

 **Children, youth and families  
succeeding together**



# Operational Plan 2020 - 2021



# 2020 – 2021 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:

The development of our Operational Plan is rooted in the [Agency's five year Strategic Plan](#) (2019-2024) The Agency's Vision, Mission and Values form the basis for all Agency initiatives and planning.

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

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

Operational planning is informed by local community needs as well as provincial directions as identified by the Ministry of Children, Community and Social Services (MCSS).

This Operational Plan covers the period of the fiscal year April 1<sup>st</sup>, 2020 – March 31<sup>st</sup>, 2021. While the Agency began the process of reviewing the goals achieved from our prior Operational Plan in January/February 2020 we could not have anticipated the unprecedented impact of the World Health Organization's declaration of a Global Pandemic in March of 2020, and the resulting Federal and Provincial declarations of emergency as we entered into community shut-downs and sweeping changes to our everyday life and routines.

In response to this global Pandemic the Agency first issued a Critical Incident Declaration on March 16, 2020. This declaration was declared on a monthly basis until June 10<sup>th</sup>, 2020 at which time it was extended to August 31<sup>st</sup>, 2020. On August 31<sup>st</sup>, 2020 the Critical Incident Declaration was extended until January 31<sup>st</sup>, 2021. An Emergency Declaration enabled the Agency to turn to Business Continuity Planning to immediately alter our practices and service delivery structure. This new structure required us to utilize all available resources to continue to ensure the safety and well-being of children, youth and families as well as the Health and Safety of our staff while following all Public Health directives related to community safety. This was no easy task! We do believe the values entrenched in our work enabled us to make these sudden changes in a coordinated, strategic and comprehensive manner due to the resilience, commitment and creativity of all staff.

As a result of all of these contributing factors this year's Operational Plan will be presented in a unique format that is reflective of the work we have done. The Plan will be divided into two sections – April 1<sup>st</sup>, 2021 to October 1<sup>st</sup>, 2020 and October 1<sup>st</sup>, 2021 to March 31<sup>st</sup>, 2021. Our planning processes and areas of priority continue to be heavily influenced by the COVID-19 Pandemic but we remain committed to aligning this work with our strategic priorities and values.

During the past year the Ministry of Children, Community and Social Services finalized a review of Child Welfare services across Ontario. The new "Reimagined Child Welfare" plan was announced in August 2020 following sector and service users input. These new changes are welcomed as they shift focus to early help and prevention, equity and improved outcomes for children, youth and families. They align with our Strategic Plan as well as our Vision and Mission statements.

The “Reimagined Child Welfare” Plan has identified five Strategic Pillars that will guide the ongoing development of our services.

- Child, Youth, Family and Community Well-Being
- Quality of Care
- Strengthening Youth Supports
- Improving Stability and Permanency
- System Accountability & Sustainability

This Operational Plan will link our work to both our Agency Strategic Plan as well the provincial Strategic Pillars.

For the past several years the Child Welfare Sector has been examining issues of equity as we recognize the historic and current impact of systemic injustices and biases that disproportionately impact the most marginalized members of our society including Black, racialized and LGBTQ2S+ communities. The disproportionate impact of the Global Pandemic on racialized and marginalized communities as well as recent surges in civil unrest has highlighted these deeply ingrained issues and compels us all to do better.

### **EQUITY STATEMENT:**

The Sudbury and Manitoulin CAS recognizes our ongoing responsibility to equitable and inclusive practice with Black and Indigenous people and communities and all equity seeking groups. We acknowledge the overrepresentation that child welfare continues to have in the lives of Black and Indigenous families. We are accountable to these communities to actively work to implement changes to transform our agency so that everyone receives equitable service. We acknowledge that our commitment and our words alone are not enough and recognize there is work to be done.



April 1<sup>st</sup> – September 30<sup>th</sup>, 2020  
**COVID-19 Planning**

Children,  
Youth &  
Families

**STRATEGIC PRIORITY**

**CHILDREN, YOUTH AND FAMILIES**

**STRATEGIC GOAL**

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

- **INCORPORATE** *the voices of children and youth*
- **STRENGTHEN** *families through early response and prevention*
- **SUPPORT** *connections between caregivers*
- **BUILD** *lifelong relationships*

**PREAMBLE**

Child welfare services have always been provided directly in the community and in families' homes. The Global Pandemic required an immediate shift in the service structure to ensure compliance with all Public Health directives, ensure the Health and Safety of employees and continue to support the safety and well-being of children, youth and families.

