

# Service Plan 2021 / 22

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Board Presentation

# External Context

- Modernized Child Welfare System

- 5 Pillars:



- Strategic Planning exercise by Board
- Community engagement

# Internal Environment

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- Focus on family and community continuity for children
- Admission prevention services and supports
- AOPDEI, Anti-racism, OVOV practices
- Signs of Safety practice model
- Development of progressive service structure
- Decreasing budget
- Fatigued staff complement

# Who We Want to Be

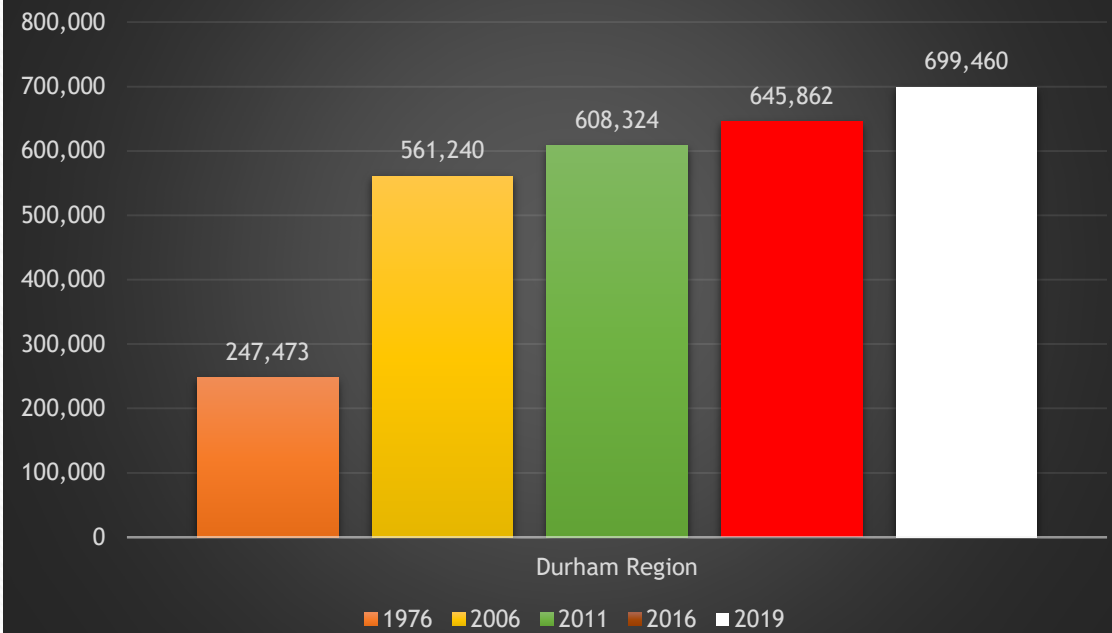
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- A provider of consistent, quality services
  - Integrate Signs of Safety Principles and Practices throughout the organization, in interactions with children, youth, families, peers and the community.
- A provider of early support services - inclusive of all voices, built on a foundation of anti-oppressive, anti-racist practices, equity and inclusion.
- Recognition and pursuit of staff wellbeing and empowerment

