

2024-2025 SERVICE PLAN



February 22, 2024
Durham CAS Leadership Team

Société d'aide à
l'enfance de
DURHAM



DURHAM
Children's Aid Society

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.

ANTI-OPPRESSIVE PRACTICE DIRECTIONAL STATEMENT

We will actively work to recognize, challenge and dismantle systemic oppression and inequity against racialized and historically marginalized populations, including the unique circumstances and needs of Black, Indigenous, 2SLGBTQ communities, individuals with varying visible and invisible abilities, and those facing the hardships of poverty.

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Agenda

- Welcome
- Update on the Strategic Plan Implementation
- Statistical Trends
- Departmental Plans
 - Service
 - People
 - Quality Assurance and IT
 - Privacy and Legal Services
 - Communications
 - Diversity and Equity
 - Questions
- Update on DCHC integration and community hub



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Celebrating Success

- Redesign of the Family and youth feedback process
- Implementation of the Practice Enhancement Role
- Improvement of all meeting rooms and equipment for staff to ensure better service delivery
- Equity: The relaunch of Aunties, Uncles and Cousins was a resounding success! The advertisements run on social media were the most successful ads the Agency has ever run. We had over 55 family registrations from community for interested mentors and more than 30 families attended our February 2024 information session. Programming will begin in March 2024 after matching and vulnerable sector checks are complete.



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Celebrating Success

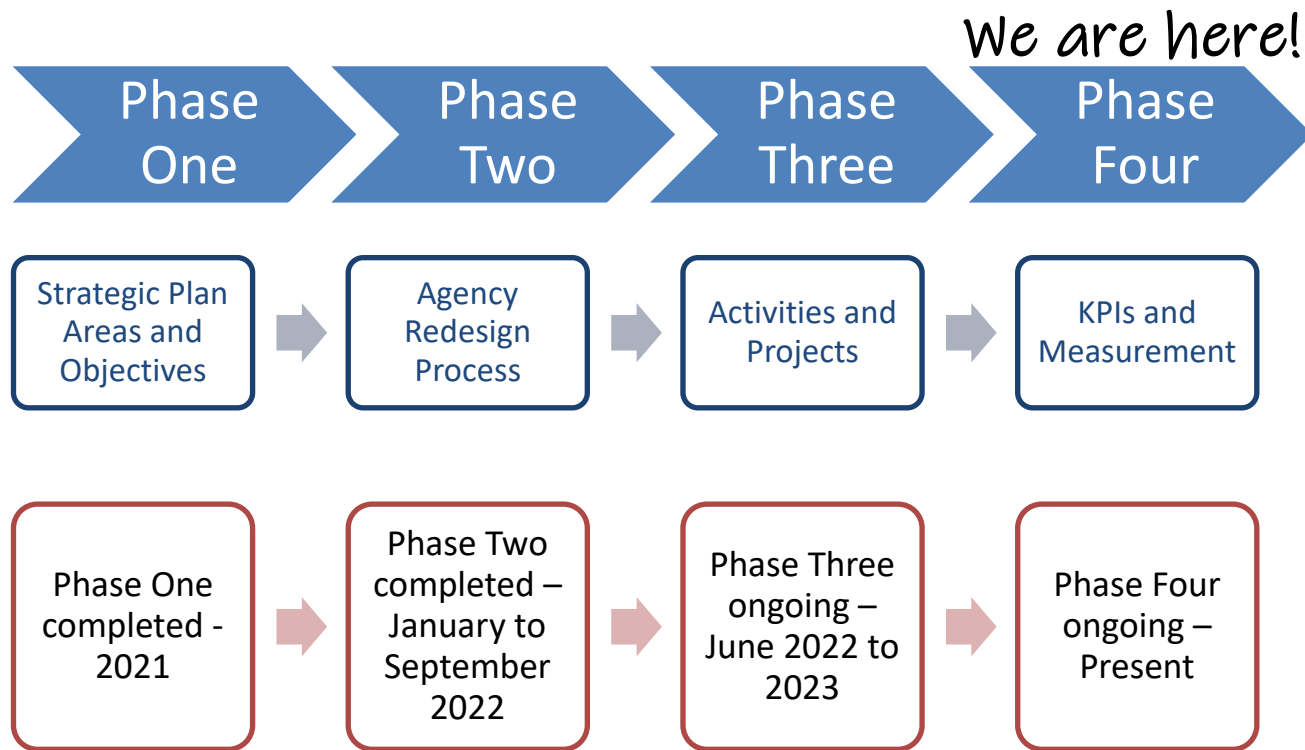
- Privacy: increase access request compliance to 86%
- Legal: delivered 1,114 legal consults to Family Services and CYFR to ensure legal compliance and best practices
- HR program, policies and HRIS modernization
- Strengthened performance management and review process



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Strategic Plan Implementation



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Strategic Plan Evaluation

- Evaluation of the strategic plan implementation:
 - Initial Support and Community Connections (ISCC)
 - Family Service Worker blended role
 - Child, Youth, and Family Connections (CYFC) Worker blended role
 - Permanency
 - After Hours
 - Kinship Service
 - African Canadian Service (ACS)
 - Resource
 - Recruitment, Assessment and Development (RAD)
 - Child At Risk of Exploitation (CARE)
 - 12 focus groups took place with many staff members participating
 - 51 staff members responded to a survey
-



