

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



## **CHILDREN, YOUTH AND FAMILIES SUCCEEDING TOGETHER**



## **2019 – 2020 OPERATIONAL PLAN**

### **Our Mission:**

**Working in partnership for children and youth to have safe and supportive families**

### **Our Vision:**

**Children, youth and families succeeding together**

### **Our Values:**

**Respect, Inclusivity, Accountability, Integrity, Kindness**

### **PREAMBLE:**

As was identified in the Operational Plan for 2018-2019, the Children's Aid Society of Sudbury and Manitoulin (CASDSM) embarked on a comprehensive Strategic Planning process that was inclusive of all staff members, the Board of Directors and community partners.

The development of this five year [Strategic Plan \(2019-2024\)](#) was grounded in the Values work that the Agency had committed to in 2017-2018. The contribution from all levels of the organization ensures that this Strategic Plan will be utilized as an effective tool for determining Agency initiatives, monitoring outcomes and ensuring accountability.

The strategic Planning Process led to the creation of new Agency Vision, Values and Mission statements that are reflective of organizational growth and development. The articulation of the Agency Vision and Mission provided the necessary focus for the development of the Agency's Strategic directions and priorities.

The Strategic Plan identifies five key Strategic Priorities for the Agency.

- CHILDREN, YOUTH AND FAMILIES
- PARTNERS
- STAFF, VOLUNTEERS AND FOSTER PARENTS
- FINANCIAL
- INTERNAL SYSTEMS

The strategic planning process is essential to ensuring all Agency operations are focused on these priorities and are aligned to meet the Strategic Goals identified. While the Strategic Plan guides the direction of the Agency for the next five years, the Operational planning process identifies the areas of focus for the Agency's work during the year. Each Operational Plan builds on the work of the previous year to allow for continued progress to meet the identified strategic goals. Operational planning promotes both internal and external communication and transparency, ensuring that we are accountable to all community members, community partners and service recipients.

Children,  
Youth &  
Families

STRATEGIC PRIORITY

**CHILDREN, YOUTH AND FAMILIES**

STRATEGIC GOAL

**KEEP CHILDREN AND YOUTH WITH AND CONNECTED TO THEIR FAMILIES,  
LANGUAGE AND CULTURE**

## **PREAMBLE**

Children, youth and families are at the centre of all aspects of our work, with Agency systems, processes and structure aligned to the Vision of **CHILDREN, YOUTH AND FAMILIES SUCCEEDING TOGETHER**.

The legislative changes in the Child, Youth and Family Services Act enacted in 2018 include an increased focus on the rights of children and youth, including the right to have their views reflected in all aspects of service delivery. This included the importance of their cultural identity reflected in planning.

Strengthening family systems to minimize any disruption in relationships and connections is essential to positive outcomes for children and youth.

## 2019-2020 Operational Plan

STRATEGIC INITIATIVE	OBJECTIVE	Areas of Focus
<b>INCORPORATE THE VOICES OF CHILDREN AND YOUTH</b>	<i>Children and youth are better served when they feel heard and supported in shaping the services they receive.</i>	
		<ol style="list-style-type: none"> <li>1. Inclusive Service Planning with children and youth.</li> <li>2. Development of Agency forums to capture the Voice of youth to inform Agency growth and service delivery.</li> <li>3. Strengthening relationships with Office of the Children’s Lawyer and Provincial Ombudsman, to support advocacy work for children and youth.</li> </ol>
<b>STRENGTHEN FAMILIES THROUGH EARLY RESPONSE AND PREVENTION</b>	<i>Children and youth’s needs are best served within their own family system. Dedicating resources to support families to meet their needs in a safe and nurturing home environment will lead to better outcomes for children and youth.</i>	
		<ol style="list-style-type: none"> <li>1. Alignment of Family Support Program to provide continuum of services from in-home support to reunification of families.</li> <li>2. Define Prevention Services and enhanced Admission Prevention Services.</li> <li>3. Enhance pathways for access to community support services.</li> </ol>