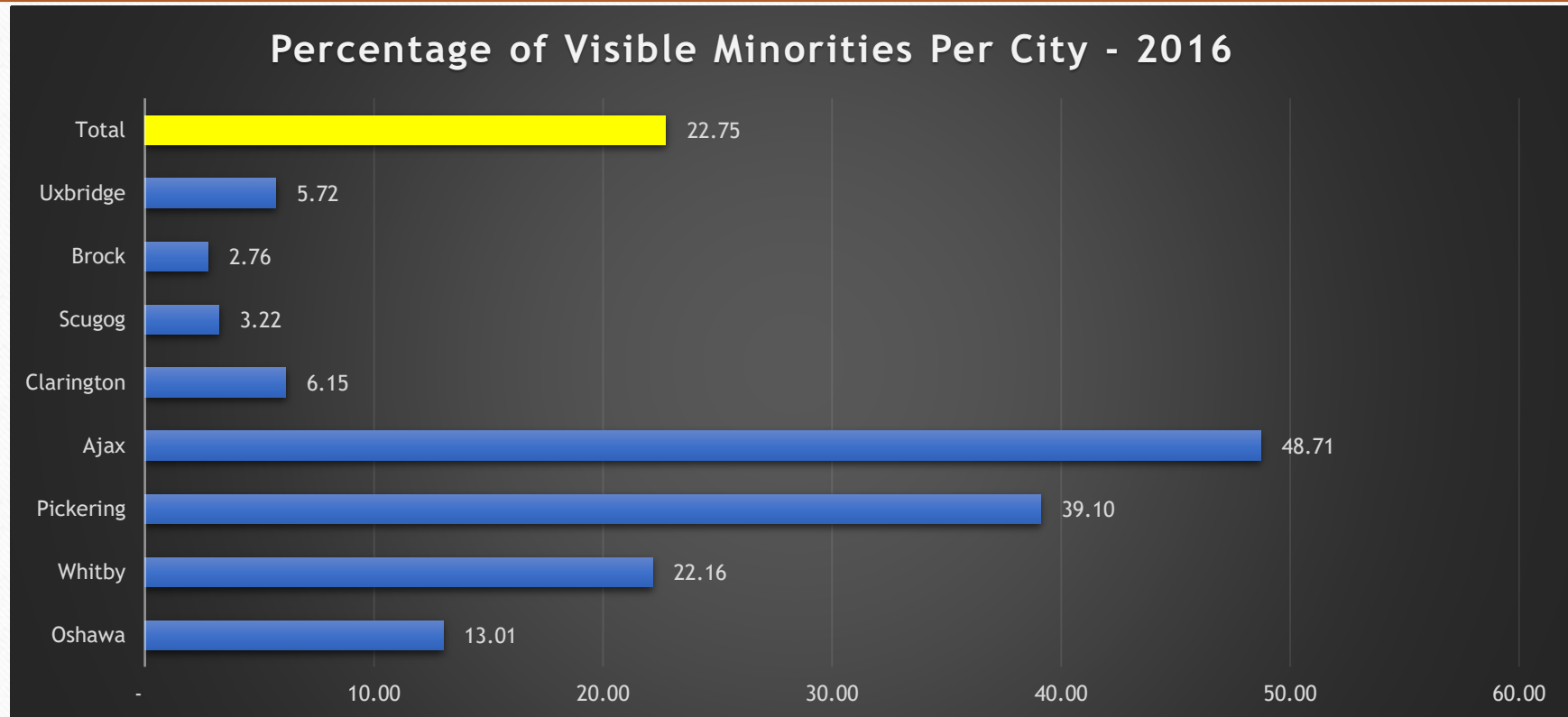
# Durham Region Population Profile



DURHAM REGION POPULATION FROM 2006 TO 2016



# Durham Region Population Profile

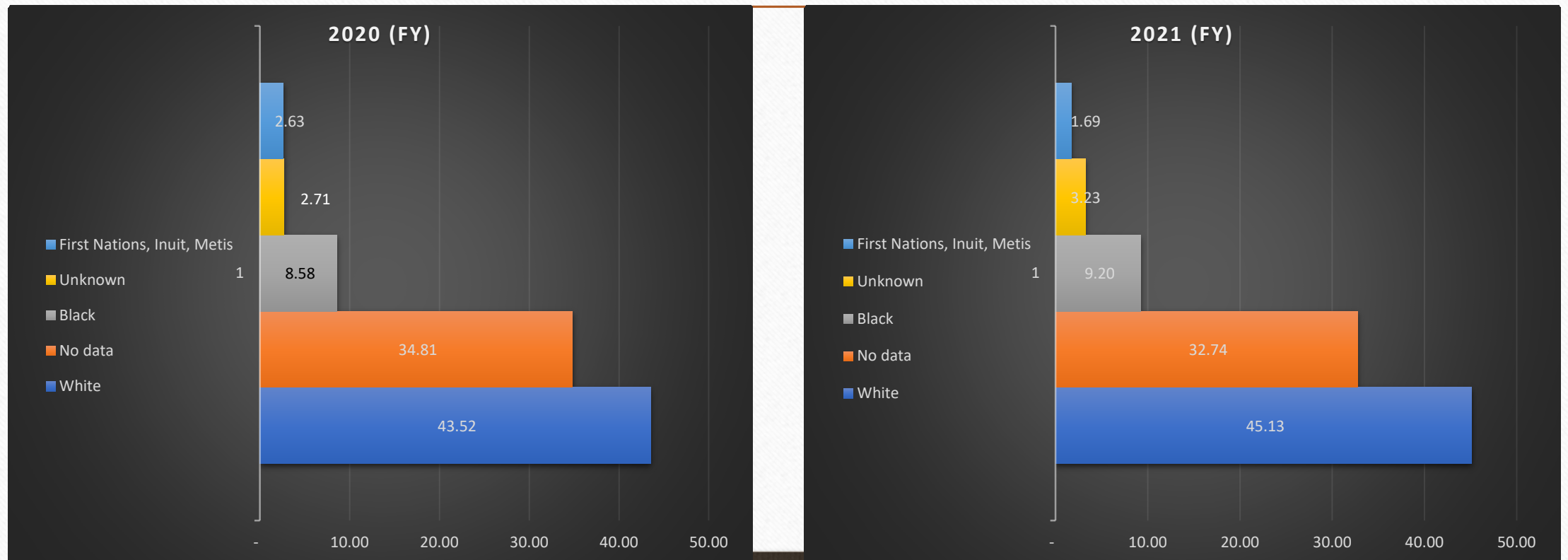