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Strategic Plan Successes

- Strategic plan on track with good success in:
 - Clinical training opportunities such as Indigenous Pathways to Authorization and Signs of Safety Leadership training for managers and leadership.
 - QA supported learnings for integrated model.
 - Expansion of African Canadian Services Team
 - Aunties & Uncles Program in collaboration with Equity
 - Redesign of Strategic Implementation Team
 - Enhanced BI reporting
 - Targeting Foster Care Recruiting
 - Long Standing Case Reviews
 - Increased Accountabilities for service files



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Key Statistics

Investigation



3283

Feb 2024

Ongoing



237

Feb 2024

Community Links



1092

Feb 2024

Group Care



18

Feb 2024

Children-in-care under 18
(black/black biracial children
under 18)

115 (25)

Feb 2024

122 (27)

Feb 2023



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Service Priorities in 2024/2025

Stabilize Service Model



Operationalize Strategic Plan
Service Alignment

Accountability



Compliance
Performance Management

Community Partnerships



Lift and Shift Opportunities
DCHC/CYAC
CARE Team



Family Preservation



Admission Prevention
Kinship /Permanency Resourcing
Reduction in Group Care Usage

Staffing



Service Volumes & Trends
Partner with HR/QA

Signs of Safety/ Equity



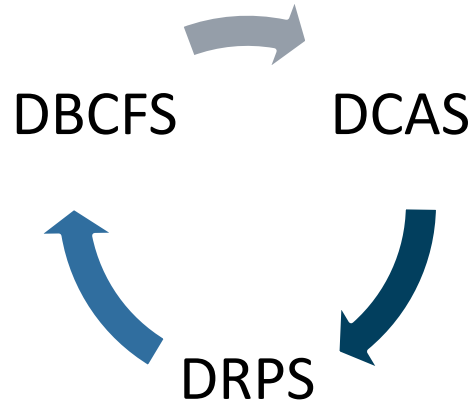
Signs of Safety Training
Pale Blue Family Seeing Training

Service – Children at Risk of Exploitation

The C.A.R.E Team was developed as part of Ontario's Anti-Human Trafficking Strategy (2020- 2025) response to build safer communities by combatting human trafficking and sexual exploitation of children and youth.

Key areas include:

- Raising awareness
- Protecting Victims
- Supporting Survivors
- Holding Offenders Accountable



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Service – Community Partnerships



REFCY



Building Hope... Changing Lives!



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Service – Family Preservation

Supporting the expansion of family networks by ensuring all children & youth have family connections and remain firmly rooted within their families, communities and cultures

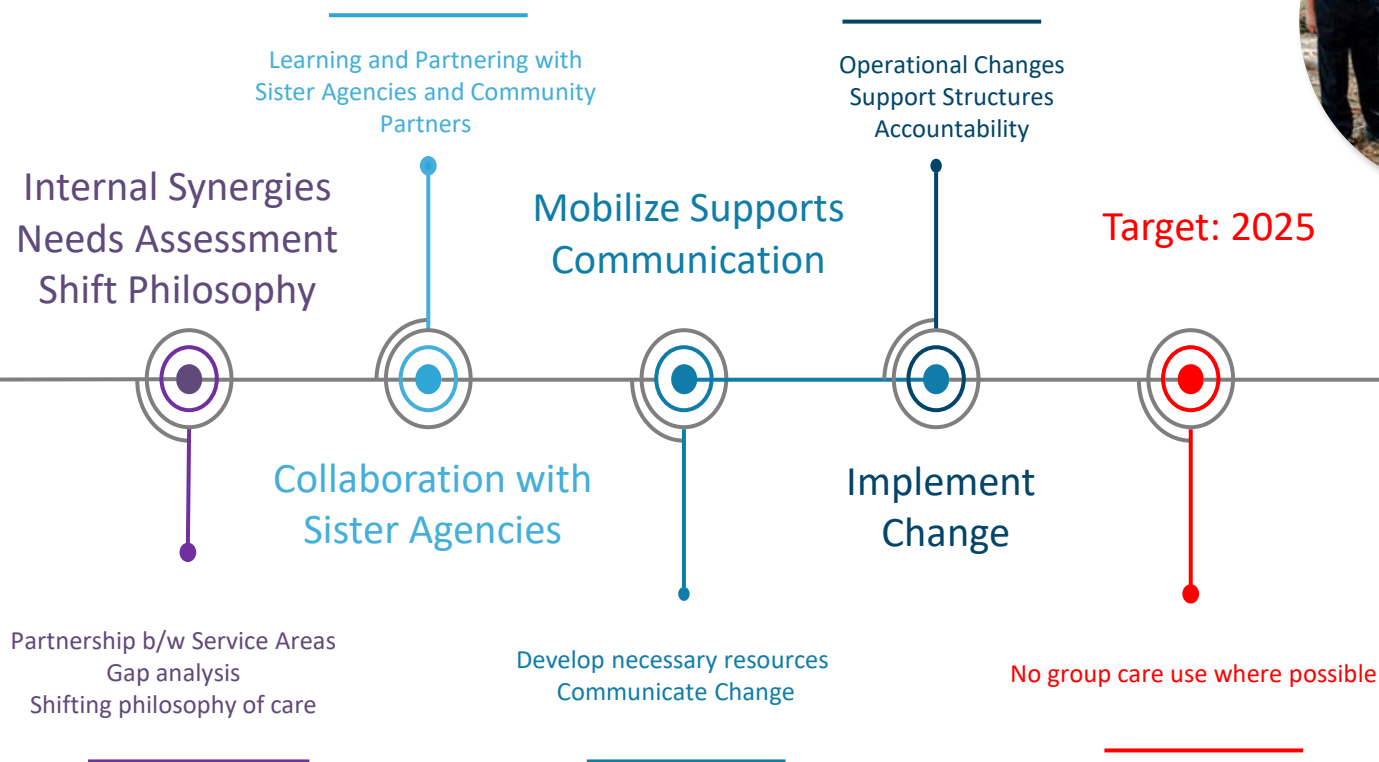
- Expansion of Kinship Team:
2 Network Connections Staff
 - Family network engagement and expansion
 - Admission Prevention & Safety Planning
 - Repatriation of children out of care
 - Establishing lifelong connections
- 4 Day Family Seeing Training for Service/ Service Support