Due to the range of services provided under the umbrella of Child Welfare each area required specific consideration and planning. The Society was also aware in all areas of service planning of those most marginalized groups we serve and the impact this Global Pandemic would have on these vulnerable communities. Areas of focus included:

- Maintaining meaningful family relationships when children/youth residing in alternative care arrangement
- Supporting vulnerable youth
- Delivering child protection services virtually and in-person to ensure families were supported

## MAINTAINING CONNECTIONS

Family Visit Planning Development that incorporated the voices and needs of the children and youth

Virtual Technology to support ongoing and meaningful family relationships

Virtual visits supported between Alternative Caregivers, children, youth and their families

Parenting Centre Reopening Structure development and implementation

## COMMUNITY SERVICE DELIVERY

Development of Phase 1 Service Delivery Model in all areas of service operations that promoted:

- Increased virtual contact with families, youth and children
- Limited direct service delivery aligned with Public Health directives balanced with need to ensure well-being and safety of children, youth and families

Family Visiting Model development that considered:

- Public Health directives
- Medical needs of children, youth, families and alternative caregivers
- Strategy for return to in person family visiting as Public Health directives loosened restrictions

Legal Services review and prioritization for resolution of court matters in partnership with local judiciary and development of virtual court services

## YOUTH SUPPORTS

Increased virtual support with youth

Technology supports provided

Increased financial support

Maintaining direct service delivery for youth facing increased challenges or barriers

Collaborative planning with congregate care settings

Educational supports for on-line learning

Continuation of support – creating safety net to ensure no disruption in housing or financial security for transitioning youth in receipt of services

Partners

**STRATEGIC PRIORITY**

**PARTNERS**

**STRATEGIC GOAL**

**BUILD AND STRENGTHEN RELATIONSHIPS**

- **COLLABORATE** through a shared vision
- **MEET** needs of children, youth and families within local service system
- **IMPROVE** communication to increase understanding of roles

**PREAMBLE**

COVID-19 impacted the availability of services for all children, youth and families. Essential services such as schools and daycares were closed which significantly reduced the visibility of children and youth in their communities. Lack of services also had the potential to increase familial stressors and pressures, jeopardizing housing, employment and food security in many families. Research demonstrated that the risks of intimate partner violence increased significantly during a Pandemic. As well, adult services related to emotional health and addictions were limited which could have very detrimental impact on caregivers' well-being.

While we have always recognized the essential need to work in true partnership and collaboration with both the children's services and adult services sectors, the Pandemic demonstrated this more than ever. The foundations of partnerships that have been built supported communication and joint planning. The commitment to continue to work on partnerships to ensure the local service system can fully meet the needs of children and youth within their communities was solidified. Critical work in these planning initiatives continued through this period and will be reflected in more detail in the Operational Plan for Oct. 1<sup>st</sup>, 2020-March 31<sup>st</sup>, 2020.

## COLLABORATION AND COMMUNITY PLANNING

Provincial Ministry of Children, Community and Social Services (MCCSS) and Ontario Association of Children's Aid Societies (OACAS) through COVID-19 Task Force participation at Executive Leadership level

Community Service Agency planning table meetings for sharing of all Community Service Delivery models during COVID-19 for both Children and Adult Sectors

Ensure information regarding availability of services was communicated and accessible for all staff to inform service planning with children, youth and families

Review of all service gaps and community strategy development for meeting needs of families, children and youth

Complex needs planning tables to support local service system meeting needs of children and youth and minimizing family disruptions and displacement of children and youth to other jurisdictions

Community collaboration and planning for development of Shared Care/Respite service model and supports for Transitional Aged Youth

Liaising with Education system to support on-line learning for children and youth

Staff,  
Volunteers  
& Foster  
Parents

**STRATEGIC PRIORITY**

**STAFF, VOLUNTEERS & FOSTER PARENTS**

**STRATEGIC GOAL**

**LIVE OUR VALUES**

- **PROMOTE** *safety and wellness*
- **ENGAGE** *through communication and partnering*
- **EMBED** *values to promote responsiveness to family and community needs*

**PREAMBLE**

The Global Pandemic presented the child welfare sector with new challenges in the area of ensuring the health and safety of all our staff, volunteers and alternative caregivers. During any period of crisis the importance of clear communication is highlighted. As Child Welfare was identified as an essential service during the Pandemic the need to be able to continue to meet core service demands while protecting the health and safety of employees was of paramount importance.