# Service Statistics

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Data tells a story and bids us to question.

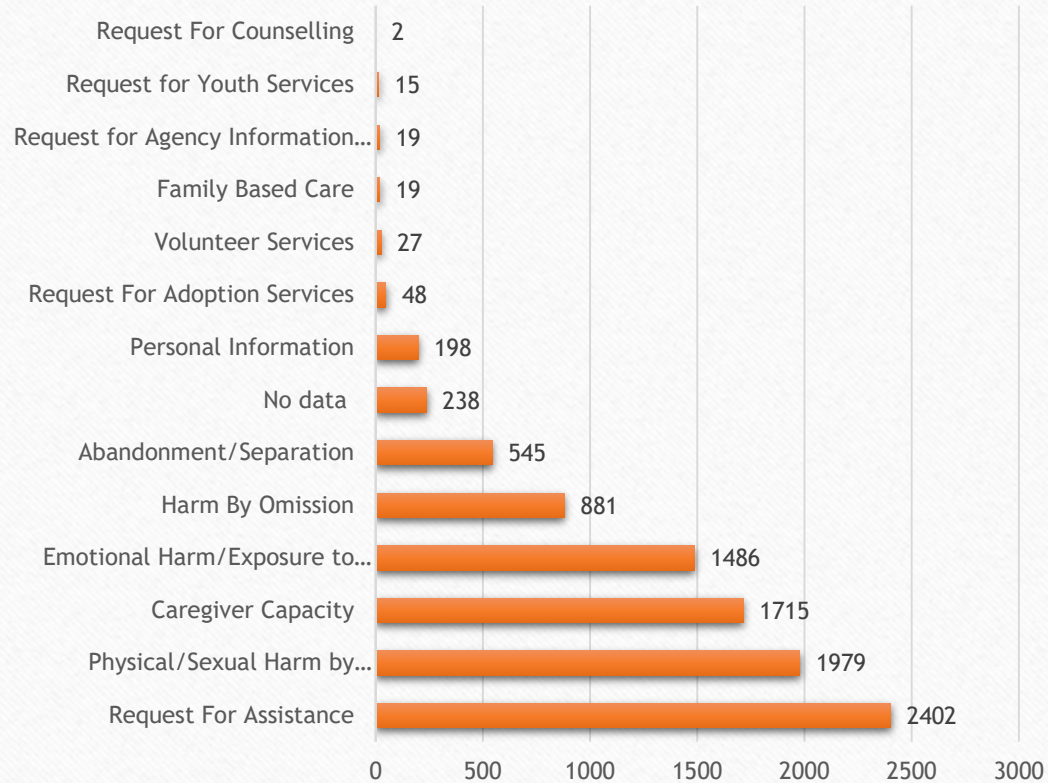
# Percentage of Intakes closed by Population Group