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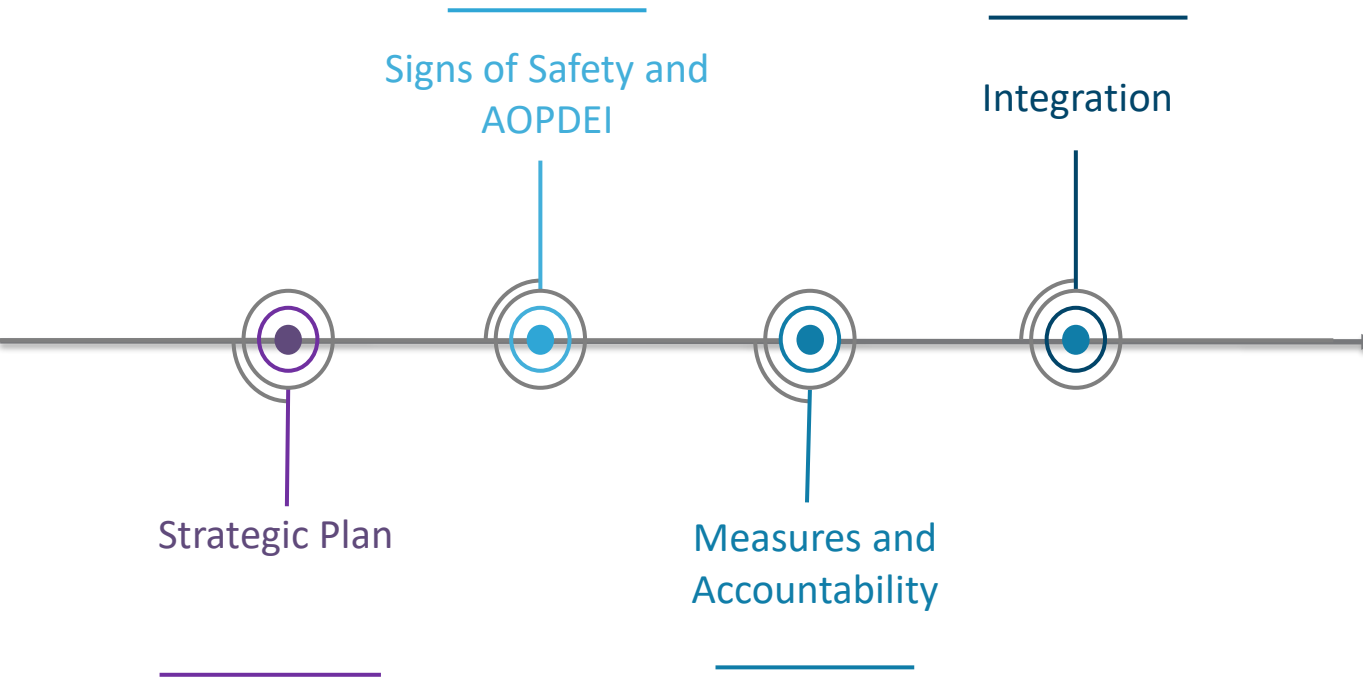
Service – Reduction in group care use



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Service – Signs of Safety and Equity



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Service – Expected Impacts



Reduction of children
in care and use of
group care

More foster and
permanency homes

Equity considerations
entrenched

- Early intervention and admission prevention strategies
- Identifying supports for high need children and youth
 - Focused recruitment campaign
 - Staff development



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Equity – 24-25 Priorities & Impacts

1. Equity Survey & Campaign
 - Increased staff participation in equity surveys
2. Public Accountability Town Halls (P.A.T.H.)
 - Targeted P.A.T.H's for systems and community, as per their direction
3. Aunties, Uncles & Cousins
 - Facilitation of the first family-family mentorship program for Black and Black biracial families in Canada; qualitative and quantitative impacts



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Equity – 24-25 Priorities & Impacts

4. Voices of the Youth Council

- Analysis of policy, recommendations for Agency, youth-driven priorities and training for foster parents and staff.

5. Employee Resource Groups (ERG's)

- Building capacity in ERG's to be sustainable and active, additional specialist training for Agency-wide equity consults.