<p><b>SUPPORT CONNECTIONS BETWEEN CAREGIVERS</b></p>	<p><i>The relationship between all adults caring for children and youth is essential to supporting them through transitions. A more inclusive approach for all alternative caregivers strengthens relationships, supports reunification and builds a stronger network of caring for children and youth.</i></p>	
	<ol style="list-style-type: none"> <li>1. Enhancement of training curriculum for alternative caregivers to support positive relationships with primary caregivers.</li> <li>2. Implementation of Parent Advisory Committee recommendations to inform training priorities and Agency policies, regarding alternative care placements of children and youth.</li> <li>3. Full implementation of Katelynn Sampson recommendations.</li> </ol>	
<p><b>BUILD LIFELONG RELATIONSHIPS</b></p>	<p><i>Connections to cultural supports, language, kin and other informal supports builds resiliency for children and youth.</i></p>	
	<ol style="list-style-type: none"> <li>1. Agency systems that enhance use of Social History and Family Search processes.</li> <li>2. Identity Based Data Collection.</li> <li>3. Transition processes from Alternative Care arrangements to support ongoing relationship with children, youth and families.</li> <li>4. Alignment of Indigenous services.</li> <li>5. French Language Services.</li> </ol>	



**PREAMBLE**

The Agency’s Mission – **WORKING IN PARTNERSHIP FOR CHILDREN AND YOUTH TO HAVE SAFE AND SUPPORTIVE FAMILIES** – requires enhanced relationships with key stakeholders, all of whom play a critical role in meeting the needs of children, youth and families.

Broadening the circle of care for families, and the intersection of services from community agencies, will move towards a more seamless, responsive, local service structure that benefits all families, children and youth.

## 2019-2020 Operational Plan

STRATEGIC INITIATIVE	OBJECTIVE	Areas of Focus
Collaborate through a shared vision	<i>Community alignment of family focused and child centred services that support goals of prevention, family-centered planning for children and youth to remain with their primary caregivers.</i>	
		<ol style="list-style-type: none"> <li>1. Engagement between all children’s service agencies and services that is based on common values, vision and goals.</li> <li>2. Outreach and relationship building with local adult services to enhance transition processes.</li> <li>3. Analysis of community trends related to social determinants of health.</li> </ol>
<b>MEET NEEDS OF CHILDREN, YOUTH AND FAMILIES WITHIN A LOCAL SERVICE SYSTEM</b>	<i>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.</i>	
		<ol style="list-style-type: none"> <li>1. Development of Respite Services to support family preservation and enhance family based care.</li> <li>2. Advocate in partnership for coordinated community services to be responsive to diverse needs of families.</li> <li>3. Use of community planning tables and case resolution processes to identify community gaps in service.</li> </ol>

<p><b>IMPROVE COMMUNICATION TO INCREASE UNDERSTANDING OF ROLES</b></p>	<p><i>Families, children and youth will experience seamless service delivery that meets their unique needs by broadening the circle of care for all families, children and youth.</i></p>	
	<p>1. Develop or enhance protocols to guide work with key community partners.</p>	
	<p>2. Broaden partnerships to include adult services.</p>	
	<p>3. Joint training and orientation for service initiatives within organizations.</p>	

Staff,  
Volunteers  
& Foster  
Parents

STRATEGIC PRIORITY

STAFF, VOLUNTEERS & FOSTER PARENTS

STRATEGIC GOAL

LIVE OUR VALUES

## **PREAMBLE**

Every aspect of the Agency’s service delivery is dependent on the contributions of staff members, alternative caregivers and volunteers. The Agency cannot meet strategic priorities or goals without their contributions.

The development of Agency Values – **RESPECT, INCLUSIVITY, ACCOUNTABILITY, INTEGRITY AND KINDNESS** – guides our interactions with each other, our partners and the families, children and youth that we serve.

