

**STRATEGIC PRIORITY:**

**CHILDREN, YOUTH AND FAMILIES - Keep Children and Youth with and connectd to their families, language and culture**

**OBJECTIVES:**

- #1. Implementation of the Child in Care Permanency Planning Committee;
- #2. Community Collaboration in developing Shared-Care service model for transitioning youth;
- #3. Create a Youth Advisory Committee
- #4. Foster Recruitment
- #5. Webstie/Social Media
- #6. Redesigned parenting center

Strategic Initiatives	Areas of Focus	Overall Status Update				COMMENTS/STATUS/DETAILS/EXAMPLES
		April to June	July to Sept	Oct to Dec	Jan to Mar	

<b>STRENGTHEN families through early response and prevention</b>						
Objective #1	<b>30 day wrap around conference</b>					Key Community Stakeholders at the table. Heightened planning for reintegration and increased engagment of extended network.
Objective #1	<b>Enhanced utilization of Rapid Case Conference</b>					40 Conferences , 67 children averted from care for 2022 calendar year
Objective #2	<b>Shared-Care Model</b>					Ongoing community intiative for a shared-care model still in development, with intent to assist families with the supports to successfully parent without their child/youth entering care.
Objective #4	<b>Development of foster recrutiment model</b>					Shared recrutiment campaign with multiply sister agencies, still in infancy but on target.
Objective #5	<b>Launch of New Website and Social Media Campaign</b>					Clear delivery of information to the families and communities we work with, rolled out in March 2023.
Objective #6	<b>Redesigned Parenting Center at new location</b>					Design complete. Renovations underway. On target. Services to be offered in June/July 2023.

<b>INCORPORATE the voices of children and youth</b>						
Objective #1	<b>Increase access facilitated by family members/networks</b>					Reduction of staff supervised access by 25% in 2022-2023. Reduced supervised access by 36% in 2022-2023(Note decrease in cases also impacts the %)
Objective #1	<b>Increase completion of Identity Based data to 100%</b>					This target still in progress, we have reached 79% overall compliance.
Objective #3	<b>Initiate a Youth Advisory Committee</b>					Covid delayed implementation of this objective, however committee is formed and the first meeting occurred in February 2023.

<b>SUPPORT connections between caregivers</b>						
Objective #2	<b>Partnerships with CCN to prevent admission of children/youth with complex needs</b>					Letters of agreement to support families to continue to parent their child through complex needs community dollars. Wrap around planning meetings to identify what and how community supports can be utilized. Reduced admissions.
Objective #1	<b>Yearly Review of all Child In Care (CIC) cases</b>					(Findings) Further networks/ connections to family/supports needs to be a focus. Small % of family group conferences, not a consistent practice of the use of genograms. Increased focus on networks and connections through a Signs of Safety lens and with the 360 Family engagement model will continue to enhance the deficits identified.
Objective #1	<b>Reduction of CIC</b>					25% reduction of CIC for 2022-2023. This objective is carried over. We had a 8.7% reduction of children in care 2022-2023.

<b>BUILD lifelong relationships</b>						
Objective #1	<b>All CIC will have a documented discharge transition plan with established informal supports in place</b>					Discharge planning is being revamped with the implementation of the Quality Standards Framework effective July 2023, which will further enhance the connections and networks of the children and youth. Quality Standards Framework was announced by the Ministry in February 2023 with a short-turn-around of what is a significant change management exercise.

**STRATEGIC PRIORITY:  
PARTNERS - Build and Strengthen relationships**

**OBJECTIVES:**

- #1. Reinforce Partnerships with Futures North
- #2. Enhance employee knowledge and skill in family finding, networking and making connections 9360 Family Engagement Model)
- #3. Community collaboration to support local service systems for children and youth with complex needs
- #4. Enhance capacity of communication with and support for foster parents/caregivers through a renewed collaboration with the foster parent association

Strategic initiatives	Areas of Focus	Overall Status Update			
		April to June	July to Sept	Oct to Dec	Jan to Mar

**COLLABORATE through a shared vision**

Objective #1	<b>Partnership with Futures North</b>					Increased programming, youth voice incorporated into all decisions, shared community engagement.
Objective #2	<b>Two dedicated positions for family finding</b>					Rapid response worker following family finding model, repurpose two CPW positions in 2022-2023 as dedicated family finders for preventative admissions to care and expedited discharges. This objective is carried over and the family finding position will be posted in the first quarter.
Objective #3	<b>Increased support to Transitional Aged Youth (TAY) to the adult developmental sector</b>					Additional Supervisory position will be posted in 2023 to continue to provide ongoing supports to youth transitioning to the adult sector.

**MEET needs of children, youth and families within local service system**

Objective #3	<b>Review and revise distribution/knowledge of RESP monies for youth</b>					Dedicated Supervisor to review all the back log of information and ensure a detailed new process in place to ensure children and youth are informed of their dedicated monthly monies.
--------------	--	--	--	--	--	--

**IMPROVE communication to increase understanding of roles**

Objective #4	<b>Monthly newsletter to all caregivers</b>					Ongoing communication and collaboration with the FPA is occurring monthly, the newsletter was paused to look at how to engage FPA in the development of the newsletter
--------------	---	--	--	--	--	--

**STRATEGIC PRIORITY:  
STAFF, VOLUNTEERS & FOSTER PARENTS - Live our Values**

**OBJECTIVES:**

- #1. Implement a hybrid-remote workplace model
- #2. Development of learning paths for every employee
- #3. Implement equity training, educate and increase awareness to pursue equity in all aspects of our work
- #4. Implementation of a comprehensive volunteer program

Strategic initiatives	Areas of Focus	Overall Status Update			
		April to June	July to Sept	Oct to Dec	Jan to Mar

**PROMOTE safety and wellness**

Objective #1	<b>Development and Implementation of Remote workplace model</b>					Survey of staff needs clearly indicated and supported remote work and how it promoted a healthy/productive work life balance. A follow up survey completed identifying continued support for the current model.
Objective #1	<b>Distribution of work cell phones</b>					All child protection staff received agency cell phones to streamline and improve work business through the safety of an agency device.