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People – 24-25 Priorities



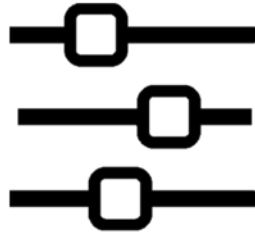
People Leader
Accountability
and
Development



Metrics &
Automation



Culture and
Wellness



Continuous
Improvement



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People – Expected Impacts

- Enable to the Society to deliver on its mandate through modernized HR practices, supports and programs
- Strengthen people leaders at all levels to support staff and have courageous and difficult conversations
- Improved automation; further integration with DayForce
- Deliver a meaningful learning calendar that is well spaced and not overwhelming
- Reignite our employer brand in line with corporate narrative of transformation to recruit and retain talent



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Quality Assurance & IT – 24-25 Priorities

Service delivery improvement through ongoing feedback inclusion and Practice enhancement sessions.

- Expansion of the Family Feedback Process
- Ongoing integration of the Practice Enhancement Specialist role to service through ongoing learning and audit

Service Accountability through the provision of accurate and relevant data and ongoing CPIN support

- Continuous improvement of the Durham BI downloader
- Constant expansion of our Reports system (Strategic Plan dashboard/Case Assignment App, expansion of Forms and others)
- Expansion of our CPIN support (Service and Legal)

Service innovation through the provision of tools and resources to enhance quality service delivery.

- Ongoing Maintenance and Improvement of the Wi-Fi System
- Ongoing maintenance of our security infrastructure
- Cloud migration
- Expansion of the Track IT system
- AI integration



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QA & IT – Expected Impacts



Improved Service delivery through the inclusion of accurate feedback from service recipients.



Improved practice through the inclusion of SofS and AOPDEI principles.



Enhanced accountability mechanisms at all levels by providing accurate and relevant data.



Optimized internal processes and compliance through ongoing and innovative CPIN assistance.



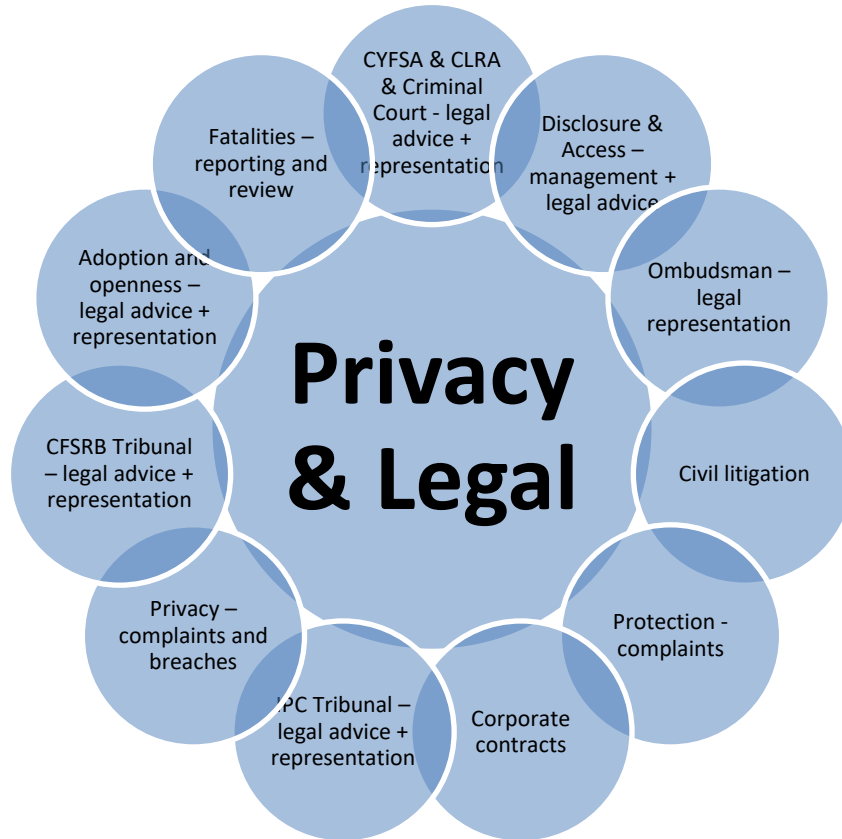
Increased work efficiency through a secure and effective IT system.



