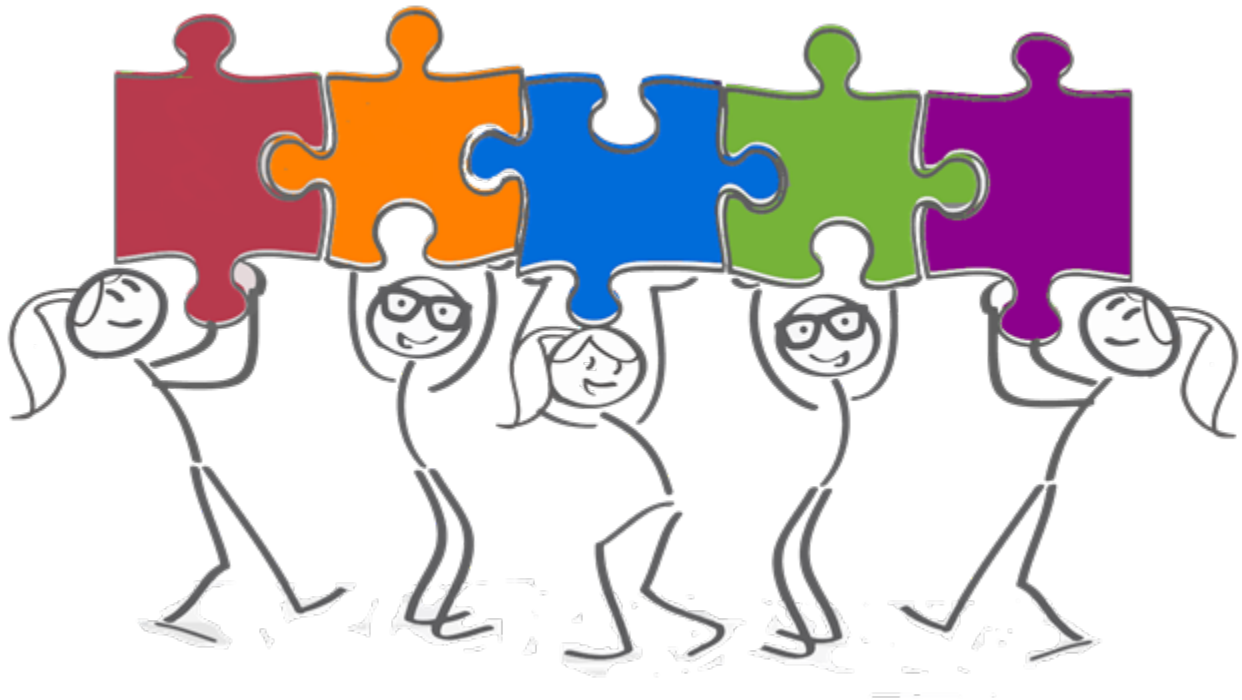




Children's Aid Society
La Société d'aide à l'enfance
• Sudbury & Manitoulin



Operational Plan 2022 - 2023

RESPECT



INCLUSIVITY



ACCOUNTABILITY



INTEGRITY



KINDNESS

2022-2023

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

Operational Plans are an indispensable component of strategic leadership as they establish shorter-term activities essential to achievement of an organization's long-range aspirations. Operational planning is informed by the needs of the children, youth, and families we serve, the needs of the larger community, and directives issued by the Ministry of Children, Community and Social Services (MCCS). This document outlines our Operational Plan for 2022-2023. Rooted in the Agency's Five-Year Strategic Plan (2019-2024), the Operational Plan is consistent with the Agency's Vision, Mission, and Values, and forms the basis for all Agency initiatives and planning. Our Operational Plan is also aligned with the 'Reimagined Child Welfare' plan introduced by MCCS in 2020

The Global pandemic that was declared in March 2020 provided us with a unique opportunity to review every aspect of our Agency's day-to-day operations and to identify opportunities for efficiencies with inherent flexibilities that will help to secure the Agency's viability in the long term. Key among these was shifting to a remote work model, reduce the organization real estate costs, and restructuring service delivery approaches to better align these with the emergent needs of our constituents. Our Agency's commitment to excellence and providing the best possible service to those in need of our services remains unwavering. We feel strongly that the active offer of French services demonstrates a culture of respect and excellence.