## SAFETY

Participation provincially in development of safety procedures and expectations related to COVID-19

Development of Personal Protective Equipment (PPE) guidelines for staff

Procurement, training and distribution of PPE to staff and foster parents

Liaison with local Public Health department to inform service plan development

Linkages to Short Term disability provider for COVID-19 oversight re: testing and ASSESSMENT

Assessment of COVID-19 on available staffing resources – Ministry of Children, Community and Social Services reporting system

Move to remote work and virtual service delivery

Infrastructure plan development to support remote work and resumption of in-person service delivery

## COMMUNICATIONS

Daily COVID-19 internal newsletter

Virtual Staff forums

Internal Communication Portal development for access to all documents and community announcements; Ministry updates and Public Health Directives

Weekly COVID-19 newsletter for Foster Parents

Planning with congregate care operators and Foster Parent Association

Increased (weekly) virtual contact with Foster Parents

## SUPPORT

Increased financial support for Alternative Caregivers

Peer group support for Foster Parents

Pandemic Pay for Front-line service providers



**STRATEGIC PRIORITY**

**FINANCIAL**

**STRATEGIC GOAL**

**ENSURE FINANCIAL SUSTAINABILITY**

- **INFLUENCE** *funding model through provincial advocacy*
- **UTILIZE** *informed decision-making processes*
- **EXPLORE** *financial efficiencies*
- **GENERATE** *revenue and cost sharing alternatives*

**PREAMBLE**

Child Welfare services are reliant upon defined, core budget allotments from the Ministry of Children, Community and Social Services. The increased costs associated with managing during a Pandemic required careful considerations, balancing fiscal responsibility and efficiency with the needs of staff, families and children.

## FINANCIAL EFFICIENCIES

Development of systems for Direct Deposit for all youth and foster parents to ensure financial support

COVID-19 Expenses tracking to inform MCSS of financial impact of Pandemic to protect core funding and advocate for available resources

Pandemic pay eligibility, tracking and disbursement

System development for Residential COVID Reimbursement Tracking and Reporting

Internal  
Systems

**STRATEGIC PRIORITY**

**INTERNAL SYSTEMS**

**STRATEGIC GOAL**

**CONTINUOUS QUALITY IMPROVEMENT**

- **COMMIT** to *Service Excellence*
- **INCREASE** *use of data analysis to support informed decision-making*
- **ENHANCE** *efficiency and effectiveness through ongoing service review and evaluation*

**PREAMBLE**

To understand the impact of COVID-19 on service delivery and resources was essential to planning and building the infrastructure to support service delivery.

The need for technology and new systems to support and enhance both remote and virtual work required creativity and a systemic approach to instituting changes.

## DATA ANALYSIS AND TRACKING

Development of data tracking to enhance analysis of COVID-19 impact and service delivery trends

Increased frequency of data, compliance and tracking reports

## TECHNOLOGY

Development of Virtual Technology Working Group

Virtual technology development for service delivery with considerations of

- Security and Privacy
- Accessibility
- Usability

Virtual Technology development for internal communication

Virtual Technology development for communication with external partners

Technology devices procurement for youth and families to support virtual service delivery

Administrative systems review and development to support remote work for all staff

## ADMINISTRATIVE SUPPORTS

Review and realignment of infrastructure and systems to support remote work



October 1<sup>st</sup>, 2020 – March 31<sup>st</sup>, 2021  
**Aligning Operations  
with Strategic Priorities**

Children,  
Youth &  
Families

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**CHILDREN, YOUTH AND FAMILIES**

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- **BUILD** *lifelong relationships*

**PREAMBLE:**

In alignment with the Ministry of Children, Community and Social Services (MCCSS) Child Welfare Redesign and the Agency's Strategic Plan there will be enhanced focus on prevention service delivery in strong partnership with community service agencies. The recognition that families require inclusive, equitable supports to mitigate risk of harm and strengthen security and stability for children and youth cannot be met solely by the Child Welfare System is embedded in our operational planning.