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Privacy and Legal

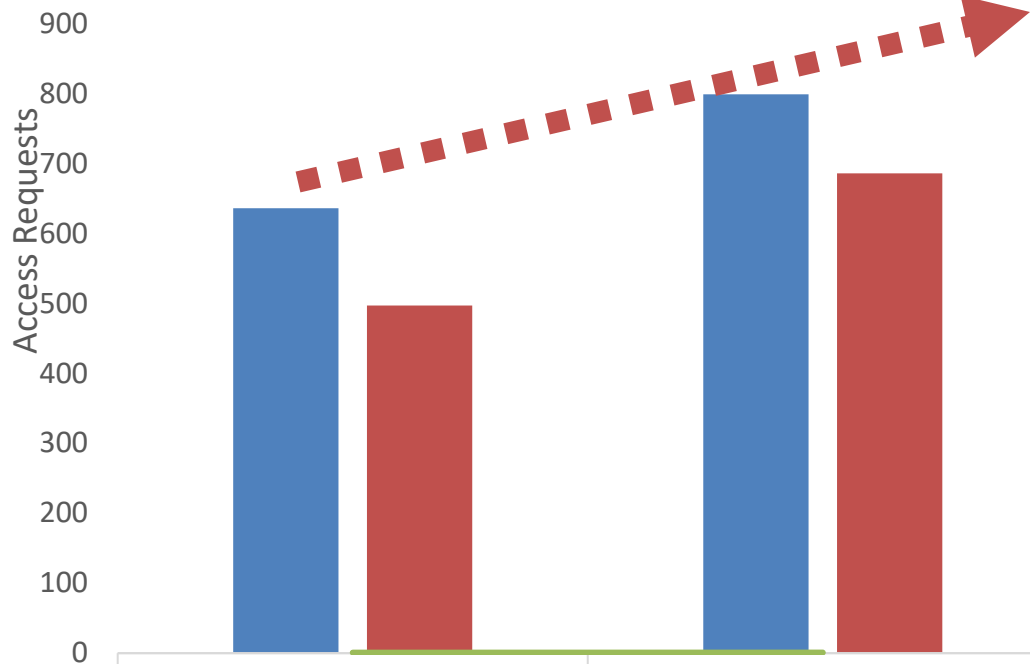


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Privacy and Legal – Key Metrics