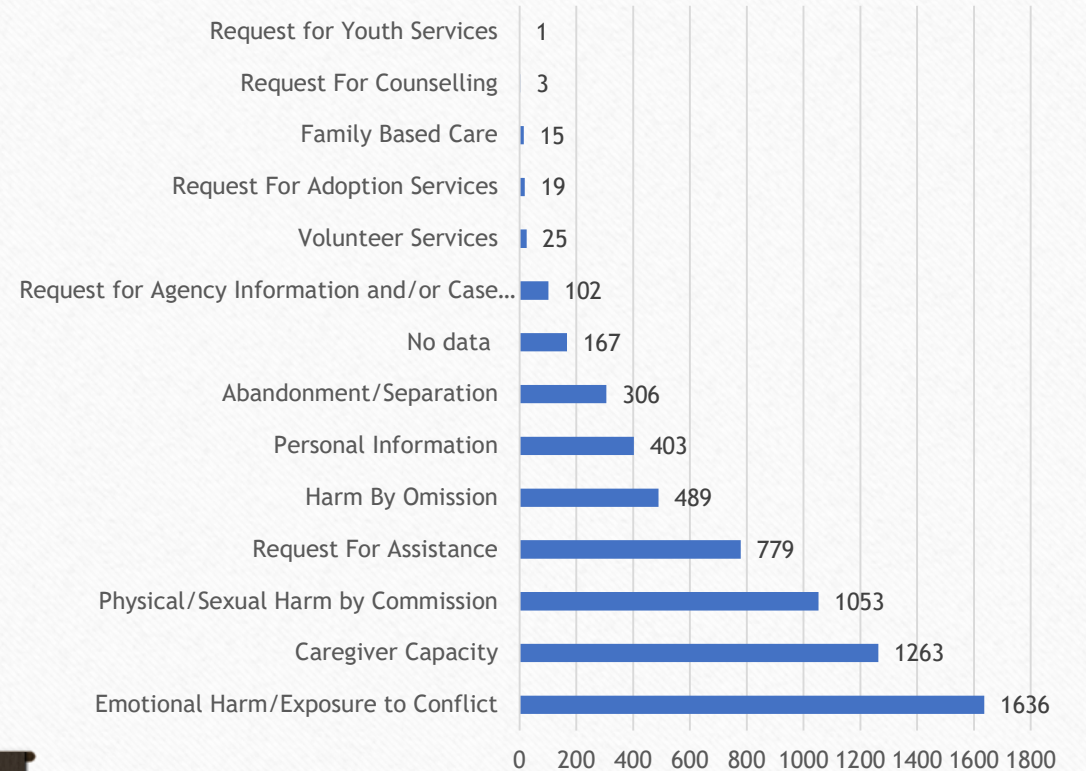


# Referral Reasons

MAIN REASONS FOR REFERRALS  
2020 (FY)

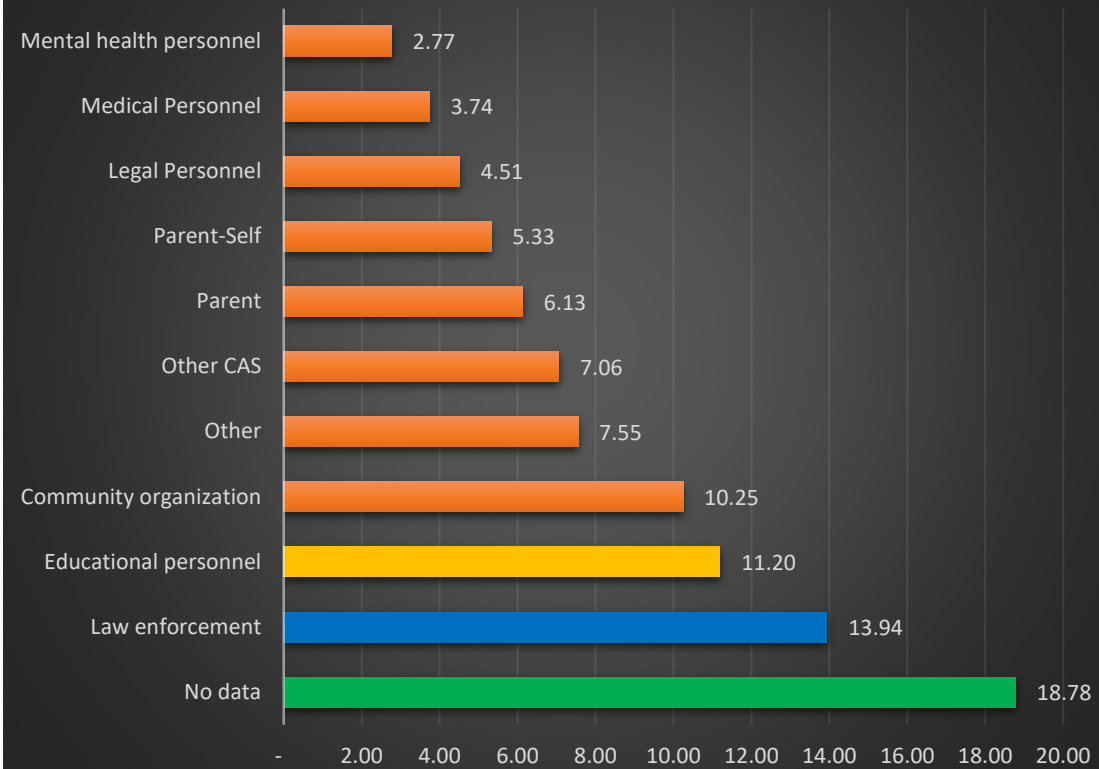


MAIN REASON FOR REFERRALS  
2021 (FY)

