



DURHAM
Children's Aid Society

2023–2024 Service Plan

Thursday, February 23

Agenda

- Welcome
- Strategic Plan Review and Implementation Process
- Statistical Trends
- Putting the Strategic Plan Into Action
 - Community Hub Development
 - Service
 - People
 - Quality Assurance and IT
 - Legal Services
 - Communications
 - Diversity and Equity
- Questions

Strategic Plan Review and Implementation Process



TM

OUR VISION

Families receive the support and resources needed to thrive in their cultures and communities.

OUR MISSION

Durham Children's Aid Society works collaboratively with families, community members and service providers to overcome barriers to safe and healthy development of children and youth.

SERVICES

Support families to care for their children and youth in safe and healthy environments within their cultures and communities.

- Eliminate disparities of outcomes for Indigenous, racialized, 2SLGBTQ+, and marginalized children, youth and families.
- Ensure culturally appropriate services.
- Ensure comprehensive community support.
- Seek, report and incorporate feedback.
- Measure and report outcomes.

SERVICE SYSTEMS

Collaborate with diverse organizations, communities and agencies to build comprehensive networks and effective systems for families.

- Educate community partners on child welfare re-design and the focus on prevention and early support for families.
- Collaborate with organizations in diverse communities to build informal and formal support networks for families in their communities and cultures.
- Formalize processes with service providers to ensure that families can access necessary supports.
- Develop community plans with diverse organizations, communities and agencies to improve the safety and wellbeing of Durham communities.

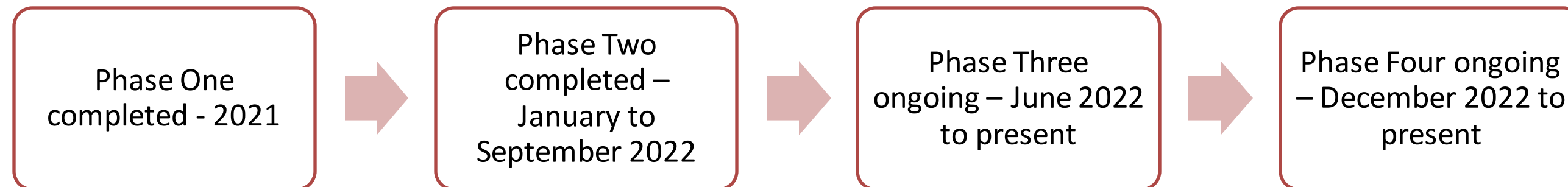
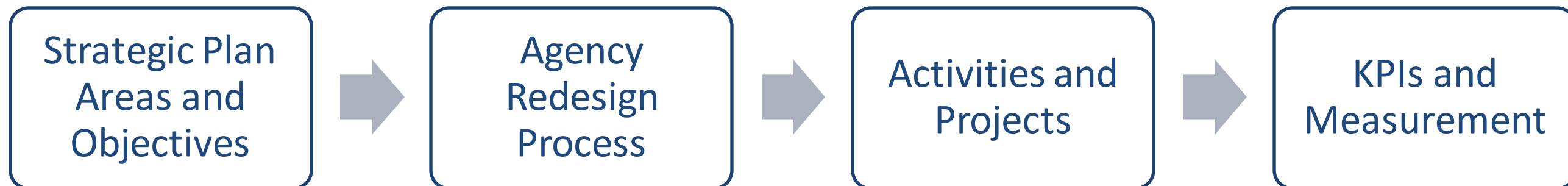
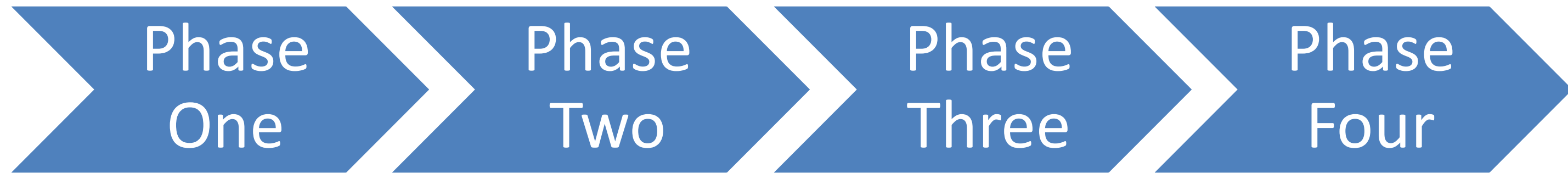
AGENCY

Ensure staff, volunteers and caregivers reflect our diverse communities and have the support and capacity to serve them to achieve the goals of child welfare re-design.

- Apply an anti-oppressive, anti-racism, diversity, equity and inclusion lens to all recruitment and development, and ensure it is built into culture and accountability mechanisms.
- Ensure the understanding of historical/current events and experiences, and their continued impact on Indigenous, Black and marginalized communities.
- Support physical, mental and emotional well-being.
- Provide learning opportunities to facilitate confident decisions voiced and driven by families.
- Strengthen decisions through consultation with impacted communities and data analysis. Ensure transparent reporting to the community.



Strategic Plan Implementation Process



Strategic Plan Area and Objectives

Phase One – Agency Redesign

Phase Two – Activities/Projects

SERVICES

- Eliminate disparities of outcomes for Indigenous, racialized, 2SLGBTQ+, and marginalized children, youth, and families.
- Ensure culturally appropriate services.
- Ensure comprehensive community support.
- Seek, report, and incorporate feedback.
- Measure and report outcomes.

- Creation of three ISCC Teams
- Creation of the African Canadian Services Team
- Integration of Family Services functions
- Kinship Service integration to Family Services
- Merging Placement/Foster Care/Kin Care
- Improvement of diverse recruitment of foster parents
- Transformation of the Adoption team to the Permanency team
- Re-envisioning of the Access Team
- Integration of Family Support to Child and Youth In Care teams
- Integration of 13 Durham CAS SOS Practice Principles from beginning to end of family involvement

- Community Links Project
- IFARADA Project
- ABR Implementation
- Family Services Case Assignment Process
- Kinship Service families support
- Cultural Foster matching
- CIC placement review
- Black and Black bi-racial CIC in Group Care Review Project
- Service excellence activities (QIP/IDBD compliance)
- Permanency Project
- Family, Child and Youth Feedback
- Alternative Dispute Resolution (ADR)



	Strategic Plan Area and Objectives	Phase One – Agency Redesign	Phase Two – Activities/Projects
SERVICE SYSTEMS	<ul style="list-style-type: none"> • Educate community partners on child welfare redesign and the focus on prevention and early support for families. • Collaborate with organizations in diverse communities to build informal and formal support networks for families in their communities and cultures. • Formalize processes with service providers to ensure that families can access necessary support. • Develop community plans with diverse organizations, communities, and agencies to improve the safety and well-being of Durham communities. 	<ul style="list-style-type: none"> • Integrated training/learning for all service areas • Creation of the DICE role. 	<ul style="list-style-type: none"> • Community organization partnerships • Community engagement activities • Complaint process improvement project • Youth Council implementation

Strategic Plan Area and Objectives

Phase One – Agency Redesign

Phase Two – Activities/Projects

<p>AGENCY</p>	<ul style="list-style-type: none"> • Apply an anti-oppressive, anti-racism, diversity, equity and inclusion lens to all recruitment and development, and ensure it is built into culture and accountability mechanisms. • Ensure the understanding of historical/current events and experiences and their continued impact on Indigenous, Black, and marginalized communities. • Support physical, mental, and emotional well-being. • Provide learning opportunities to facilitate confident decisions voiced and driven by families. • Strengthen decisions through consultation with impacted communities and data analysis. • Ensure transparent reporting to the community. 	<ul style="list-style-type: none"> • Integrated training/learning for all service areas. • Creation of the Practice Enhancement Specialist Position. • Integration of QA and IT. 	<ul style="list-style-type: none"> • SOS/AOPDEI Training. • Service Business decisions implementation. • Service excellence activities (QIP/Process measures). • AOPDEI/SOS lens to recruitment • Learning opportunities for staff.

Statistical Trends



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Statistical Trends Features

Data for 2023 FY are from April 1, 2022, until February 16, 2023.