Increase in Statutory Compliance for Access Requests



Total Access Req

Completed w./in 30 days

% Compliance

2022

2023

636

497

78%

799

686

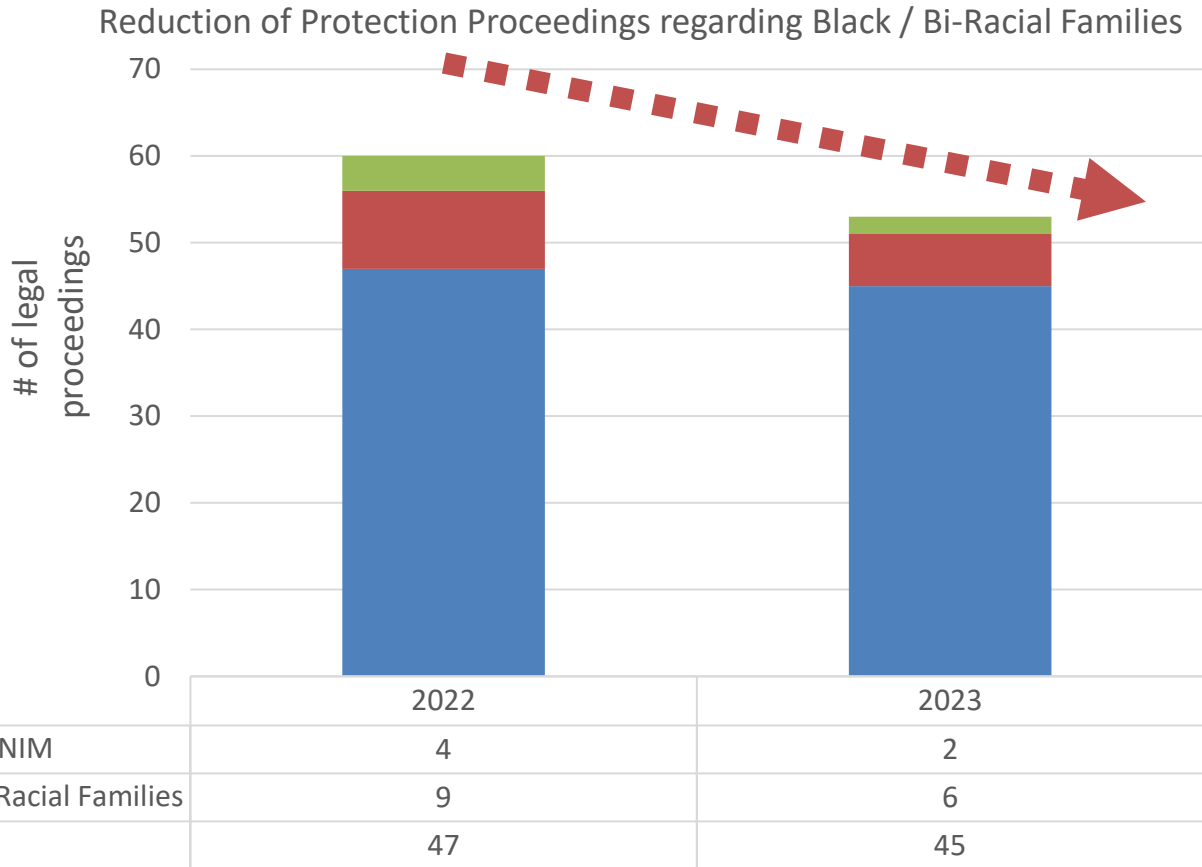
86%



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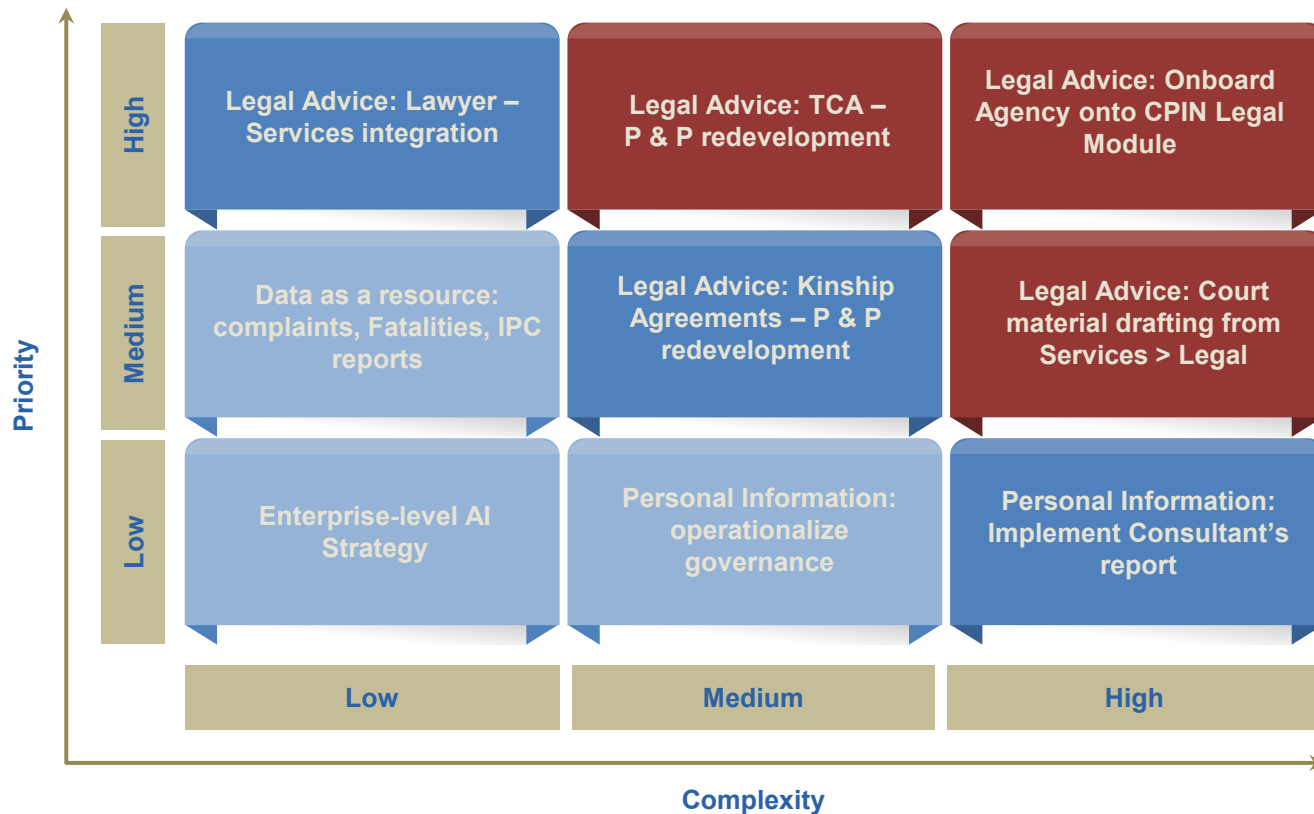
Privacy and Legal – Key Metrics



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Privacy and Legal – Priorities



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Privacy and Legal – Expected Impacts

Legal review & redevelopment of P&P

Improved compliance

Faster turnaround

Engaged legal risk management

Modern Platform for Legal Document Sharing

Efficient communication

Version control

Accessibility

Personal Information and Privacy Reporting

Transparency to the Board

Risk Mitigation

Legal Compliance

QA data extraction from Complaints and Fatalities

Risk Assessment

Continuous improvement

Evidence for decision-making



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Communications – 24-25 Priorities

Community Relations

- Build on success with community events (e.g. Drag Queen StoryTime, Youth Pride)
- Support community engagement events and receive feedback
- Partner with DEI, Service and HR on external events

Brand & Content

- Implement content strategy
- Website renewal
- Content renewal
- Storytelling approach
- Branding toolkit
- Social media calendar/strategy

Internal engagement and relations

- Service delivery review
- Refresh Intranet with M365 Viva
- Internal communication strategy
- Staff feedback loop
- Events: all-staff town hall, staff recognition



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Communications – Expected Impacts

What we are currently doing

- Resolving technical issues
- Addressing inquiries related to service delivery
- Responding to constant ad hoc requests (that require an ongoing structure)
- Attend/participate in events as they become known



Expected Outcomes

- Increased understanding of, and trust of the Society
- Misinformation is corrected or eliminated
- Community partnerships are strengthened, and additional opportunities are identified
- Foster a culture of knowledge sharing and improve employee engagement



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Child Welfare Modernization Strategy

Shifting to prevention through a community led collaborative and holistic approach

01

Family Wellbeing

A new, shared responsibility across sectors to work together to enhance CYF wellbeing among all CYF and help keep families together

02

Community Driven

Service providers and community organizations will work together to identify and respond to the needs of families early-on

03

Equity-Driven

Providing youth with dedicated, targeted supports to meet their distinct needs and respond to their cultural identities. Ensure access to effective culturally appropriate supports