**ENGAGE through communication and partnering**

Objective #2	<b>Ongoing development of learning paths</b>					Individual training needs are being reviewed and incorporated into daily practice and supported through a new growth and development evaluation model. Active training committee in place that meets monthly to monitor and assess ongoing learning needs for the organization.
Objective #4	<b>Volunteer Program</b>					Decision was made to move forward with developing a volunteer program and attaching new staff resources to this initiative. This had to be put on hold as staff were wrapped up in other priorities. Activities now underway. Initial meetings have occurred and an upcoming staff forum will be dedicated to generating feedback for implementation.

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

Objective #3	<b>Equity training for all staff</b>					Currently in progress, all Senior and Middle Management have been trained, as well as majority of staff. Progressing as planned.
--------------	--------------------------------------	--	--	--	--	--

**STRATEGIC PRIORITY:  
FINANCIAL - Ensure Financial Stability**

- OBJECTIVES:**
- #1. Retroactive reimbursement expenditures pursuant to Jordans Principle Funding;
  - #2. Restructure Emergency After-Hours Services
  - #3. Review, resize and restructure Legal Services
  - #4. Review and revise Intra-Agency jurisdictional protocols
  - #5. Reduce the Organization's real estate costs

Strategic initiatives	Areas of Focus	Overall Status Update			
		April to June	July to Sept	Oct to Dec	Jan to Mar

**INFLUENCE funding model through provincial advocacy**

Objective #1	<b>Retroactive reimbursement for Jordan's Principle entitlements</b>					Retroactive dollars received for one case, further reimbursement still being sought.
Objective #4	<b>Review and revise Intra-Agency Jurisdictional protocols</b>					This objective is to continue in the coming year as ongoing discussions are still occurring. Challenges due to debate regarding delivery of services to Metis Inuit.

**UTILIZE informed decision-making processes**

Objective #5	<b>Reduce organizations real estate costs</b>					Building sold, new location secured and currently being renovated. First phase scheduled to be completed June/July opening date.
--------------	---	--	--	--	--	--

**EXPLORE financial efficiencies**

Objective #2	<b>Restructure Emergency After-Hours Services</b>					Pilot project currently in place for all Service Supervisors, project to be reviewed at end of June. Cost savings have been identified, ongoing review required to ensure the sustainability of the model.
Objective #3	<b>Review, resize and restructure Legal Services</b>					Oversight transferred to Director of Service with a direct reporting structure of two lawyers to a Service Manager reduced from 4 to 2 lawyers.

**GENERATE revenue and cost sharing alternatives**

Objective #1	<b>Establish donation capacity through website</b>					website is now launched with page dedicated to donations. This is a continued work in progress.
Objective #2	<b>Shared services to be explored through communication initiatives</b>					A website partnership was the start in working collaboratively with two other agencies through creation of shared content that only had to be translated once. A sustainability committee now made up of 8 partnering agencies for the website. A committee of five agencies for now are working together for shared social media activities. Another committee made up of about 15 agencies are working collaboratively on the development of a foster parent portal and a Board portal. These provincial activities and partnerships were initiated by CASDSM.

**STRATEGIC PRIORITY:  
INTERNAL SYSTEMS - Continuous Quality Improvement**

**OBJECTIVES:**

- #1. Enhance data collection and analysis for decision making
- #2. Revision of the performance appraisal process
- #3. Implementation of a new Supervisory Model
- #4. Ongoing embedding FLS into all areas of the Organization
- #5. Creation of a records department

Strategic initiatives	Areas of Focus	Overall Status Update			
		April to June	July to Sept	Oct to Dec	Jan to Mar

**COMMIT to Service Excellence**

Objective #2	<b>Revision of Performance Appraisal Model</b>					Learning and Growth Model adopted and implemented in 2022. Increased attention on individual engagement and needs to best support the staff. Model is being reviewed and updated based on last years completion.
Objective #3	<b>New Supervision Model</b>					Model was introduced to the supervisory pool in June of 2022. Ongoing implementation by each team/department required in 2023. Model will embed the 360 Engagement Model into regular supervision for frontline service staff.

**INCREASE use of data analysis to support informed decision making**

Objective #1	<b>Enhance data collection and analysis for decision making</b>					Ongoing review of data occurring with all Service Supervisors to ensure a joint accountability of service delivery. Reduction of children in care, increased utilization of community services, increase of family supports, reduction of court involvement are all examples of how data analysis will be utilized to support the mission, vision and values of the organization.
--------------	---	--	--	--	--	---

**ENHANCE efficiency and effectiveness through ongoing service review and evaluation**

Objective #4	<b>Embed and evaluate the utilization of FLS across all service delivery</b>					Monthly review of delivery of service to ensure meeting all requirements of being a designated agency.
--------------	--	--	--	--	--	--