Collaborating with community partners to strengthen families while keeping the safety and well-being of children at the forefront of all our interventions, improving outcomes for children and youth, and developing community-based resources, remain our primary areas of focus.

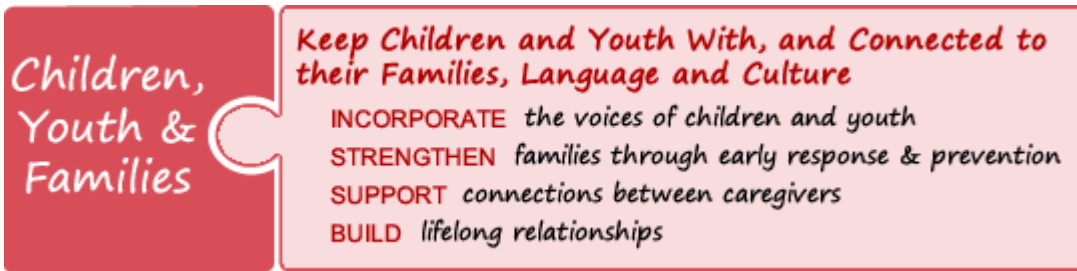
We have been innovative in seeking new partnerships, and in the coming years these will enable us to continue to expand and broaden the preventative services we know to be essential to keeping children safe, supporting vulnerable youth as they transition to adulthood, and strengthening families.

Developing a communication and rebranding strategy that heightens our organizational profile both within and outside of our jurisdictional boundaries will further enhance our Agency's capacity to seek innovative sponsorships and partnerships.

Using data and data analysis to support changes in how, when, where and with whom we do our work allows for continuous improvements and where necessary, shifts in priorities and focus.

Supporting and reinforcing the professional development of our employees across all function areas will strengthen our Agency's capacity to make change and equip our employees with the knowledge and skills necessary to achieve successful outcomes on numerous fronts.

We remain steadfast in our commitment to not compromise services for children, youth and families through advocacy, collaboration, innovation, partnerships and measured risk-taking.



Families require inclusive, equitable supports to mitigate risk of harm and provide safe, secure, and stable environments in which their children can thrive. Our Agency cannot achieve this alone. It is a community responsibility, a shared care, to support families, to safeguard children, to create a future where children and youth can thrive.

When children or youth 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 are prioritized. Family finding, and admission prevention interventions through our Rapid Case Conference model, strengthen and reinforce the connections children and youth have to their families, their culture and their communities and it is precisely these connections that are essential to building resilience and achieving positive outcomes.

Life transitions, including transitioning to adulthood, always require additional supports and planning. Youth leaving care must be equipped with life management skills and tools that support the next chapter in their lives. Our creation of a third Child/Youth team is facilitating more successful and robust planning with these youth.

Operational Objectives:

- ✓ Implementation of the Child in Care Permanency Planning Committee
- ✓ Community collaboration in developing Shared Care service model for transitioning youth
- ✓ Create a Youth Advisory Committee
- ✓ Launch a foster home recruitment model in partnership with sister agencies that is aligned with the needs of present-day foster families
- ✓ Launch of a new shared website and social media campaign
- ✓ Redesigned Parenting center to offer a variety of services.



True partnerships and genuine collaboration with community partners are critically important to our vision and mission. The foundation of our partnerships continues to be built on open and fluid communication, joint planning, and the creative alignment of resources. It is through these partnerships and collaborative undertakings that we will evolve a local social service system that is equitable, inclusive, available, and accessible to children, youth, and families.

Families have a continuum of needs that can best be met through collaboration and partnerships – our partners understand this.