## 2019-2020 Operational Plan

STRATEGIC INITIATIVE	OBJECTIVE	Areas of Focus
<b>PROMOTE SAFETY AND WELLNESS</b>	<i>Healthy and supportive work environments strengthens capacity to provide services to children, youth and families that are aligned with Agency values. Alternative Caregivers feel supported, enabling them to focus on the needs of children and youth in their care.</i>	
		<ol style="list-style-type: none"> <li>1. Provincial safety pilot project review and assessment.</li> <li>2. Wellness Committee.</li> <li>3. Health and Safety Committee.</li> </ol>
<b>ENGAGE THROUGH COMMUNICATIONS AND PARTNERING</b>	<i>Inclusivity and transparency are key values linked to enhancing engagement with all staff members and Alternative Caregivers.</i>	
		<ol style="list-style-type: none"> <li>1. Internal structures for transmission of information.</li> <li>2. Professional development</li> <li>3. Change Management sustainment</li> </ol>
<b>EMBED VALUES TO PROMOTE RESPONSIVENESS TO FAMILY AND COMMUNITY NEEDS</b>	<i>Service delivery that is grounded on a strong foundation of shared values, vision and mission, which supports all aspects of agency work and partnerships.</i>	
		<ol style="list-style-type: none"> <li>1. Defining behaviours aligned to core values.</li> <li>2. Child welfare and Agency image.</li> </ol>



STRATEGIC PRIORITY

**FINANCIAL**

STRATEGIC GOAL

**ENSURE FINANCIAL SUSTAINABILITY**

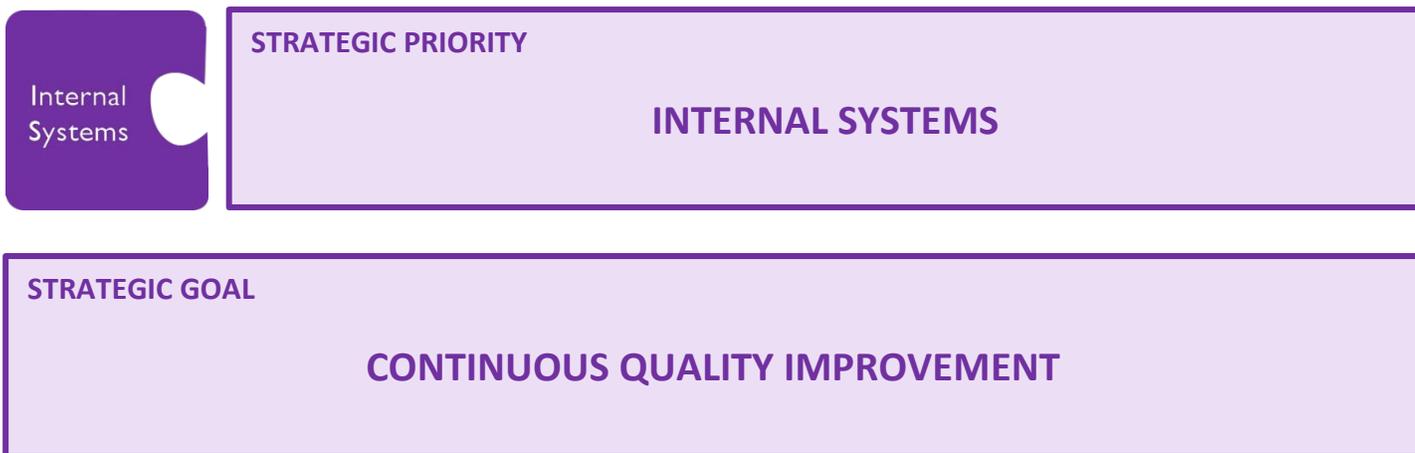
**PREAMBLE**

The Agency requires appropriate levels of resources to meet the needs of the children, youth and families we serve. Without financial supports the quality of services and outcomes for children and youth can be adversely affected.