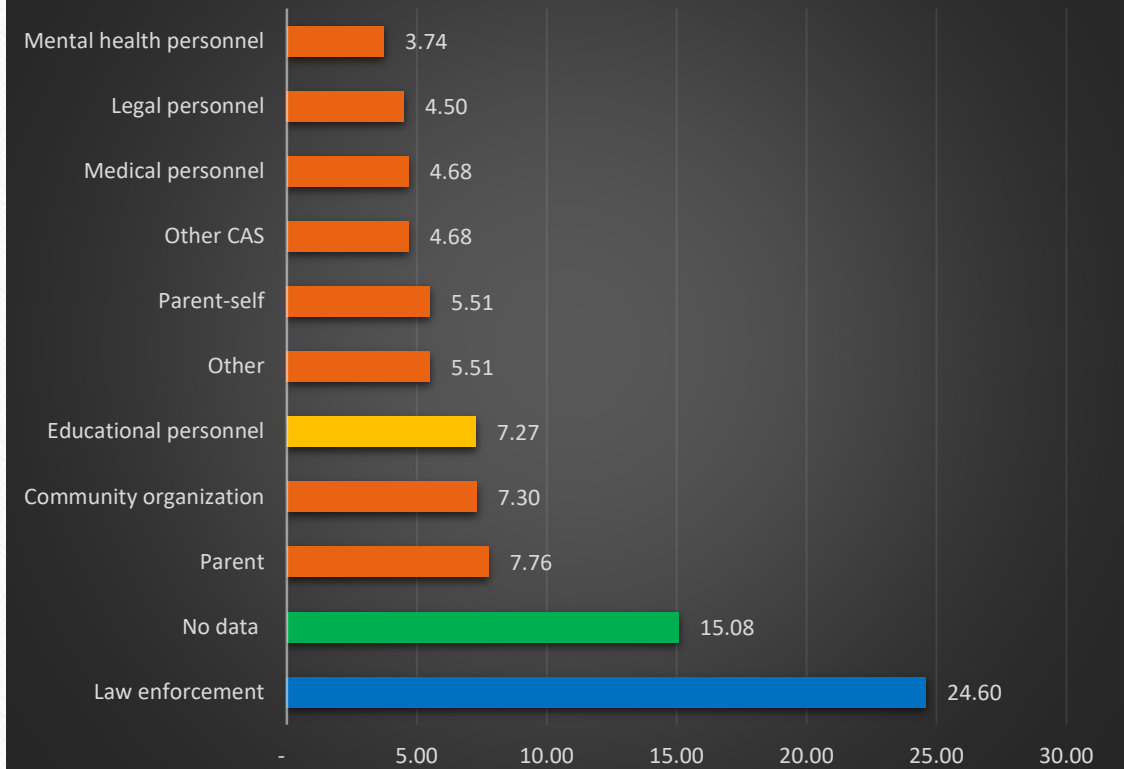


# Referral Source

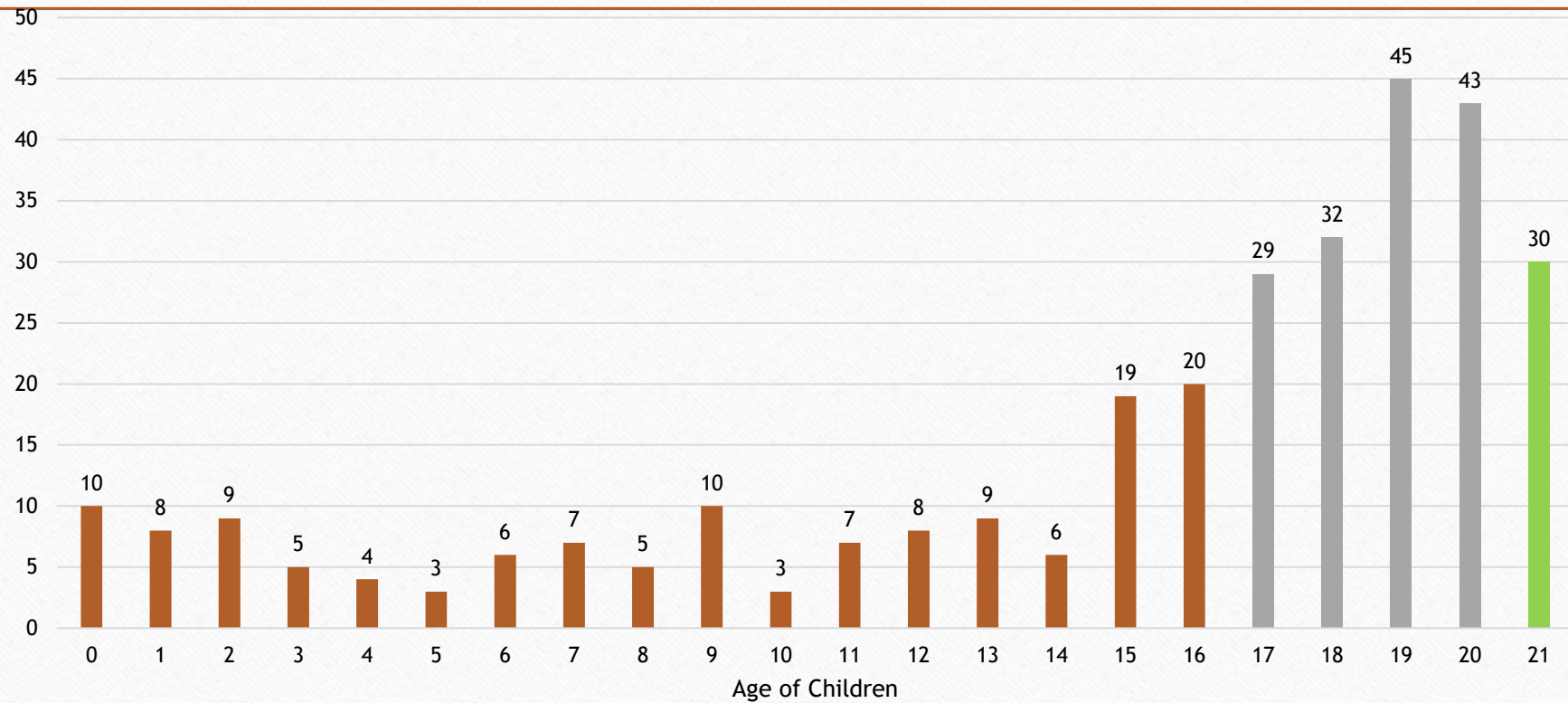
2020 (FY)



2021 (FY)