Some indicators are decreasing because of ongoing Strategic Plan implementation:

of Children and Youth in Care

of Investigation cases

of Ongoing cases

Other indicators are Increasing because of ongoing Strategic Plan implementation:

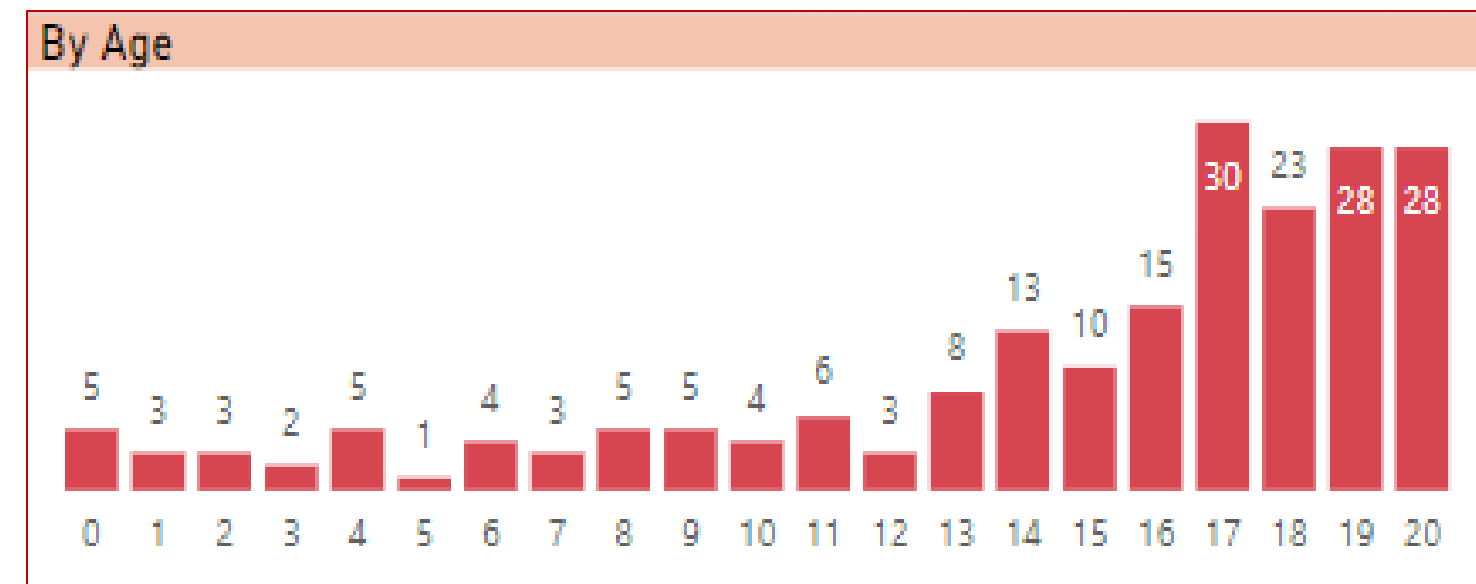
of Community Links referrals

Children and Youth in Care

- Fiscal year 2021 = 342 down to 279
- Fiscal year 2022 = 279 down to 226

Currently:

- 205 Children and Youth in Care
- 112 Continued Care & Support for Youth (**CCSY**) +21y.o.
 - Voluntary Youth Service Agreement
 - Aftercare Benefits Initiative
 - Transition and Life Skills programs
 - Registered Education Savings Plan
 - Support for Post-Secondary Education and Training
 - Mentorship and Orientation programs

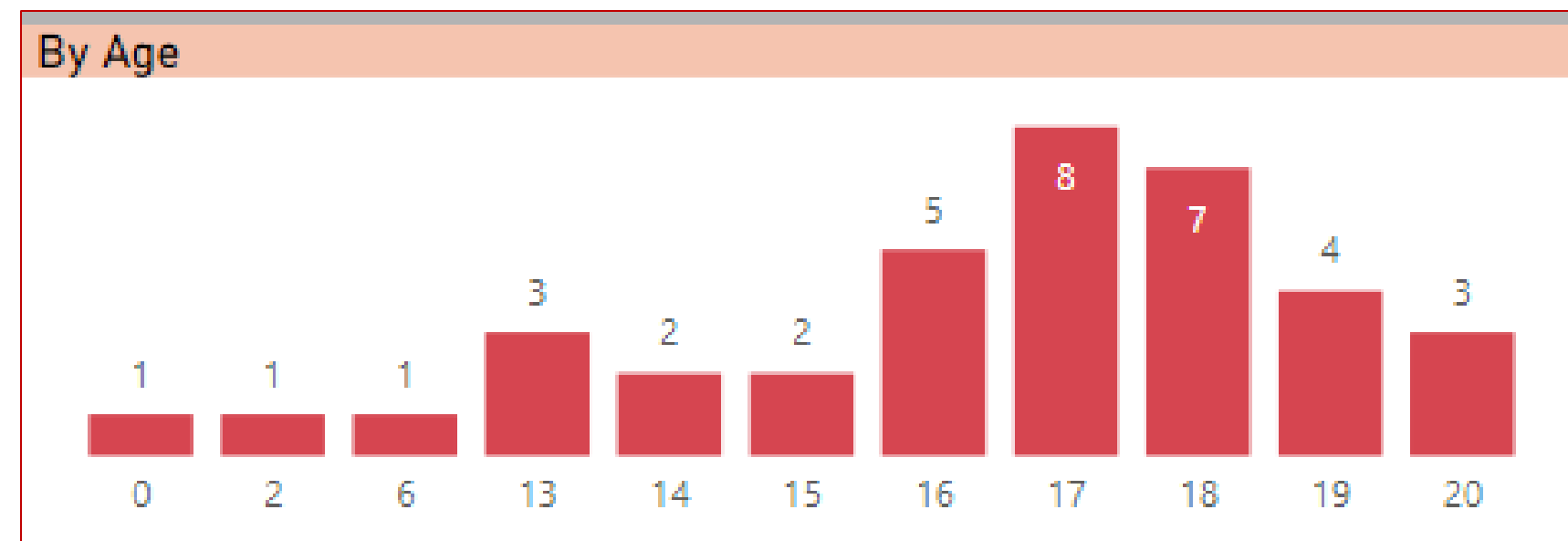


Black/Black Bi-Racial Children and Youth In Care

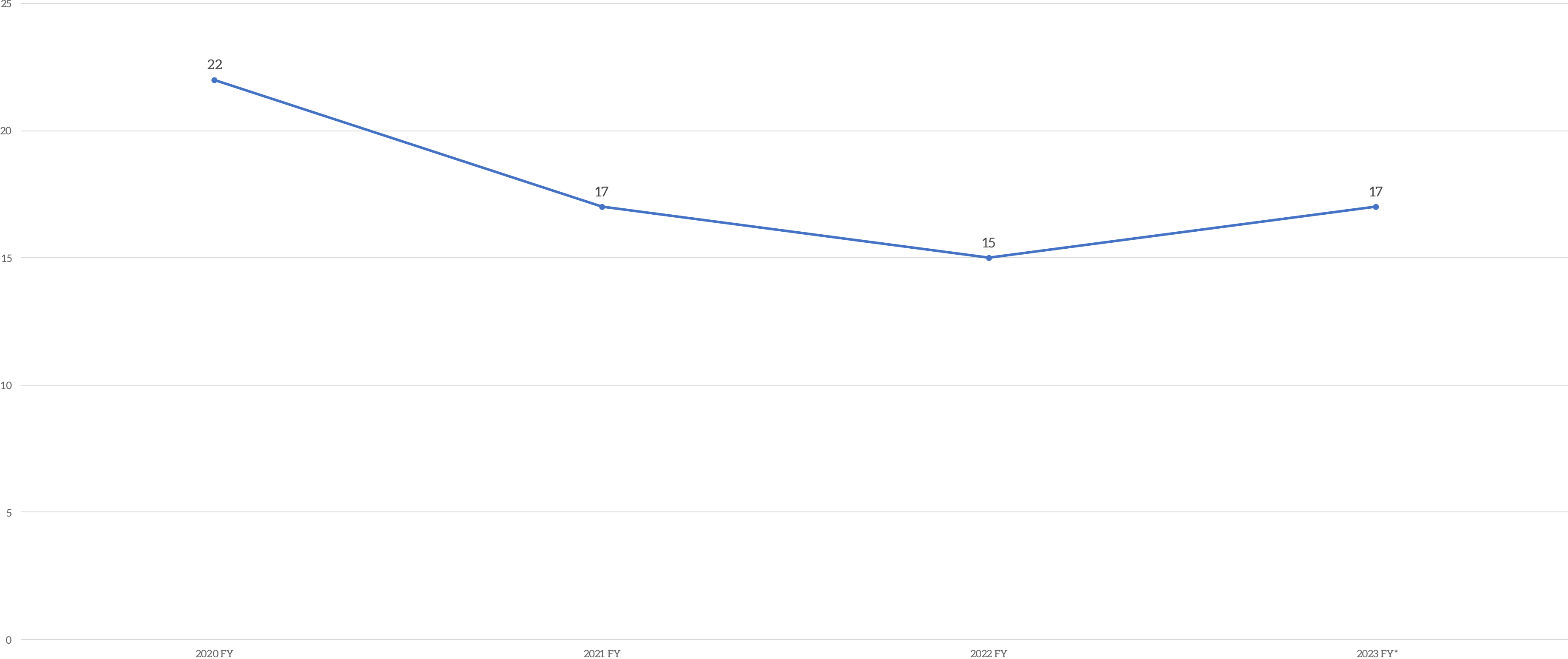
- Fiscal year 2021 = 53 down to 40
- Fiscal year 2022 = 40 down to 35

Currently:

