Aid Society of the Districts of Sudbury and Manitoulin is an organization committed to continuous quality improvement and growth.

As the Child Welfare sector continues to focus on the linkage between compliance measures, service delivery and measurable outcomes for children, youth and families the Agency continues to develop internal processes and structure that support Service Excellence – quality services while meeting Ministry of Children and Youth Services Standards and directives. There are a number of different accountability processes in place – both provincially and internally. These include, but are not limited to:

- Public reporting on Key Performance Indicators (KPIs)
- Quality Improvement Plans (QIPS) that report on a number of different statistical measures linked to compliance and Agency plans to support Continuous Quality Improvement
- Annual Crown Ward and Licensing reviews

This year the Society will embark on the transition to the provincial Child Protection Information Network (CPIN). This computer system links all child welfare information within the province of Ontario to ensure there are no gaps in services to vulnerable children and youth, thereby enhancing safety and protection. The child welfare sector has committed to all Child Protection Agencies operating under this one information system by 2020 and our Agency will operationalize this system in April 2018. This is a significant undertaking that will require a large number of internal resources to support the transition for staff members, encompassing data integrity, technological supports, internal process realignment and training. The Society is committed to achieving this goal as seamlessly as possible, while not adversely impacting the quality of our service delivery.

AREA OF FOCUS	GOAL
CPIN IMPLEMENTATION – PROVINCIAL	<ul style="list-style-type: none"> <li>Seamless transition to the provincial Child Protection Information Network to enhance child safety and service delivery to families</li> </ul>
SERVICE EXCELLENCE – MEASURING QUALITY OF SERVICE DELIVERY WITH PROVINCIAL INDICATORS AND OUTCOMES	<ul style="list-style-type: none"> <li>The Society demonstrates quality service delivery to families, children and youth through a number of both qualitative and quantitative measures, which in part are reflected in Key Performance Indicators and Compliance ratings in meeting child protection standards</li> <li>The Society continues to monitor and embed in practice Family Based Care, 3-5-7 Model, Family Finding and Rapid Conferencing Model.</li> </ul>
ORGANIZATIONAL RISK STRATEGY AND TRANSFER PAYMENT RISK ASSESSMENT (TPAR)	<ul style="list-style-type: none"> <li>The Society has mitigated organizational risk in key areas identified in the funding agreement with the Ministry of Children and Youth Services</li> </ul>
SHARED SERVICES	<ul style="list-style-type: none"> <li>Provincial initiative with other identified child welfare agencies to explore identified areas with opportunities for improved efficiencies and cost savings across the organization</li> </ul>
BILL 89 – LEGISLATIVE AMENDMENTS FOR CHILD AND YOUTH FAMILY SERVICES ACT	<ul style="list-style-type: none"> <li>The Society will ensure a seamless, well supported transition to our mandated work under the Child and Youth Family Services Act, taking into consideration staff training needs and organizational resource implications</li> </ul>

**STRATEGIC THEME:** THE AGENCY PROMOTES COMPETENCY IN CULTURAL SERVICE DELIVERY WITH CHILDREN, YOUTH, FAMILIES AND SERVICE PARTNERS, RESPECTING THE CULTURAL DIVERSITY OF OUR COMMUNITY

**Strategic Result:** All families, children and youth in our community receive services that recognize their unique cultural identity and that foster cultural

connections  
**PREAMBLE:**

Only through effective and meaningful community engagement, with community service partners and the families, children and youth we serve can the Society meet the diverse needs of our community members. Inclusion and respect are core values of the Agency and shape our service delivery approach. This year we will continue to focus on hearing the voices of those most marginalized members of our community including LGBTQ+ youth, racialized communities and newcomers. While our work continues with our First Nation community partners, specifically two new local designated First Nation Child Welfare Agencies, the Society recognizes there is work to do in the area of healing of past relationships, in particular in recognition of the legacy of the '60s Scoop that devastated First Nation families and communities. We will also continue to work with the remaining pre-designated Agency that is working toward designation, while supporting the transition of all Aboriginal services to these designated First Nation agencies.

Full capacity for the delivery of services in the French language is an integral part of the management of quality of service for the Society. The agency recognizes the compelling benefits for children, youth and families to communicate in their own language when receiving services. By virtue of the French Languages Services Act, the Society delivers services in French to children, youth and their families

AREA OF FOCUS	GOAL
<b>DEVELOPMENT OF PARENT ADVISORY COUNCIL (PAC)</b>	<ul style="list-style-type: none"> <li>The Society will incorporate the voice of our service users into all aspects of our work including service delivery models, policies and practices, enhancing agency responsiveness to community needs</li> </ul>
<b>FIRST NATION TRUTH AND RECONCILIATION</b>	<ul style="list-style-type: none"> <li>The Society supports the full realignment of Aboriginal service delivery to our local First Nation Child Well-Being Agencies</li> <li>The Society will engage in a meaningful process to acknowledge the impact of the Child Welfare System on First Nations people and communities, including the legacy of the '60's Scoop</li> </ul>
<b>ANTI-OPPRESSIVE PRACTICE</b>	<ul style="list-style-type: none"> <li>Through the application of an Anti-Oppressive lens in all areas of service delivery and engagement with our community partners, families, children and youth receive respectful, supportive services and greater equity for all will be achieved</li> <li>The Society will focus on the needs of marginalized groups within the Districts of Sudbury and Manitoulin such as LGBTQ+ youth; newcomers/immigrants; and racialized communities to ensure that their voices and experiences are heard, respected and ultimately help shape our service delivery.</li> </ul>
<b>COMMUNITY AND FAMILY ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>By building strong community partnerships and dedicating internal resources to admission prevention, family based care and promoting life-long connections; the Society will better support families, children and youth, fulfilling the mandate of child protection and Building Positive Futures.</li> </ul>
<b>DELIVERY OF FRENCH LANGUAGE SERVICES</b>	<ul style="list-style-type: none"> <li>The French Language Services Committee (FLSC) is a standing committee of the CADSM and Board of Directors. The FLSC will maintain an effective organizational structure enabling the access of French</li> </ul>

	language services and ensuring the implementation of the policies and procedures that facilitate the provision of services in French.
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**STRATEGIC THEME: ORGANIZATIONAL WELLNESS**

***Strategic Result:*** The Agency fosters a work culture in which individual and organizational wellness is highly valued

**PREAMBLE**

The Society continues to highly value the commitment and dedication of all staff members who strive every day to meet the Agency’s provincial, legislative mandate and the vision of the organization in “Building Positive Futures for our Children”. Knowing that energized, committed and supported staff provide better quality of services to children, youth and families the Society will continue its focus on values driven change management, that will root all Agency actions, systems and processes in shared principles and visions for the delivery of child welfare services in our community. Planning in this area continues and is linked to the Strategic Theme of Organizational Wellness.

AREA OF FOCUS	GOAL
VALUES DRIVEN CHANGE MANAGEMENT INITIATIVES	<ul style="list-style-type: none"> <li>An engaged and energized work force, connected to the values and mission of the Society, provide quality services to children, youth and families</li> </ul>
PROVINCIAL PATHWAYS TO AUTHORIZATION	<ul style="list-style-type: none"> <li>A robust recruitment and training plan ensures the success of new employees in meeting the Agency’s mandate and best serves the needs of children, youth and families</li> </ul>
WELLNESS INITIATIVES	<ul style="list-style-type: none"> <li>A focus on staff wellness, within a supportive and caring environment, leads to quality service delivery rooted in agency values and beliefs</li> </ul>

Respectfully submitted by: Cathy Brady, Director of Services  
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For more information, please contact:

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