# Children in Care by Age 2021 FY

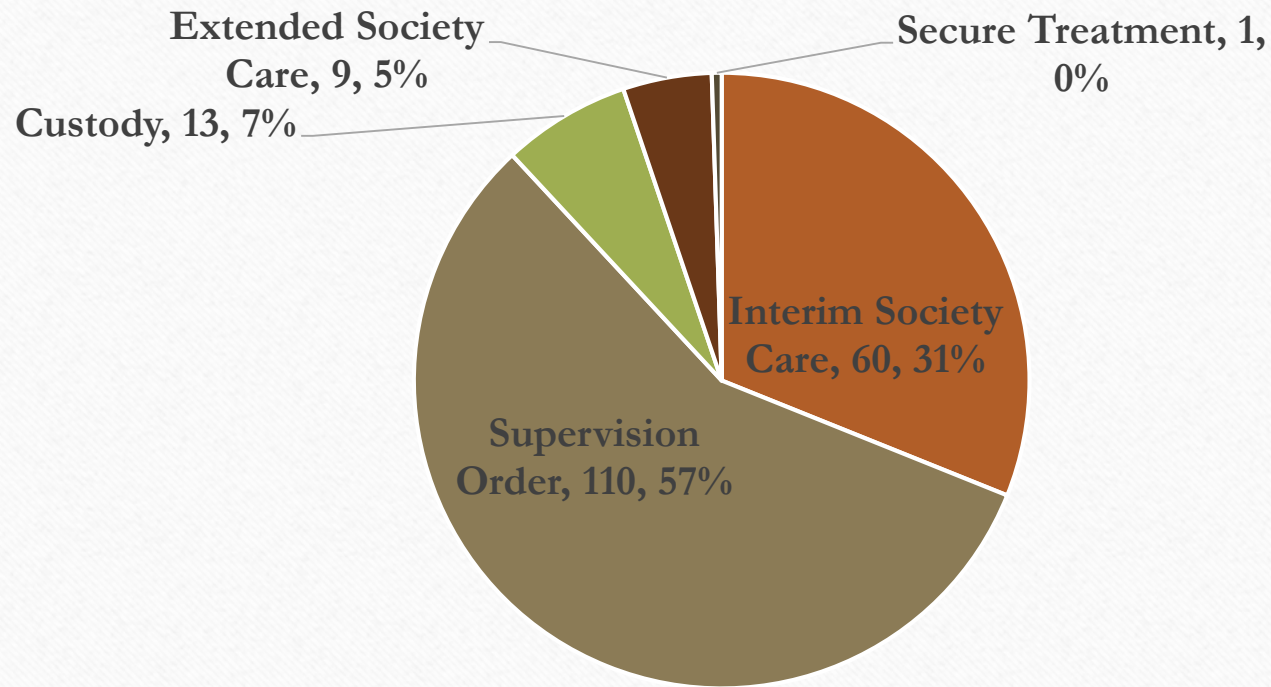


# Children in Care by Population Group

	2020 FY	2021 FY
White	245 (72.27%)	233 (73.27%)
Black	52 (15.33%)	50 (15.72%)
First Nations	19 (5.60%)	14 (4.40%)
Total CIC	339	318

# Legal Services – children before the Court (204)

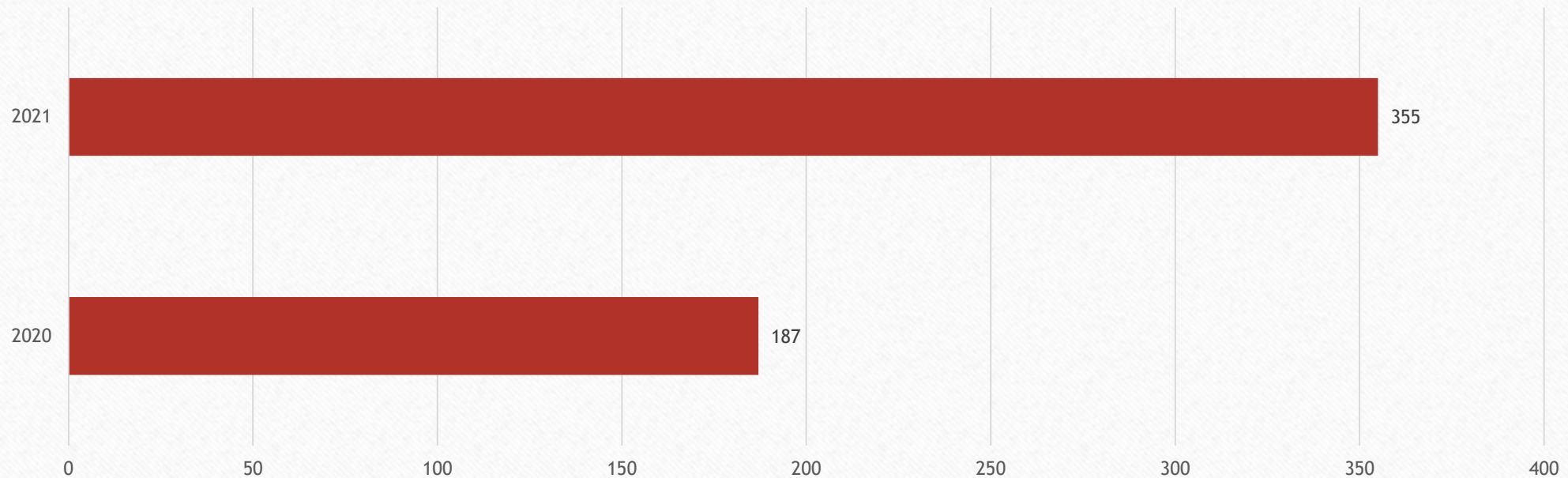
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# Legal Services – Requests from Clients of Clinical Record Disclosure

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Record Requests (Privacy Legislation: January 1, 2020)



# Service Framework: Signs of Safety



- **Goal: Full integration into all levels of the organization**
- Family and community continuity: Front-end support services
- Reduce workload (April 30, 2021)
- Supervisory skill building (April to October 2021)
- Set expectations (June 2021)
- Whole system learning (April to December 2021)
- Think Tank Consultation Project (June 2021)
- Community education and communication (September to December 2021)
- Measure progress (quarterly reviews and progress reports)

# Family and Community Continuity

1



Child, Youth, Family  
and Community Well-Being

5



System  
Accountability  
& Sustainability

- **Shift to Front-End Services:** Timely in-home services to support parental skill development: parent coaching, conflict resolution, co-parenting, life skills etc.
- Review Family Support Team operations, capacity and structure
- Explore reallocations as required
- Explore opportunity for integration of Think Tank and CART case consultations processes
- Review the community link service assignment, capacity and structure