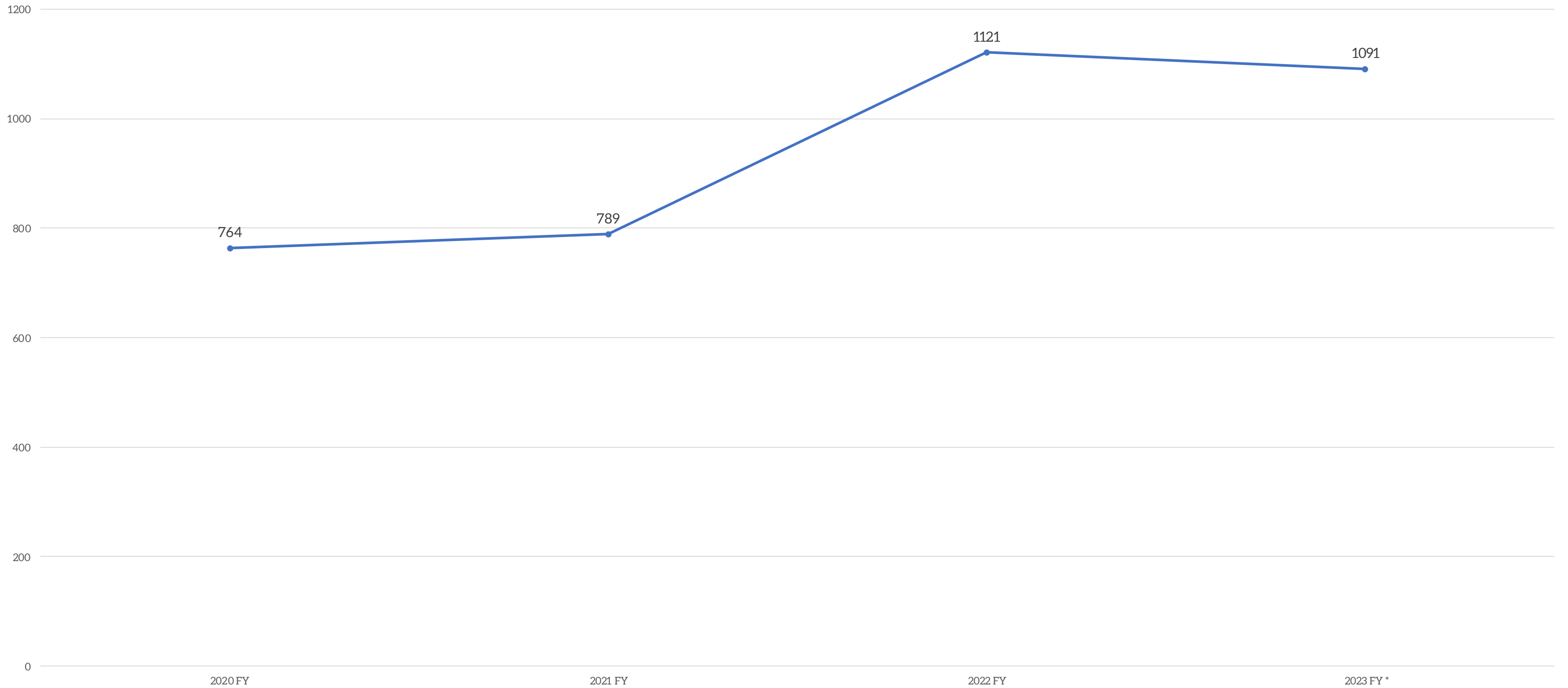
- 37 Black/Black Bi-Racial Children and Youth in Care
 - Increased number of Voluntary Youth Services Agreement (VYSA) Children



