

# 2018-2019 Operational Plan

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

## Building *positive futures* for children



# 2018-2019 OPERATIONAL PLAN

**Mission\*** : The Children's Aid Society of the Districts of Sudbury and Manitoulin is an organization that values children, and is respectful and sensitive to their needs.

**Vision\*** : *Building positive futures for children*

**Organizational Values** – Respect, Inclusivity, Accountability, Integrity, Kindness

**\*Note:** *the agency has commenced its strategic planning process. As the organization recently identified a core set of values, it is anticipated that the existing Mission and Vision Statements will be revisited.*

## **PREAMBLE:**

This year's organizational plan continues to build on the goals and achievements of last year's initiatives. The update for those initiatives is located [on our website](#). The focus on three key strategic themes has enabled the organization to ensure all work is aligned with the overall Mission and Vision of the Agency, while promoting ongoing evolution of services and structures that best meets the needs of children, youth and families.

In late 2015, the Agency identified the need for an organizational cultural shift. This journey started in 2016 and continues to date. All staff were engaged in identifying core values, definitions and behaviours attached to those values. Engaging our partners and service users is equally critical in helping identify how we as individuals and as an organization can live these values.

Strategic planning is a critical function of the Board of Directors. The Board very deliberately put strategic planning as an activity that would only follow the Agency's work toward identifying core values. Now that the values have been identified, the Board and senior management are moving into strategic planning with input by staff, foster parents, service users, and key community partners. This comprehensive process will ensure that a five-year strategic direction for the Agency is developed that aligns with the Society's core values and guides and informs all organizational goals and operational planning in the years ahead. This systematic process of strategic planning will help us envision a desired future, translate this vision into broadly defined goals to achieve them, and thus creating a vision of possibility for the future of CASDSM.

There have been significant changes both internally and provincially in the child welfare sector. In January 2018, a key component of the new child welfare legislation, the Children, Youth and Family Services Act, raised the age of protection to include sixteen and seventeen year olds. By enabling child welfare agencies to provide voluntary supports to this vulnerable population we are now better positioned to meet the needs of all youth who require services across our community.

In April 2018, the remainder of the Child, Youth and Family Services Act was enacted, with the exception of Part X which relates to privacy. This new legislation has firmly entrenched the voice of children and youth in all elements of child welfare services, ensuring that their well-being remains at the centre of all decision-making and service planning. These key values are embedded in **Katelynn's Principle**, principles that were developed following an Inquest into the tragic death of 7year old Katelynn.

Operational planning promotes both internal and external communication and transparency, ensuring that we are accountable to all community members, community partners and service recipients.

**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 equitable services that recognize their unique cultural identity and that foster cultural connections.

**PREAMBLE**

The Agency continues to prioritize our work in the area of anti-oppressive practice, striving for equitable services for all children, youth and families. There remains an over-representation of our most marginalized members of Society, from a cultural, identity and socio-economic perspective. Services must be responsive to the diversity of needs among these groups within our local community.

One of the key components of Katelynn's Principle, and embedded in the new legislation, is the right of the child to have their heritage recognized and respected in all aspects of service planning.

Provincially the Child Welfare Sector has embarked on strengthening the collection of identity based data that will better inform the sector of those more marginalized populations, where there is over-representation of involvement with the child welfare system, thereby highlighting those communities where further engagement is warranted and service delivery models are informed by service recipients and more responsive to their needs. The collection of this data has been directed by the Ontario Human Rights Commission and is further supported by the centralization of data through the Child Protection Information Network.