Financial systems are impacted significantly by external factors and the Agency is committed to being a strong voice within the child welfare sector to influence these factors. The availability and allocation of resources is also dependent on ensuring the efficiency of, and confidence in, our internal systems that support service delivery.

## 2019-2020 Operational Plan

STRATEGIC INITIATIVE	OBJECTIVE	Areas of Focus
<b>INFLUENCE FUNDING MODEL THROUGH PROVINCIAL ADVOCACY</b>	<i>The child welfare sector has a collective voice that influences political and decision-making to ensure adequate resources are provided to meet the needs of children, youth and families.</i>	
		<ol style="list-style-type: none"> <li>1. Partnership in all provincial and OACAS forums for advocacy.</li> <li>2. Advocacy with local government officials.</li> <li>3. Engagement with Ministry of Children, Youth and Community Services.</li> </ol>
<b>UTILIZE INFORMED DECISION-MAKING PROCESSES</b>	<i>An Agency that identifies and utilizes key data to guide the allocation of resources and analysis of outcomes demonstrates accountability and fiscal responsibility.</i>	
		<ol style="list-style-type: none"> <li>1. Report generating capacity in CPIN.</li> <li>2. Linkages between Quality Assurance and Finance to support reporting and analysis.</li> </ol>
<b>EXPLORE FINANCIAL EFFICIENCIES</b>	<i>Children and youth will receive the financial supports to which they are entitled, which enhances funding resources to fully meet their needs.</i>	
		<ol style="list-style-type: none"> <li>1. Access to alternative sources of revenue to which children in care are entitled</li> <li>2. Alignment of Finance Department and connections to service delivery processes.</li> </ol>
<b>GENERATE REVENUE AND COST SHARING ALTERNATIVES</b>	<i>By being proactive in addressing funding gaps the Agency will be resourced to meet the needs of children, youth and families.</i>	
		<ol style="list-style-type: none"> <li>1. Provincial Shared Services.</li> <li>2. Development of local opportunities for infrastructure/resource partnerships.</li> <li>3. Building services and rental income.</li> </ol>



## **PREAMBLE**

Quality Assurance and Continuous Quality Improvements are foundational to the Agency’s growth and development. A strong Quality Assurance structure supports ongoing evaluation and reflection on Agency functions, intersections of internal processes and service delivery model. This links to the overall experience for children, youth and families who are in receipt of services.

Quality Assurance practices promote confidence in the Agency’s ability to be accountable to stakeholders and funders for the services provided.

## 2019-2020 Operational Plan

STRATEGIC INITIATIVE	OBJECTIVE	Areas of Focus
<b>COMMIT TO SERVICE EXCELLENCE</b>	<i>A comprehensive approach to evaluation and outcome measures guides the Agency in ensuring services are aligned to the needs of children, youth and families.</i>	
		1. Quality Assurance Department structure and resourcing.
<b>INCREASE USE OF DATA ANALYSIS TO SUPPORT INFORMED DECISION-MAKING</b>	<i>Agency development is supported by reliable, measurable information through ongoing review and analysis of all systems and processes.</i>	
		1. CPIN Data Reporting Development and Integration.
		2. Professional Practice Framework for Quality Assurance Integration.
		3. Ministry reporting requirements and accountability.
		4. Alignment with all legislative requirements of Children, Youth and Family Services Act and implementation of Part X.
<b>ENHANCE EFFICIENCY AND EFFECTIVENESS THROUGH ONGOING SERVICE REVIEW AND EVALUATION</b>	<i>Comprehensive review of Agency systems and structures promotes organizational growth and progressiveness in service delivery.</i>	
		1. Development of key data elements for all agency committees/work groups.
		2. Monitoring of quality of service delivery through assessment and comparison to established benchmarks and comparators using an Anti-Opressive Practice and Equity lens.
		3. External feedback processes to inform agency development in continuous quality improvement model.