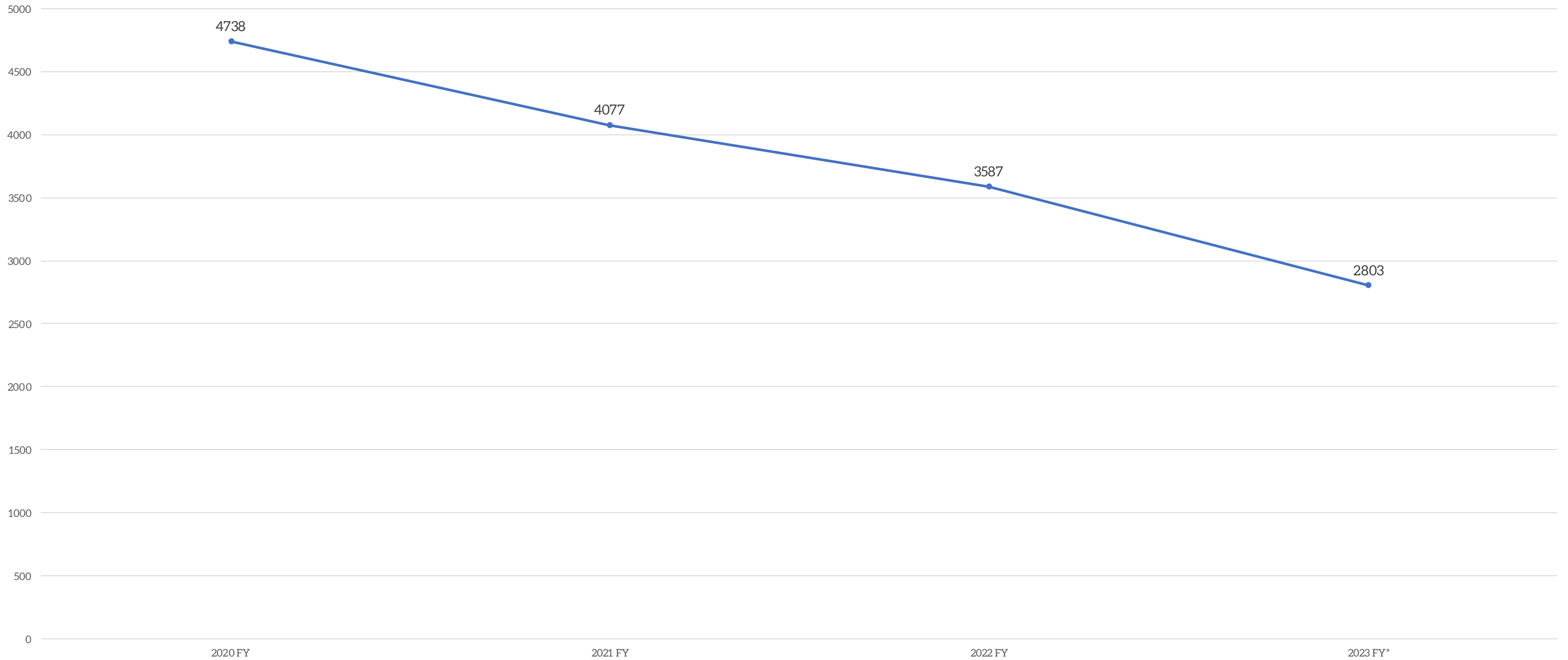
Children and Youth in Group Care



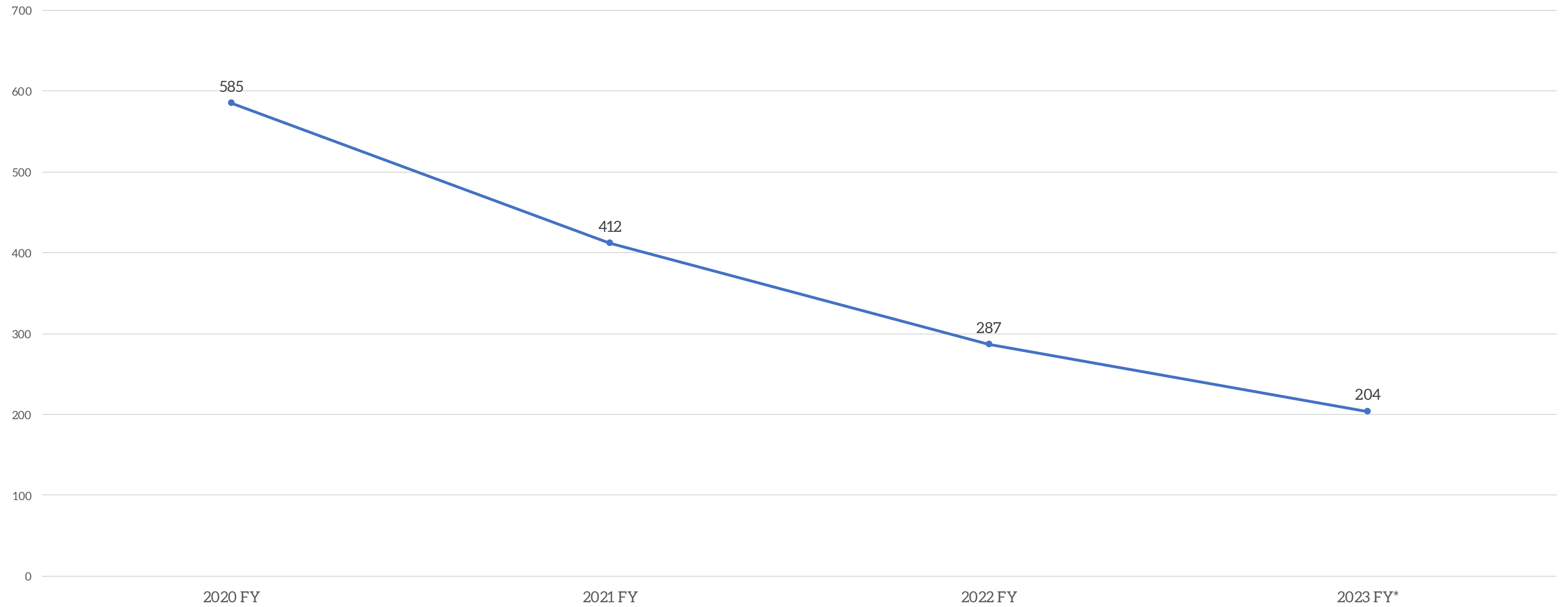
Community Links



Investigation Cases



Ongoing Cases Trend





**Putting the Strategic
Plan into action in
2023-2024**



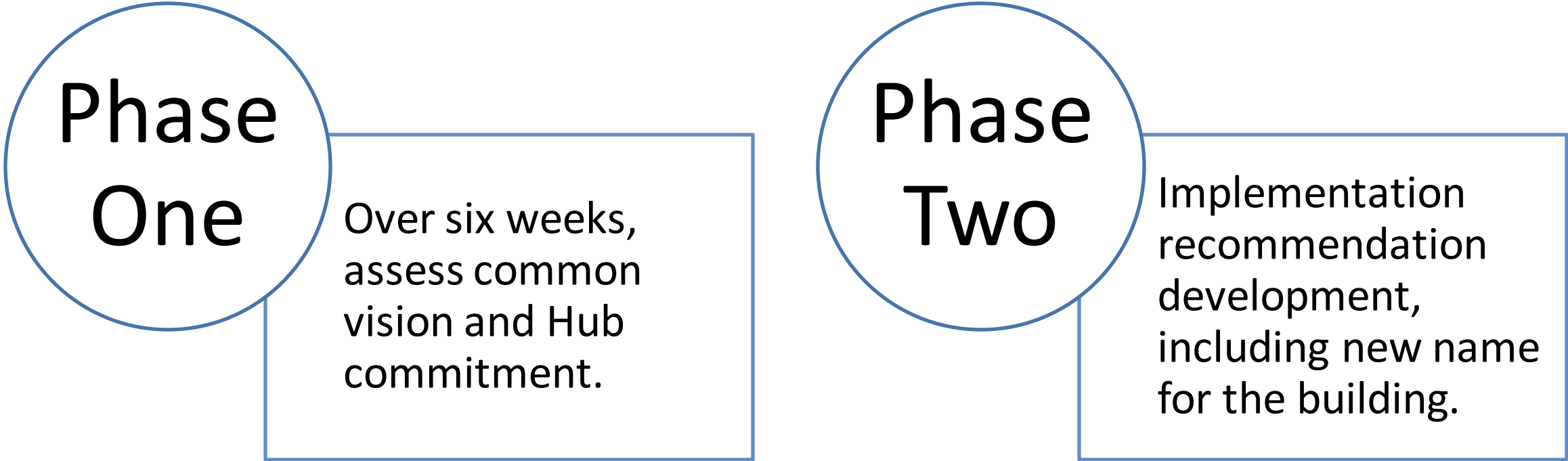
Hub Development

- **Hub Members**

- Durham Children's Aid Society
- Durham Children's Aid Foundation
- Carea
- Frontenac Youth Services
- Grandview Kids
- Resources for Exceptional Children and Youth



Hub Development



Expansion of Initial Support and Community Connections Services

Service model focused front-loading services

- Goal is prevention and partnership to strengthen services for families at the first point of contact.

Service model commitment

- Better supporting children and families we work with and reducing our organizational footprint.

Expansion of Community Links Services

Responsibility for the completion of Community Link services transferred to the three ISCC teams

- Links have continued to increase.
- The number of investigations has decreased. (From 3,587 last FY to 2,803 currently).

Expansion of the African Canadian Services Team

Responding to commitment and demand for culturally-responsive services to address overrepresentation and disparities

- Hiring three new workers.

Anti-Black Racism (ABR) Consultations

Conducted for every family that identifies as Black or Black bi-racial

- Currently completing and average of 60 ABR consultations per month.

The Ongoing Signs of Safety (SOS) Journey

Continued capacity building for staff and leadership

- Through ongoing Practice Enhancement sessions, Whole Systems Learning case studies and newly introduced, mandatory Leading for Learning sessions, we will continue with our work to implement SOS through all continuums of service delivery.

Child at Risk of Exploitation (C.A.R.E)

Prototype in Durham, in collaboration with the agency, DRPS and Dnaagdawenmag Binnoojiiyag Child and Family Service

- Multiyear funding.
 - \$365,000 for 2023-2024.
- Two authorized, specialized workers.
- One Supervisor.

Alternative Dispute Resolution Services

What is ADR?

- Child welfare mediation.
- Family group conferencing.
- Indigenous approaches (customary care).

New for 2023-2024

- Youth-led ADR.
- Tracking key outcomes:
 - ADR/CPIN data (CPIN and legacy system integration).

CAS-Violence Against Women (VAW) Intersectoral Partnerships

Durham CAS/VAW collaboration agreements:

- Violence Prevention Coordinating Council of Durham.
- Durham CAS/Catholic Family Services of Durham joint program – Safer Families.

Child Youth Advocacy Centre (CYAC)

Phase one

Environmental study

Durham Model co-design.

- Funding for Coordinator position through the Durham Regional Collaboration Table.

Phase Two

CYAC Coordinator hired in January by host agency Victim Services Durham.

Workgroups to begin the development of a CYAC for Durham Region.

Integration of Kinship Service and Expansion of Prenatal Service

Kinship Service

- Kinship service integrated into the Family Service Department.
- Aunties and Uncles Program.
- Currently servicing 58 kinship families in Durham.

Prenatal Service

- Prenatal Support and Infant Care team.
- Recently trained in Step-by-Step Parenting program.

Resource Teams

Recruitment Assessment and Development

- Foster and Adoption parent recruitment.
- Foster and Adoption Parent Home Studies.
- Ongoing Foster and Adoption parent training.

Resource Team

- Foster placement management and support.
- Placement Desk.
- Outside Purchased Resource management.

Permanency Team

- Adoption matching and post-adoption supports.
- Life-Long Connections.

Support Programs & Services:

- Treatment Family Care Program.
- Enterphase Enhanced Child and Youth Supports.
- Durham Behavioral Management.
- Nanny Services.
- Individual Psychotherapy.
- Mentorship Program (Durham Children's Aid Foundation).
- Treatment classroom (section 23) for children/youth who cannot attend a local school because of their mental health needs.
- Durham Court Clinic, day treatment for youth involved with the Justice System.
- John Howard Society, Youth in Transition (YIT) supports.
- Educational Liaison supports.
- Youth Independent Living Supplies.

Child, Youth and Family Resource 2023-2024 Priorities

- Implementation of Ontario Quality Service Framework (July 01, 2023).
- (NEW: Pre-service qualifications for staff, training for foster parents, pre-admission assessment and safety plans, Plans of Care, physical and mechanical restraint, complaints, education and case management requirements for Societies).
- Increase the age of eligibility for Continued Care and Supports for Youth (CCSY) to 23 y.o.
- Increasing child and youth special needs and mental health system collaborations.
- Merger of Child in Care and Family Support programs.
- Decrease Group Care placements.
- Review Regional Adoption Program.
- Review Regional Treatment Family Care Program.
- Ontario Youth Wellness Hub.

Projected Children and Youth in Care

2022

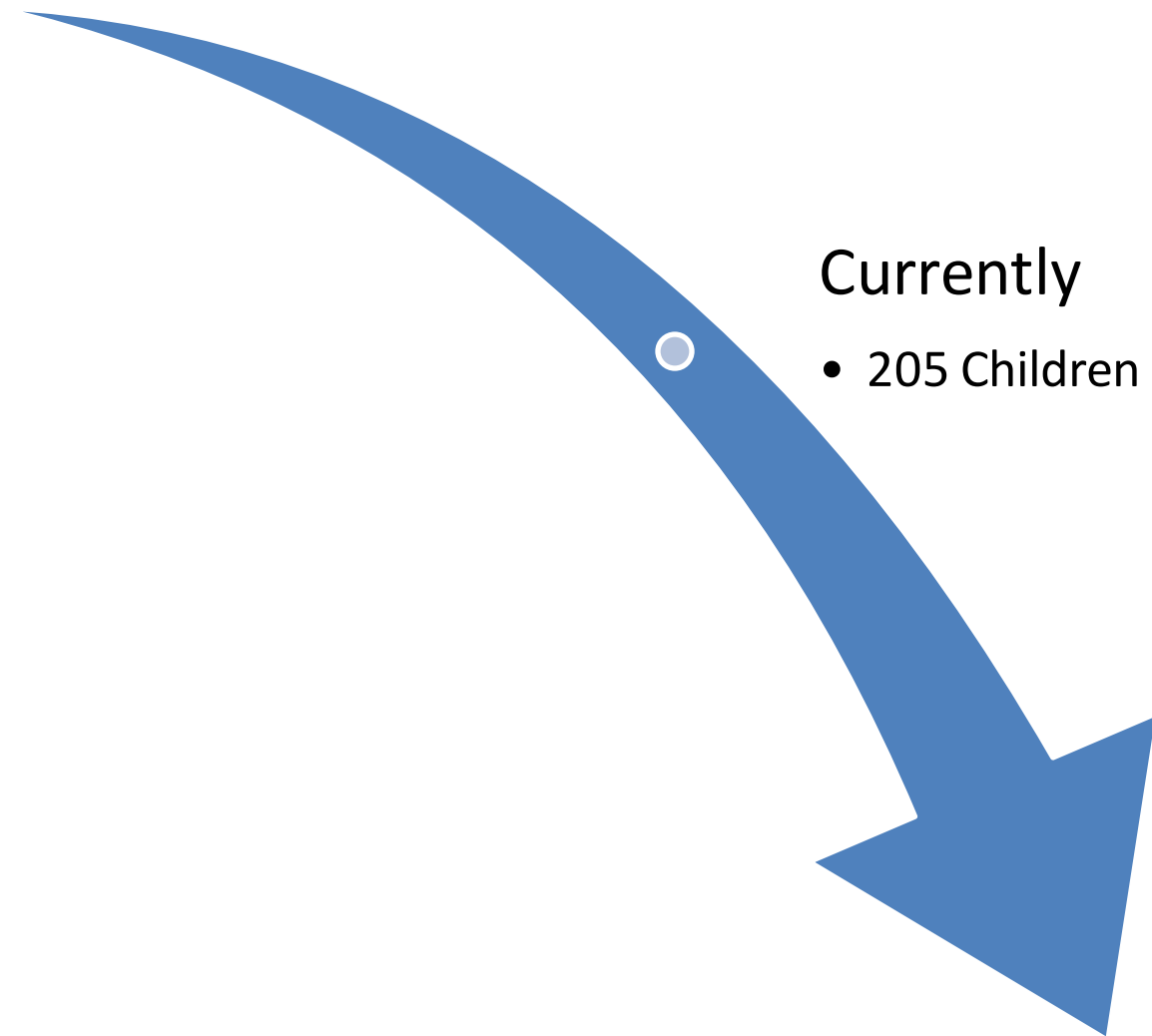
- 226 Children and Youth in Care in 2022