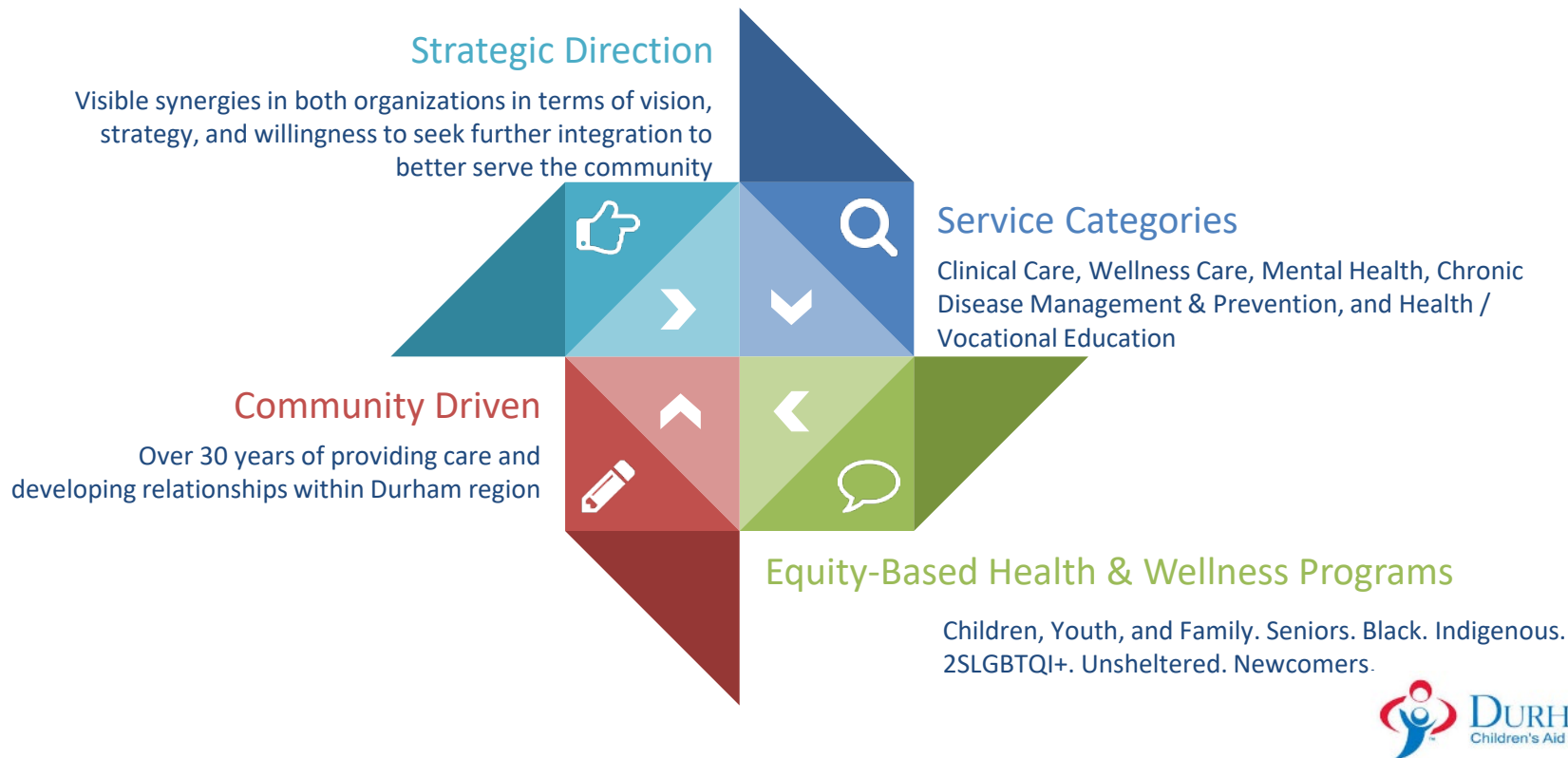
04

Gov. Priority

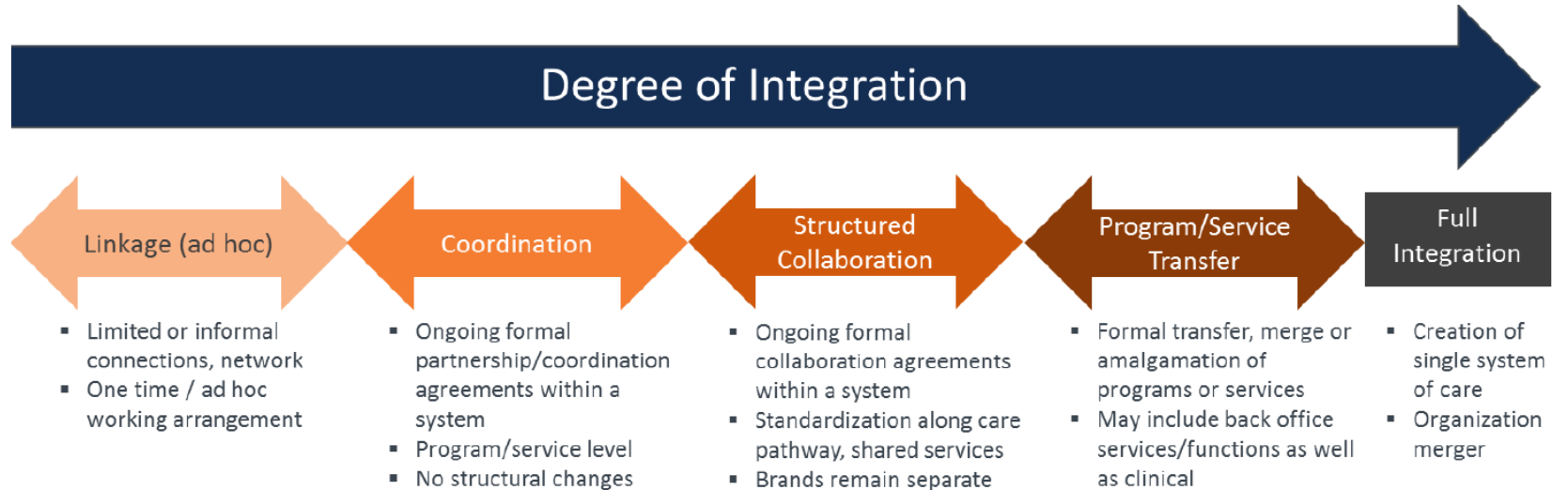
- July 29, 2021 Joint Letter by 5 Ministries
- Foster opportunities for community partners and families to co-design and develop solutions that re-imagine how CYF services are delivered in their own communities