When children or youth do require an alternative care placement services will be structured to ensure their needs will be met in a family based care setting and that paths to reunification will be prioritized. For children and youth in care their connections to their families, their culture and communities is essential to building resilience and positive outcomes.

Life transitions, including moving to adulthood, always require additional supports and planning. Youth exiting care must be equipped with the tools that support this new chapter in their lives.

PRIORITY	AREA OF FOCUS
<b>STRENGTHEN</b>	
<b>IMPLEMENTATION PLAN – SIGNS OF SAFETY SERVICE MODEL</b>	<ul style="list-style-type: none"> <li>Defining organizational needs for full implementation of Signs of Safety as primary service framework</li> </ul>
<b>EQUITY</b>	<ul style="list-style-type: none"> <li>Identifying and addressing systemic racism, oppression and harm at all levels of organizational processes and services</li> </ul>
<b>FRENCH LANGUAGE SERVICES</b>	<ul style="list-style-type: none"> <li>Ensuring active offers of service delivery and maintaining Francophone culture for children and youth in care</li> </ul>
<b>INCORPORATE</b>	
<b>IDENTITY BASED DATA COLLECTION</b>	<ul style="list-style-type: none"> <li>Ensuring equitable services are provided to children, youth and families through inclusion and engagement</li> </ul>
<b>CHILDREN AND YOUTH RIGHTS RESOURCES (MCCSS)</b>	<ul style="list-style-type: none"> <li>Supplementing internal Agency tools to support rights of all children and youth in receipt of child protection services</li> </ul>
<b>PROTECTION AND LEGAL SERVICE INTEGRATION</b>	<ul style="list-style-type: none"> <li>Analysis of legal processes aligned with service delivery that minimize court interventions and consistently apply equity perspective in legal matters</li> <li>Analysis and alignment of all Alternative Dispute Resolution Processes including Child Protection Mediation and Family Group Decision-Making</li> </ul>
<b>SUPPORT AND BUILD</b>	
<b>FAMILY BASED CARE</b>	When an alternative care arrangement is required to meet the safety and security of the child
<b>REUNIFICATION</b>	Timely planning that prioritizes reunification of families with engaged community support services
<b>PERMANENCY</b>	Alignment of Agency resources and processes to new MCCSS Strategic Directions under Reimagined Child Welfare Design
<b>TRANSITIONS FROM CARE</b>	Youth leaving care are provided the support, family and personal history and lifelong connections for successful transition to adulthood

Partners

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**PARTNERS**

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**BUILD AND STRENGTHEN RELATIONSHIPS**

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**PREAMBLE**

Building on the success of collaboration to develop a local shared vision of community services, we are committed to ensuring the momentum continues with community partners to build a local social service system that is equitable, inclusive and accessible for children, youth and families. In partnership, social service agencies will provide complex mental health treatment, respite and shared care and developmental services locally, supporting children and youth to remain connected to their families, communities and supports.

Connections with Adult Services are critical to ensuring that a family received wrap-around services for the adult to provide the foundation they require to meet the needs of children and youth in their care.

This network of community partners remains committed to identifying critical service gaps for the most marginal and vulnerable populations. This operational plan highlights the need for housing security for homeless youth and the risks they face if this gap is not addressed.