Currently

- 205 Children and Youth in Care

2024 FY

- **197** Projected Children and Youth in Care



People

Vision

- To partner with people leaders across the Agency to effectively mobilize employees to deliver on our strategic priorities.
- Deliver accurate, consistent and timely HR services to employees.

Completed

Completed

Completed

Re-define the HR Service Delivery Model

Define organization and role to support HR Model

Resource the team

Strengthen the fundamentals

Monitor and Evaluate

Business Partnership

- HR Advisory vs. Employee Services
- Integrated HR services with single point of contact
- HR vs. Leader roles

Roles

- HR Business Partners
- Compensation/HRIS
- Employee Services

Resources

- Pay/HRIS Analyst
- Dayforce implementation partner
- HR Coordinator - recruitment

Fundamentals

- HR Team
- Technology
- Employee resources
- People management
- Culture
- Labour management

People

- **Completed initiatives**

- Exit interview refresh to capture insights into voluntary departures.
- Moved to EFAP provider that supports culturally appropriate services.
- Established Employee Perks Program and worked with Communications to create an Employee Support and Wellness “hub” on the Intranet.
- Flexible Work Arrangement to be launched (Apr 2023).
- Performance Review Process Renewal (Apr 2023).

- **Initiatives Underway**

- Collective bargaining.
- Culture and wellness reignition (ongoing).
- Mandatory training compliance monitoring (Apr 2023).
- Absence Management Program Launch (May 2023).
- Corporate Learning Calendar (May 2023)
- Training learning path for administrative staff (May 2023)
- Critical incident/building emergency/tenant policy renewal (May 2023).
- Non-union job evaluation and pay equity review (May 2023).
- Joint job evaluation (unionized) renewal (Dec 2023).
- HR policy renewal (first phase: April 2023; second phase: Jan 2024).
- People Leader Training Curriculum (Jan 2024).
- HRIS expansion (Mar 2024).

- **Looking ahead (late 23-26)**

- Actively engage workforce on culture and wellness.
- Maintain and evaluate success of completed initiatives.
- Refine HRIS and associated process; automate wherever possible.
- Improve reporting capabilities.
- Improve approach to talent management and create stronger link to our learning and development approach.
- Integrate People programs to insights gathered from employee demographics.
- Improve tools for people leaders on various people management topics (e.g., performance, accommodations, etc.).
- Refresh OHS framework in collaboration with Property.
- Refresh employment agreements/offer letters.
- Continued capacity building of HR Advisors on proactive and anticipatory HR advice, technical skills, such as investigation, change management, coaching.
- Refinement of learning framework across Society in collaboration with Quality Assurance and Service.

Quality Assurance and IT Department

QA and IT Department Vision:

- Support the Society in delivering excellent services to children, youth and families, aligned with our Strategic Plan Objectives through Technology, service accountability and accurate data provision.

Specific Responsibilities:

- Effective and secure technology support.
- Service delivery Quality Assurance.
- Service Accountability and AOPDEI Learning Support.
- Data Management.

Quality Assurance, Research and Outcomes

Initiatives completed to support the Strategic Plan Redesign:

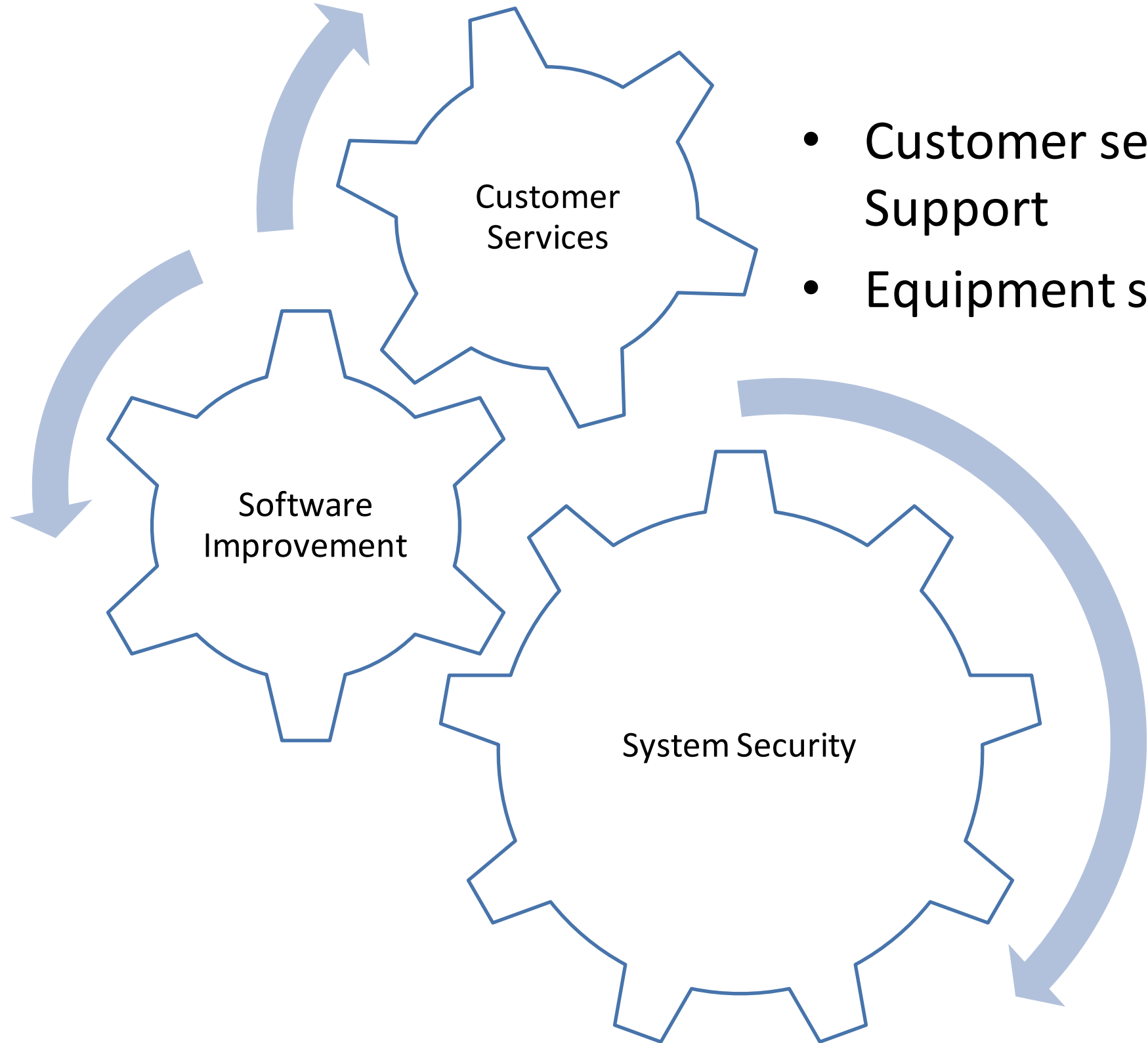
- CPIN training for all teams.
- CPIN Process guides for Blended Roles.
- Project Management support to the Agency Redesign.
- Compliance support to all teams.
- AOPDEI/SOS learning support to all teams.
- Reports developed to support the Agency Redesign.

Initiatives for next year:

- CPIN ongoing support.
- Improved AOPDEI/ SOS learning opportunities through the Practice Enhancement Specialist position.
- Implementation of the Strategic Plan Dashboard.
- Ongoing Strategic Plan Project Management Support.
- Policy Review.

Information Technology

- Server Upgrades



- Customer service Support
- Equipment support

- Security improvement
- Phishing system Improvement
- Firewall

Information Technology

Initiatives Completed to support the Strategic Plan Redesign

- Technology support to the Agency return to Office.
- Provision of equipment to ensure the smooth return to the Office.