AREA OF FOCUS	GOAL
<b>THE VOICE OF THE CHILD</b>	The development of a Youth Advisory Committee will provide a forum for the voices of children and youth who have been in receipt of services to help shape the development of Agency practices and policies.
<b>COORDINATED AND INCLUSIVE COMMUNITY SERVICES FOR CHILDREN, YOUTH AND FAMILIES</b>	Children, youth and families will be provided with the services they require locally to ensure that they receive appropriate, seamless services in their own community and that are responsive in meeting their needs.
<b>DELIVERY OF FRENCH LANGUAGE SERVICES</b>	The Agency is fully compliant with legislative requirements of a designated bilingual agency. All families will have equitable access to services in French.
<b>EQUITY AND ANTI-OPPRESSIVE PRACTICE</b>	<p>An anti-oppressive practice filter is applied in all case management, policy development and engagement strategies.</p> <p>Unique community and family service needs are met through increased identification of the population we service, so we can better position ourselves to recognize and meet their needs in an equitable manner.</p>
<b>TRUTH AND RECONCILIATION</b>	<p>Support of local First Nations designation process with Waabnoong Bemijiwang Association of First Nations.</p> <p>Participation in OACAS-led Indigenous commitments to support Indigenous child welfare service delivery provincially.</p> <p>Strengthen relationships with local First Nations communities through acknowledgement of impact of the '60's Scoop.</p>
<b>COMMUNITY ENGAGEMENT</b>	The complex needs of children and youth are met locally, through a holistic community-centred approach focusing on intensive in-home support and respite services.

**STRATEGIC THEME:**

Excellence in organizational effectiveness and efficiency with service delivery rooted in a commitment to evidence informed, family child and youth centred, and community inclusive practices.

**STRATEGIC RESULT:**

An Agency that consistently demonstrates quality of service delivery that focuses on positive outcomes and resiliency for children, youth and families.

**PREAMBLE**

As in previous years, the organization is committed to the ongoing evolution of services and organizational structures, which can be achieved through a lens of Continuous Quality Improvement. By demonstrating compliance with Ministry Standards and legislative requirements, built on the foundation of quality services and best practice, we can achieve Service Excellence. To further this goal a review of the agency service structure, through critical analysis, shaped by an Anti-Oppressive filter and informed by families, children and youth, staff members and community partners is required.

There are provincial and local opportunities to increase organizational efficiencies through community partnerships and the Shared Services program led by OACAS. The organization is committed to maximizing these initiatives to achieve efficiencies and support a fiscally responsible operation.

AREA OF FOCUS	GOAL
<b>CHILD PROTECTION INFORMATION NETWORK (CPIN) DEVELOPMENT</b>	Maximize the potential of a single information system for provincial child protection services through further development of compliance reporting and quality assurance practices.
<b>ORGANIZATIONAL RISK STRATEGY AND TRANSFER PAYMENT RISK ASSESSMENT (TPRA)</b>	Maintain a low risk assessment rating, as per provincial measurements, with strengthened information technology security policies and practices.
<b>SHARED SERVICES</b>	Achieve operational efficiencies and effectiveness through participation in provincial initiatives and the pilot project for the vendor discount projects, while maximizing opportunities with our community partners in the sharing of resources.
<b>CONTINUOUS QUALITY IMPROVEMENT</b>	Agency services are aligned with legislative requirements, ministry standards and best practices, focusing on compliance and quality services, leading to positive outcomes for children, youth and families.
<b>CHILD AND YOUTH FAMILY SERVICES ACT</b>	All Agency services, practices and policies meet new legislative requirements.
<b>SERVICE REVIEW AND ALIGNMENT</b>	Agency service structure meets the needs of families, children and youth and ensures the mandate of the protection of children, while strengthening family units.
<b>EVIDENCE INFORMED PRACTICE</b>	<p>Through the development of a Research and Ethics committee the Agency will be supported in accessing research that contributes to a service structure embedded in evidence informed practice and a continuous improvement framework. Ensuring a comprehensive review of any research proposals submitted is critical to ensuring that research is compliant with regulatory bodies and is guided by key principles related to child safety and provides a meaningful contribution to improving service delivery for children, youth and families.</p> <p>By embedding the use of the Practice and Research Together (PART) resources in our day to day practice further supports the service delivery of the agency.</p>

**STRATEGIC THEME:**

Organizational wellness

**STRATEGIC RESULT:**

The Agency fosters a work culture in which individual and organizational wellness is highly valued.

**PREAMBLE**

Building on the Change Management work of the previous fiscal year, whereby organizational cultural shifts have begun by identifying the shared core values that guide us, the Agency will continue to evolve through a strategic planning process that is built on input from every level of the organization, including at the Board governance level.

<b>AREA OF FOCUS</b>	<b>GOAL</b>
<b>AGENCY BEHAVIOURS ALIGNED WITH AGENCY VALUES</b>	All interactions with families, children and youth, as well as community partners, are aligned with Agency core values.