PRIORITY	AREA OF FOCUS
<b>COLLABORATE</b>	
<b>EQUITY</b>	<ul style="list-style-type: none"> <li>Equity lens on all partnerships and system development with identification of systemic biases and barriers that adversely impact racialized and marginalized children, youth and families</li> </ul>
<b>MEET</b>	
<b>COMMUNITY SERVICES THAT SUPPORT FAMILY BASED CARE</b>	<ul style="list-style-type: none"> <li>Community designed service model that provides shared care and respite supports for caregivers to meet complex needs of children, youth and families</li> <li>Development of housing supports for Transitional Aged Youth</li> </ul>
<b>CHILDREN'S MENTAL HEALTH PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>Revised Complex Needs processes to ensure funding supports and services are available to meet needs of children, youth and families in an accessible and equitable manner</li> </ul>
<b>YOUTH HOMELESSNESS INITIATIVES</b>	<ul style="list-style-type: none"> <li>Housing first initiatives provide security while youth receive supports that break cycles of transiency, homelessness and addictions</li> </ul>
<b>IMPROVE</b>	
<b>PARTNERSHIPS FOR CASES OF SUSPECTED CHILD ABUSE AND NEGLECT</b>	<ul style="list-style-type: none"> <li>To build local expertise in the areas of child abuse investigations with Health Sciences North NeoKids and police services for coordination and integration of services</li> </ul>
<b>RELATIONSHIPS WITH ADULT SERVICES</b>	<ul style="list-style-type: none"> <li>To support wrap around service delivery that is inclusive of the needs of the adult caregivers</li> <li>To support Transition Aged Youth moving to Adult Developmental Services</li> </ul>
<b>NEWCOMER SERVICES</b>	<ul style="list-style-type: none"> <li>To engage in a proactive and coordinated manner with community partners who provide support services with the Newcomer community in our area to identify systemic gaps and enhance service delivery</li> </ul>

Staff,  
Volunteers  
& Foster  
Parents

**STRATEGIC PRIORITY**

**STAFF, VOLUNTEERS & FOSTER PARENTS**

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- **EMBED** *values to promote responsiveness to family and community needs*

**PREAMBLE**

Experiencing the realities of a global pandemic has highlighted areas of health and safety that would not have been a factor in planning pre-COVID -19. The impact of the pandemic on how we conduct our business and how our work environments are structured is only now beginning to be fully understood. Significant Agency resources will be dedicated to monitoring Public Health directives and business standards to create a safe office environment for the remainder of the fiscal year.

Organizational management during the Pandemic, especially in the early stages where rapid fire changes were happening on a daily basis, demonstrated the true significance of strong channels of communication and partnership with staff members across the organization. We will continue to build on the lessons learned and successes identified to enhance Agency practices in these areas.

We are committed to maintaining a strong sense of connection and community during the ongoing period of remote work and as we begin to transition back to on-site, in office work.

PRIORITY	AREA OF FOCUS
<b>PROMOTE</b>	
<b>COVID-19 PANDEMIC PLANNING FOR OFFICE AND REMOTE WORK</b>	<ul style="list-style-type: none"> <li>• Ensure all worksite measures are aligned with Public Health directives and requirements</li> <li>• Secure availability of Personal Protective Equipment</li> <li>• Analysis of current infrastructure/building needs</li> </ul>
<b>ENGAGE</b>	
<b>COMMUNICATION</b>	<ul style="list-style-type: none"> <li>• Development of Agency Newsletters and communication paths with staff and Foster Parents.</li> <li>• Clear communication plans at all critical junctures of planning including joint Union/Management meetings and initiatives</li> </ul>
<b>PROMOTING SAFE AND CONNECTED REMOTE WORK ENVIRONMENTS</b>	<ul style="list-style-type: none"> <li>• Staff Forums to remain connected while remote work continues</li> <li>• Wellness Activities to maintain sense of connection and community</li> <li>• Health and Safety Practices that support remote work sites</li> </ul>
<b>EMBED</b>	
<b>VALUES AND BEHAVIOURS</b>	<ul style="list-style-type: none"> <li>• Review of Pandemic Planning responses and processes with perspective of lessons learned and how actions were influenced by the Values, Vision and Mission statements as well as defined behaviours</li> </ul>



**STRATEGIC PRIORITY**

**FINANCIAL**

**STRATEGIC GOAL**

**ENSURE FINANCIAL SUSTAINABILITY**

- **INFLUENCE** *funding model through provincial advocacy*
- **UTILIZE** *informed decision-making processes*
- **EXPLORE** *financial efficiencies*
- **GENERATE** *revenue and cost sharing alternatives*

**PREAMBLE**

The Agency remains committed to its Accountability Agreement with the Ministry of Children, Community and Social Services to operate within a balanced budget, while providing quality services for children, youth and families. Continuing to be creative in finding financial efficiencies and building on new revenue sources will remain a priority.

A full assessment and analysis of the financial impacts of COVID-19 is being undertaken. Working with provincial partners, advocacy regarding appropriate supports to the child welfare sector to ensure there are not negative consequences to operating budgets is ongoing.