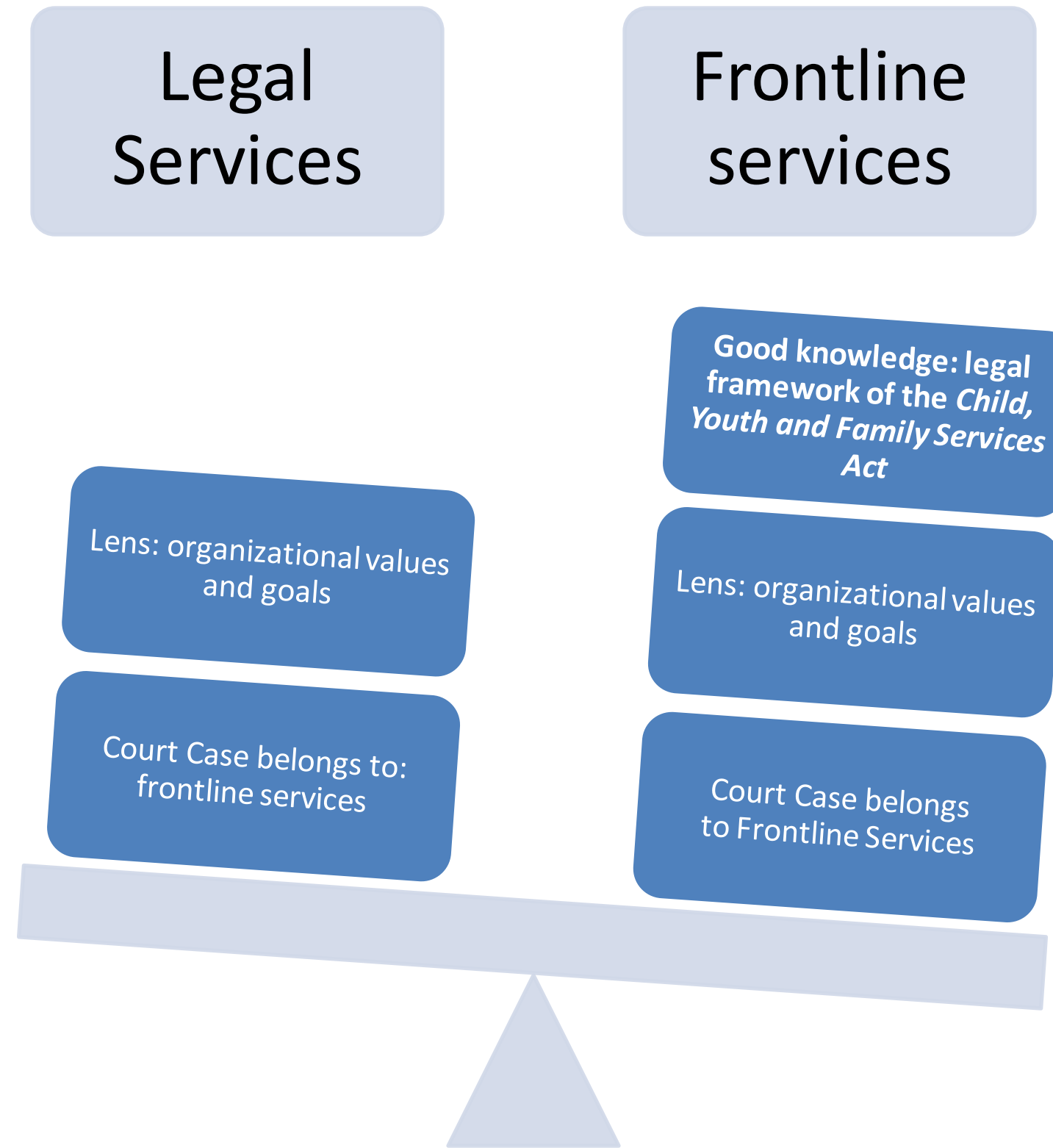
Initiatives for next year

- Improvement of the ticketing System for better customer Services.
- Improvement of all Meeting rooms equipment.
- Ongoing Improvement of our security system.
- Improvement of our servers.