Durham CAS can aim to do this on its own or seek a partner that provides integrated and holistic care through multiple services and equity-based population health programs

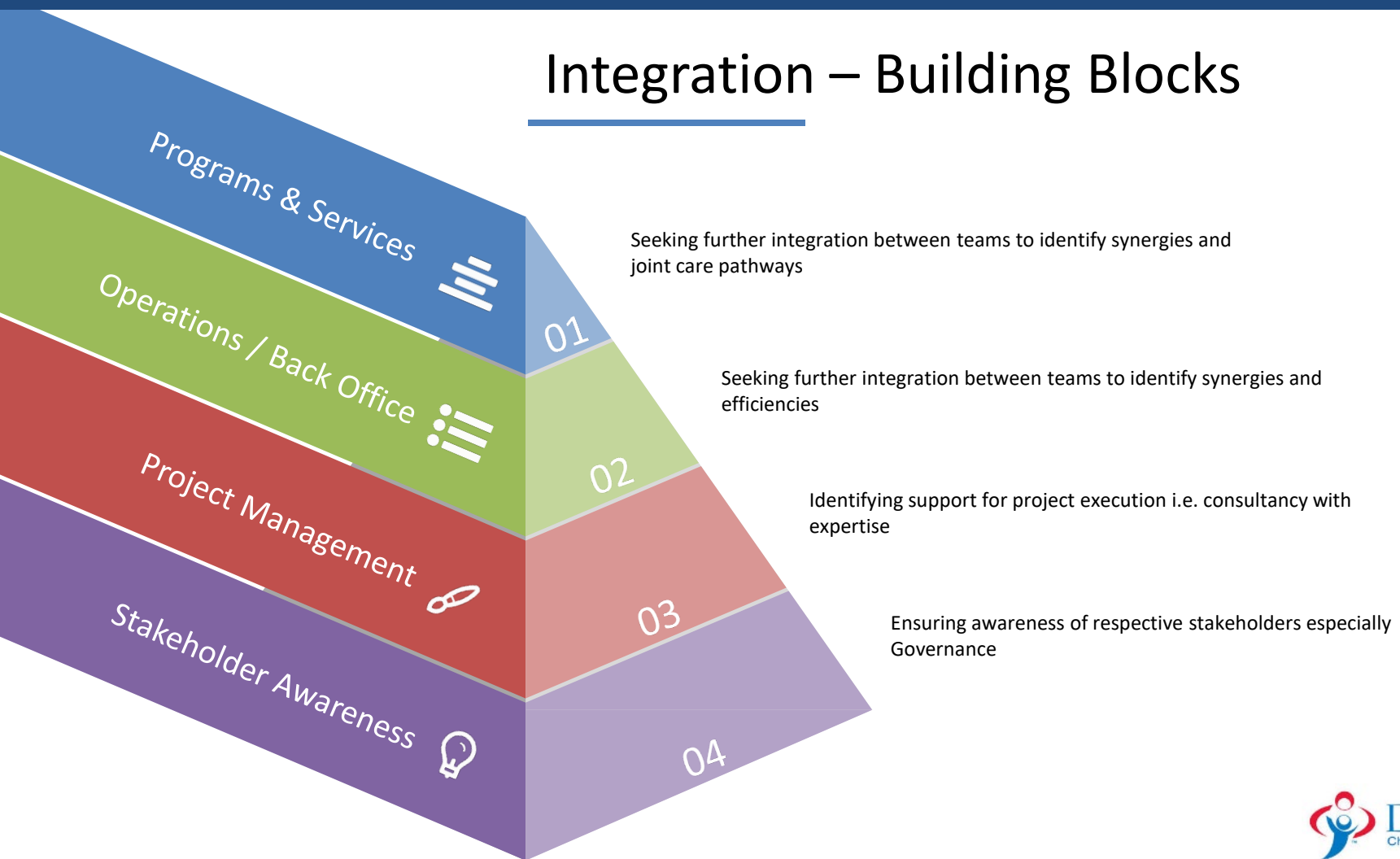
Durham CHC @ a glance



What do we mean by integration?



Integration – Building Blocks



Integration Journey