PRIORITY	AREA OF FOCUS
<b>INFLUENCE</b>	
<b>ANALYSIS AND ADVOCACY OF IMPACT OF COVID-19 ON AGENCY RESOURCES</b>	<ul style="list-style-type: none"> <li>Recognizing financial costs associated with providing services during Pandemic and ensuring appropriate costs are recouped through Ministry Funding Sources</li> </ul>
<b>UTILIZE</b>	
<b>INTEGRATION OF FINANCIAL DATA WITH SERVICE PLANNING INITIATIVES</b>	<ul style="list-style-type: none"> <li>Supporting development of Family Based Care Model with resource support for key initiatives such as Foster Care Recruitment; Shared Care and Respite</li> </ul>
<b>EXPLORE</b>	
<b>ALTERNATIVE FUNDING RESOURCES FOR CHILDREN AND YOUTH IN CARE</b>	<ul style="list-style-type: none"> <li>Disability Tax Credits</li> <li>Use of OCBE funding</li> <li>Complex Needs Funding Analysis</li> </ul>
<b>SHARED SERVICES</b>	<ul style="list-style-type: none"> <li>Opportunities for resource sharing with local community service agencies and provincial child welfare sector agencies</li> </ul>
<b>GENERATE</b>	
<b>CAPITAL ASSET MANAGEMENT</b>	<ul style="list-style-type: none"> <li>Building readiness for NEW OPPORTUNITIES rental occupancy</li> </ul>

Internal  
Systems

**STRATEGIC PRIORITY**

**INTERNAL SYSTEMS**

**STRATEGIC GOAL**

**CONTINUOUS QUALITY IMPROVEMENT**

- **COMMIT** to Service Excellence
- **INCREASE** use of data analysis to support informed decision-making
- **ENHANCE** efficiency and effectiveness through ongoing service review and evaluation

**PREAMBLE**

With the establishment of a Quality Assurance team, within an integrated Quality and Systems Management department we have continued to build capacity and define agency priorities for data tracking, monitoring and analysis.

The ready access to data to inform and develop COVID-19 response planning reinforced the significance of this area of Agency operations.

Despite the impact of the Pandemic the Agency has remained focused and committed to Privacy and accountability to both the Information and Privacy Officer (IPO) as well as to legislative requirements. The structure and functions of the Privacy Office continue to evolve and become embedded in all areas of Agency operations.

The development of an Organizational Risk Assessment Tool has been underway and this year will move into the implementation phase. The Risk Assessment tool will inform all areas of Agency functions, including the development of Operational Plans, resource allocations and budget considerations.

PRIORITY	AREA OF FOCUS
<b>COMMIT</b>	
<b>PRIVACY OFFICE</b>	<ul style="list-style-type: none"> <li>• Maintaining accountability and transparency through compliance with Information and Privacy Commissioner and CYFSA PART X requirements</li> </ul>
<b>ONTARIO'S QUALITY STANDARDS FRAMEWORK</b>	<ul style="list-style-type: none"> <li>• Building on existing accountability mechanisms for reporting with the Ministry of Children, Community and Social Services full implementation of the new Quality Standards Framework aligned with the new Child Welfare Redesign</li> </ul>
<b>INCREASE</b>	
<b>SOCIAL MEDIA PLATFORMS</b>	<ul style="list-style-type: none"> <li>• An analysis of current resources and required structure to launch social media platforms to support the requirement of Alternative Caregivers, promote a positive Agency image and highlight key areas of community planning and partnerships</li> </ul>
<b>ENHANCE</b>	
<b>ORGANIZATIONAL RISK ASSESSMENT TOOL</b>	<ul style="list-style-type: none"> <li>• Finalization and initial implementation of Organizational Risk Assessment Tool aligning all Agency departments and structures to inform agency development and operations</li> </ul>
<b>FAMILY SUPPORT ALIGNMENT REVIEW AND EVALUATION</b>	<ul style="list-style-type: none"> <li>• Complete qualitative audit examining impact of structure changes on admission prevention and reunification</li> </ul>
<b>AGENCY COMPLAINT TRACKING AND REVIEW PROCESSES</b>	<ul style="list-style-type: none"> <li>• Ensuring that any service related complaints, as it relates to direct service, privacy or access to records will be responded to in a coordinated and transparent manner</li> </ul>