Legal Services

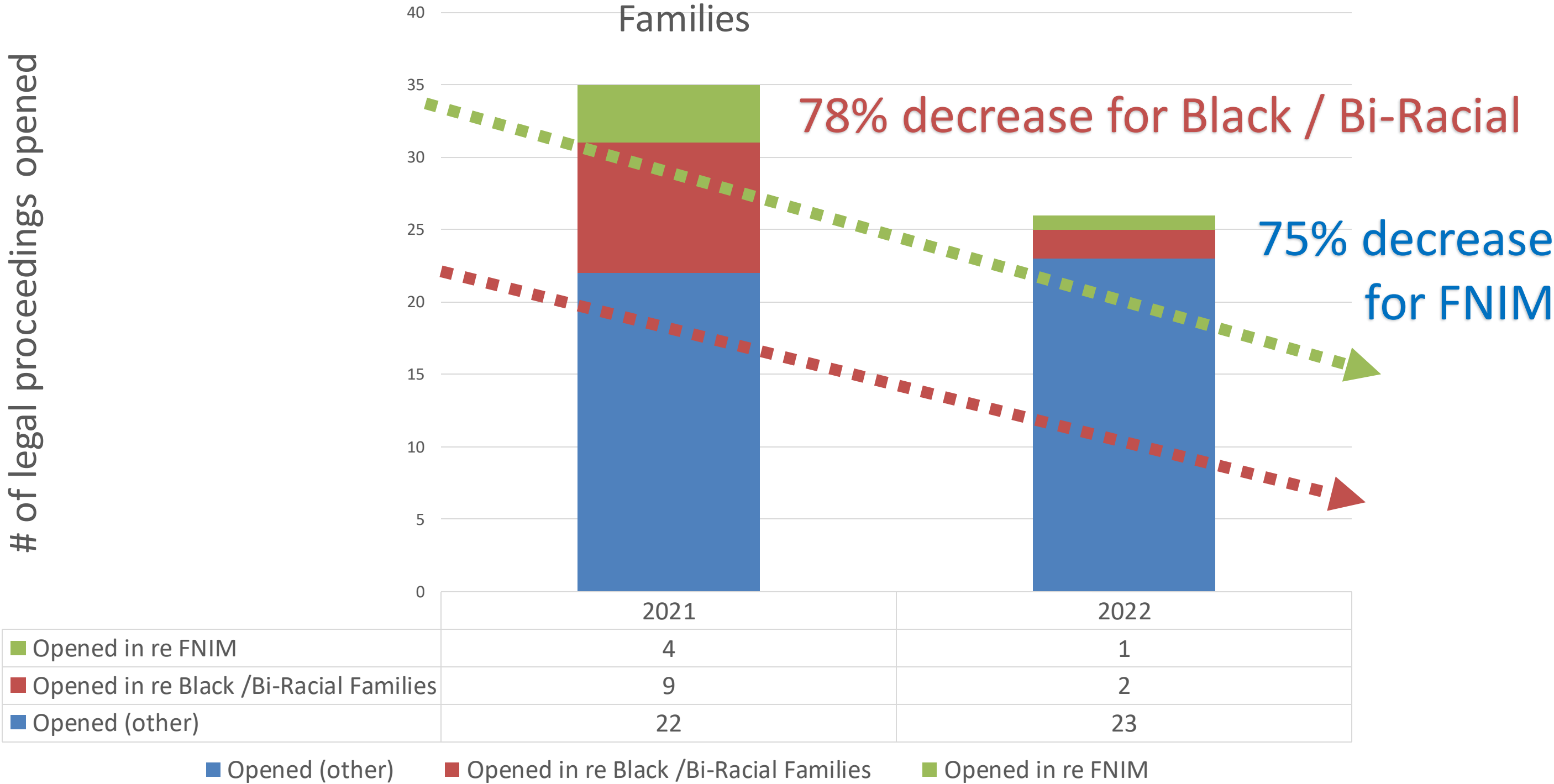


Legal Services

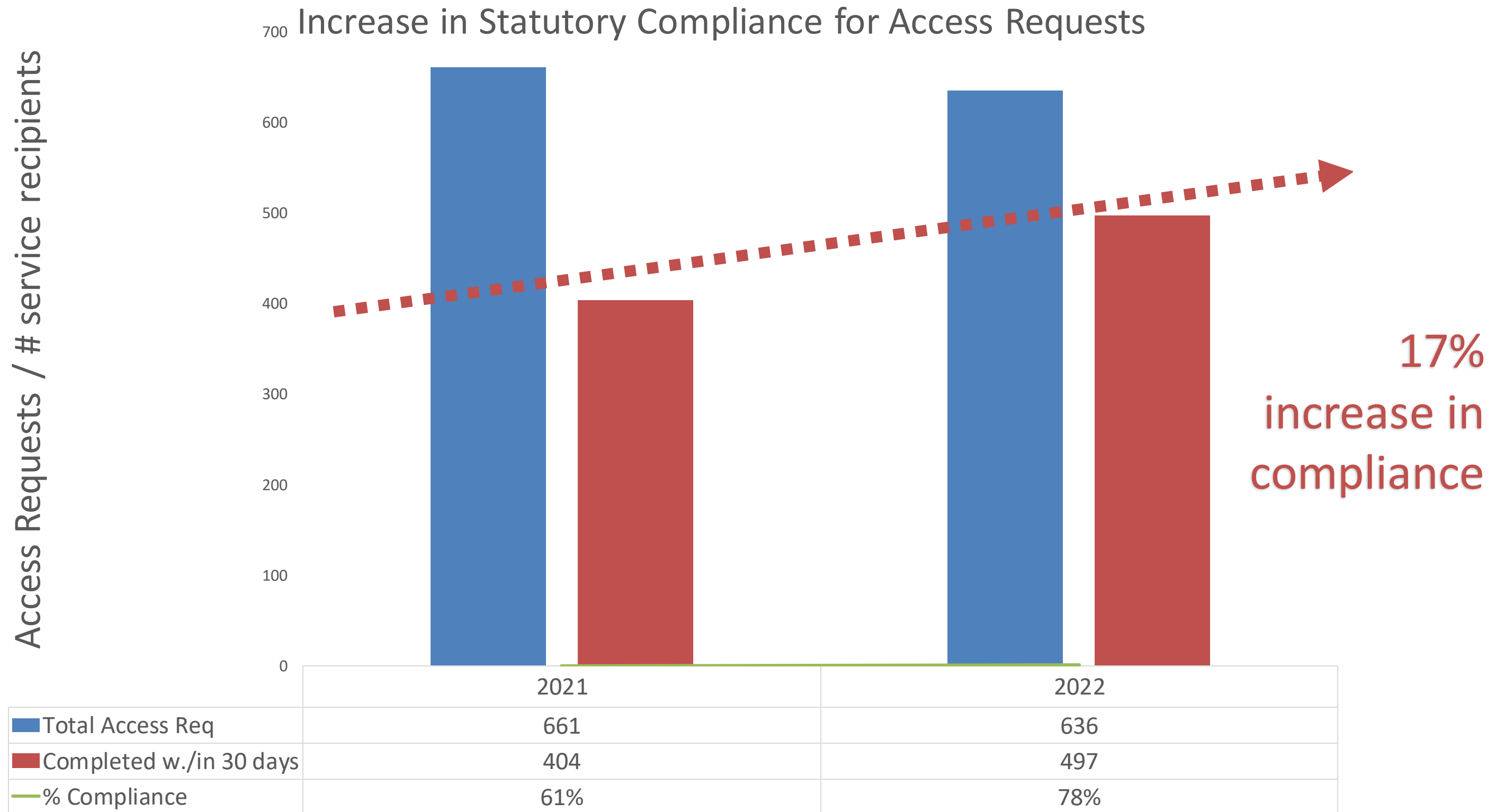


Legal Services

Reduction of Protection Proceedings regarding Black / Bi-Racial Families

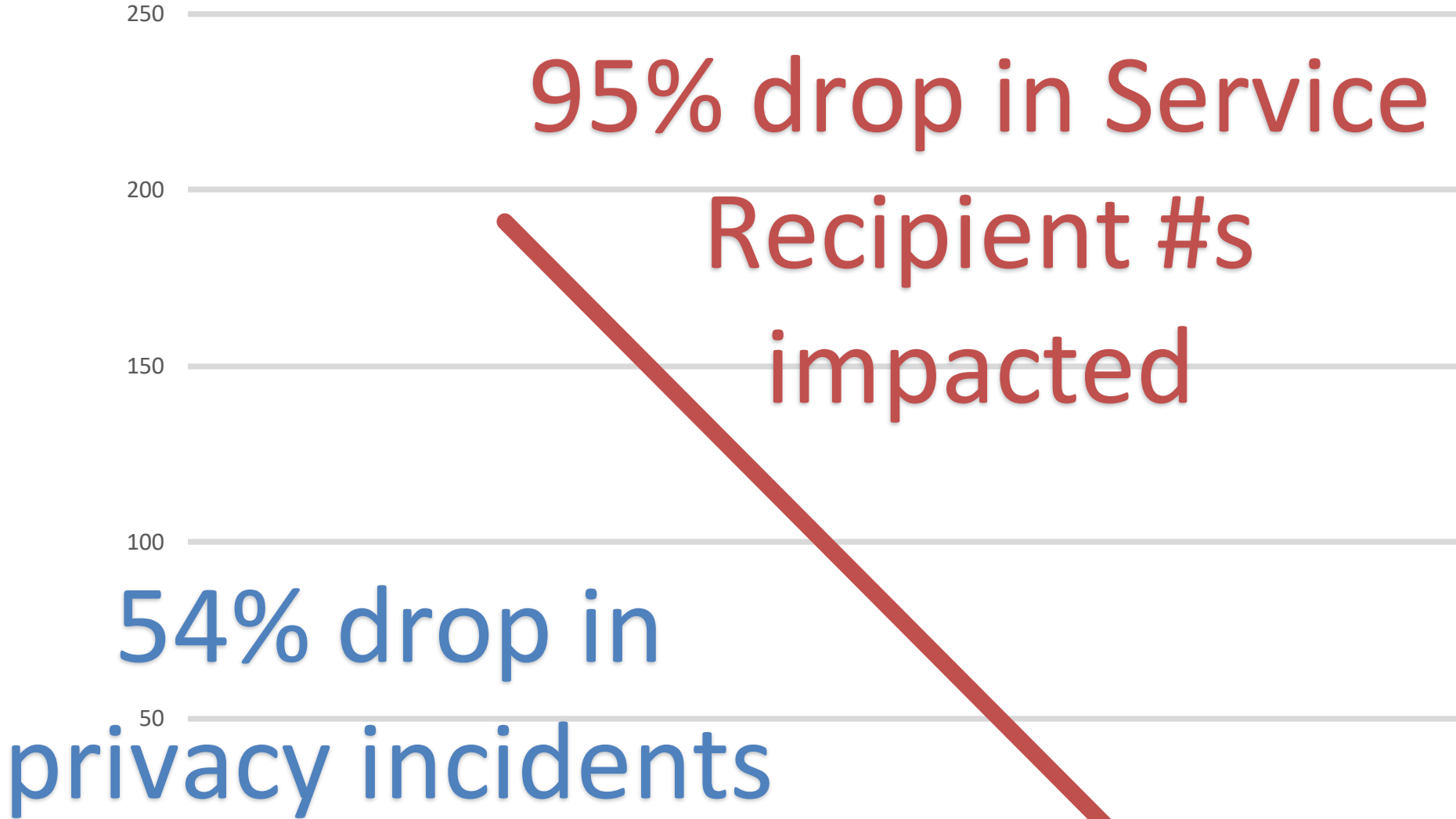


Legal Services



Legal Services

Adoption of Culture of Privacy



	2021	2022
Privacy Incidents	13	6
Participant # in Privacy Incidents	191	10

Privacy Incidents Participant # in Privacy Incidents

Diversity, Equity and Communications (DEC)

Department Vision

Integrity and dignity within child welfare – an inclusive, just, equitable and accessible child welfare culture for staff, children, youth and families.

Communications Fundamentals

- Communications Strategy.
- Website and Intranet revamps.
- Communications processes.
- Communications assets.