Timeframe: June 2021



# Family and Community Continuity

1



Child, Youth, Family  
and Community Well-Being

- **Services to African Canadian Families:**
  - OVOV service model recommendations (CCAS and OACAS)
  - Aunties and Uncle Program (London CAS)
  - Collective Hands Committee
  - Youth voice
  - Research

Timeframe: June 2021

# Family and Community Continuity

1



Child, Youth, Family  
and Community Well-Being

- **CAS/MCCSS/SS Partnership Pilot:** Identifying specific challenges presented in African Canadian, Indigenous populations of Durham
- Comparing Regional Data and DCAS/DBCFS data
- Proposal for pilot over a 3-year period

Time Frame: April/June 2021

# Family and Community Continuity

1



Child, Youth, Family  
and Community Well-Being

4



Improving  
Stability and  
Permanency

- **Kinship Service:** Keeping children within their families, communities and cultures - ensuring Kinship Service options are always explored/utilized prior to removal from home
- Focus on admission abbreviation and permanency
- Increase awareness of Kinship Service within the community
- More than 1/2 the black children in care are aging out as opposed to other means of service closure

Timeframe: June 2021

# Family and Community Continuity



- **Re-envisioning Foster Parent Role:**
- Explore opportunities for:
  - greater collaboration with child's parents
  - support through transitions to home/family
  - parent mentorship role

Timeframe: June 2021

# Family and Community Continuity



- **Services for Families experiencing challenges with children's mental health needs:** Collaboration with RECY
- Purchase of service agreement with RECY for one position dedicated to supporting families in child welfare system, better served or requiring children's mental health service navigation
- Liaison and education of DCAS staff

Timeframe: June 2021

# Youth Supports

2



Quality  
of Care

3



Strengthening  
Youth Supports

- Review of current service structure to children and youth
- Develop protocols regarding lasting connections for young people prior to leaving care
- **Youth Success Collaborative Centre at Grenfell Property**
- Hub model co-locating youth services supporting independence – housing, education, employment skills, life skills etc
- DCAS Partnership with expert agencies

Timeframe: 2021

# Family and Community Continuity

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- Pediatric Community Hub
  - Partnership with CAREA
  - High Risk Infant Program
  - Expanded medical services and connections

# Youth Supports



- **Durham CARE Units/Teams:** Inter agency collaboration between provincial ministries, policing, child welfare underway to develop services for young people involved in human trafficking
- Pilot sites in Durham and Toronto

Timeframe: June 2021



# HR Work plan

5



System  
Accountability  
& Sustainability



NEW METRICS



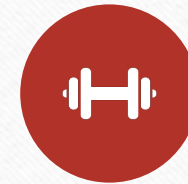
UPDATED  
COMPETENCIES FOR  
JOB DESCRIPTIONS



MOVING LEARNING  
FROM THE  
WORKSHOP TO THE  
WORKPLACE



JUST-IN-TIME AND  
STRATEGIC  
LEARNING FOR ALL  
STAFF



WELL-BEING WORK  
PLAN TO BE  
ROLLED OUT



NEW PERFORMANCE  
REVIEW SYSTEM



SUCCESSION  
PLANNING TO BE  
ROLLED OUT



CONTINUE TO  
DEVELOP A  
LEARNING  
CULTURE

# HR Metrics



- **EAP top three issues**
  - Mental Health
  - Parenting
  - Personal Relationships
- 2019 – 23.28%                                  2020 – 18.21%
- **Sick time (Average sick days)**
- 2019 – 12.38                                  2020 – 10.17
- **Workshops**
- 2019 – 49    2020 – 142
- **Employee Turnover**
- 2019 – 4%    2020 – 3.12%

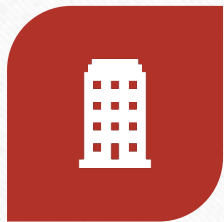
Age	Number of staff
60 years and above	30
50 to 59 years	90
40 to 49 years	127
39 and below	74

# Finance and Administration

5



System  
Accountability  
& Sustainability



BUILDING



ENHANCED  
OPERATIONAL SYSTEM



COVID-19 PANDEMIC



NEW TENANCY



ACCOUNTING –  
IEXPENSE

# IT Plan

5



System  
Accountability  
& Sustainability



Server and Technology Upgrades



Office 365



Cell Phone Deployment



IT Support Redesign



Records Digitalization - Phase 3