Our partners share with us the goal of providing services to children and youth with complex needs without child welfare intervention so that families can maintain their autonomy and dignity, and be sufficiently supported in their desire to care for their own. Families should not have to place their children in the care of a children’s aid society in order to get the services and resources they need to remain a family.

Together with our network of community partners, we remain committed to identifying critical service gaps for the most marginal and vulnerable populations in our community.

Operational Objectives:

- ✓ Reinforce Partnership with Futures North
- ✓ Enhance employee knowledge & skill in family finding, networking, and making connections (360 Family Engagement model)
- ✓ Community collaboration to support local services system for children and youth with complex needs
- ✓ Enhance capacity of, communication with, and support for foster parents/caregivers through a renewed collaboration with the foster parent association



The health and safety of our employees, volunteers, alternative caregivers, and those we serve was a predominate concern from the outset of the global pandemic. We continue to learn, to educate and to become educated about practices and precautions that are essential to the health and wellbeing of everyone inside and outside of our Agency.

Supporting our employees in adapting to a hybrid-remote workplace model and reinforcing our connectedness as a collective with a shared mission, vision, and values will remain an overarching objective.

The support, understanding, flexibility and creativity of our resource families and community partners have been instrumental in maintaining a strong sense of connection and community, thus enabling us to maintain and sustain the safety, wellbeing, and stability that children and youth in our care have required in order to adapt to the ever-changing circumstances of the global pandemic.

Operational Objectives:

- ✓ Implementation a hybrid-remote workplace model
- ✓ Development of learning paths for every employee
- ✓ Implementation of equity training and an enduring commitment to pursue equity in all aspects of our work
- ✓ Implementation of a comprehensive volunteer program



Child Welfare services are reliant upon defined, core budget allotments from the Ministry of Children, Community and Social Services. Continuing to be creative in finding financial efficiencies and building on new revenue sources will remain a priority given the current deficit with which we are faced. Working with provincial partners and promoting advocacy regarding appropriate supports to the child welfare sector is ongoing.

Both the Chief Executive Officer and the Director of Corporate Services continue to be engaged at the provincial level in areas related to child welfare funding. Through positive relationships with both regional and corporate levels of the Ministry of Children, Youth and Community Services and involvement with key network groups at the Ontario Association of Children’s Aid Societies (OACAS) open lines of communication have been maintained.

Concurrent with our advocacy efforts, we are continuously reviewing of all of our function areas and identifying novel opportunities to resize operations without compromising our values and most importantly, the services we provide. These reviews are also focused on ensuring that our operations are concentrated on core child welfare services with the objective of reducing or eliminating duties that do not fall within this scope.

Operational Objectives:

- ✓ Obtain retroactive reimbursement expenditures pursuant to Jordan’s Principle Funding
- ✓ Restructure Emergency After-Hours Services
- ✓ Review, resize and restructure Legal Services
- ✓ Review and revise intra-Agency jurisdictional protocols
- ✓ Reduce the Organization’s real estate costs



The Quality and Systems Management department continues to advance the organization in the areas of data collection, analysis and interpretation of trends. This has allowed the organization to become effective in decision making endeavours.

Our commitment to Privacy and accountability to the Information and Privacy Officer (IPO), and our goal to achieve compliance with Ministry-prescribed standards and other requirements remains constant. The structure and functions of the Privacy Office continue to evolve and are embedded in every area of our organizations operations.

As a designated French Language Service (FLS) Agency, we continue to focus on the cultural and language needs of the children, youth, and families we serve. We have based our services around an “active offer” of French Language services, believing that families have the right to be provided FLS from the onset of their involvement with our Agency. We continue to have an active French Language Services Committee and have prioritized recruitment initiatives in Human Resources and Alternative Care Resources. We are accountable to the French Language Services Commissioner for all aspects of our service delivery.

Operational Objectives:

- ✓ Enhance data collection and analysis for decision making
- ✓ Revision of the performance appraisal process
- ✓ Implementation of a new Supervisory Model
- ✓ Ongoing embedding FLS into all areas of the Organization
- ✓ Creation of a records department