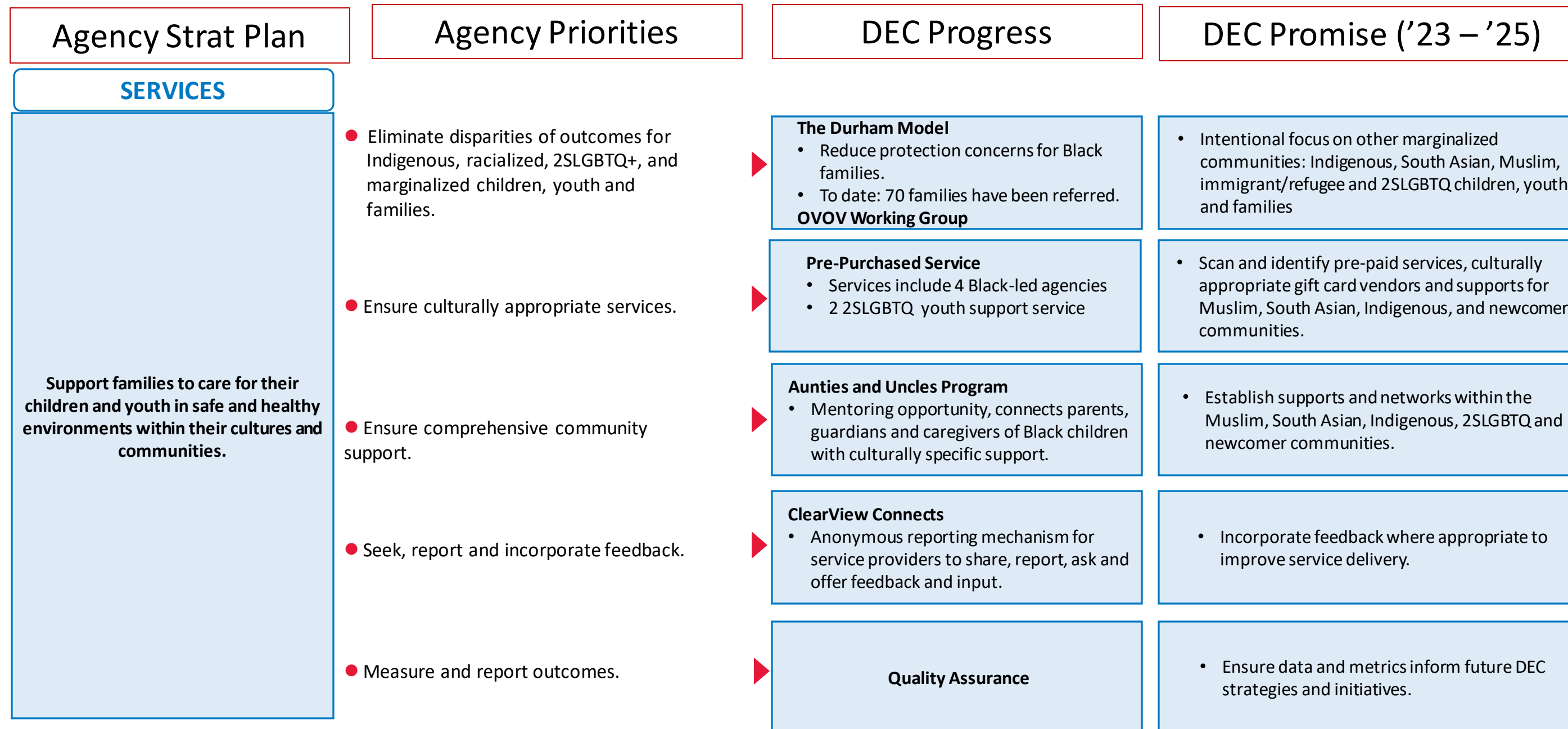
Communications Amplification

- Agency led content creation.
- Proactive and reactive media relations.

Diversity, Equity and Communications (DEC)

Department Vision

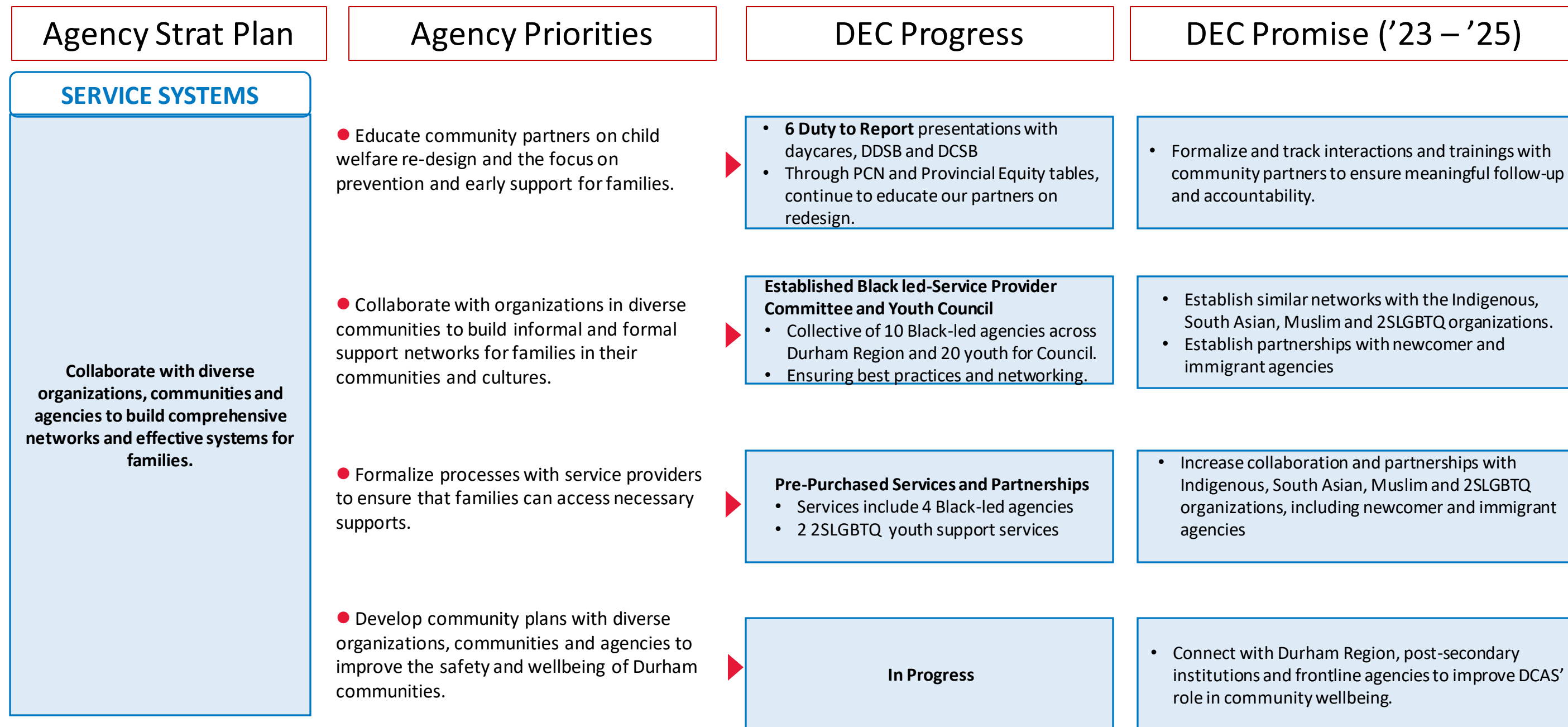
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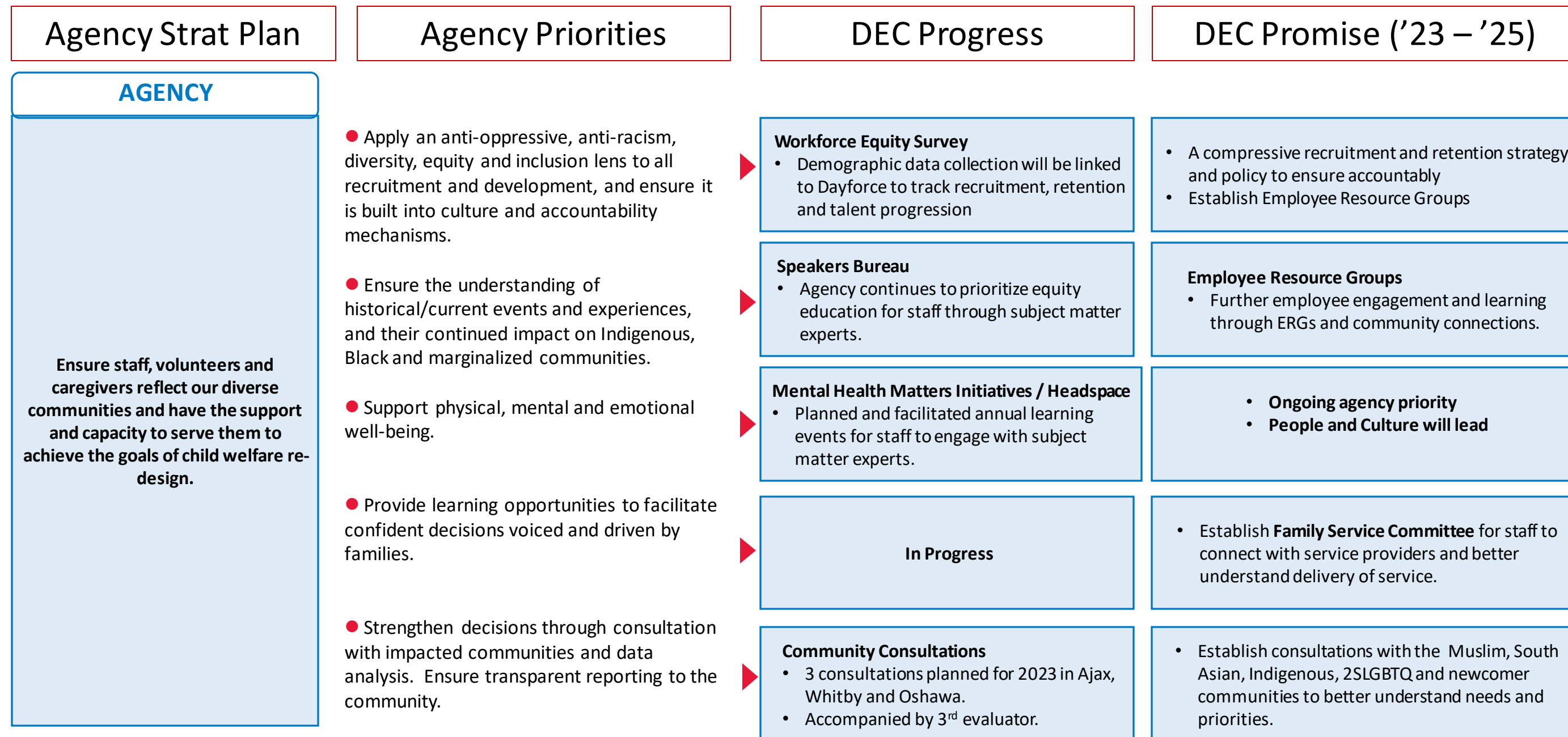
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Diversity, Equity and Communications (DEC)

Department Vision

Integrity and dignity within child welfare – an inclusive, just, equitable and accessible child welfare culture for staff, children, youth and families.



Questions?



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