

2025-2026 SERVICE PLAN



March 27, 2025
DCAS 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
- Organizational Priorities
- Departmental priorities
- Questions

ORGANIZATIONAL PRIORITIES



INDIGENOUS &
EQUITABLE PRACTICE &
SERVICE



INTEGRATED COMMUNITY
PARTNERSHIPS &
INITIATIVES



STAFF WELL-BEING &
ENGAGEMENT



FINANCIAL
SUSTAINABILITY &
ADVOCACY



EQUITABLE SERVICES & PRACTICES

- Embedding an Anti-Black Racism strategy
- Addressing overrepresentation of Black and Black Bi-racial children and youth in care
- Supporting African Canadian Services and integrated service
- Equity based trainings for Staff
 - Partnerships with EGALÉ, ANCFSAO and OACAS
- Leveraging our ERG's and IG's
- Embedding equity-based practices into the agency's Signs of Safety model
- Creating a kin-first model in Durham Region with a focus on family preservation and resourcing programs to support
- Durham Children at Risk of Exploitation – Ministry Funded Initiative
- Resourcing the rising need to support Intimate Partner Violence (IPV) and/or Gender based Violence (GBV).
- Alternative Dispute Resolution Processes (ADR)

Anti-Black Racism Strategy & African Canadian Services

- Work group to review the ABR/ACS process
- Work to achieve the 11 Race Equity OVOV Practices
- Targeting overrepresentation and disparities in service
- More integrated approach beyond the consult
- Moving from transactional to more transformational



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Family Preservation

- Early Intervention & Prevention
- Least Intrusive
- Permanency Planning from start of services
- Reduction in Children in Care
- Targeted Recruitment for Foster Homes
- More Support for Kinship Homes and Family Based Foster Care
- Skilling up Staff to provide in home supports



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Signs of Safety



- Demonstrated embedding of Signs of Safety and AOPDEI considerations in the work
- Accountability Structure
 - Workflow in each service area with strategic timeline for implementation
 - Support for Practitioners and People Leaders
 - Documenting SofS with Equity:
 - Community Partner Engagement
 - Client Feedback Loop



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COMMUNITY ENGAGEMENT & DEVELOPMENT

- Reviewing and revising MOUs and protocols
- Community Information Fair – DCAS Hosts
- Partnering with EDI
- Continuing the implementation of the Child Youth Advocacy Center
- Exploring partnerships with Community to Actualize our Family Time Vision
- Increased community engagement and development leads to increased staff well-being to enhance support to families
- Branding toolkit (Comms)
- Implement content and social strategy (improved story telling approach)

Child & Youth Advocacy Center (CYAC)

- Highly robust and multi-disciplinary entity providing enhanced investigations for children and youth where abuse is suspected.
- CYAC's specialize in investigations involving childhood sexual abuse.
- CYAC's take an integrative approach which enlists and collaborates with various social service agencies to provide child and family advocacy.



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STAFF WELL-BEING & ENGAGEMENT

- Voluntary Exit Incentive Package
- Supporting manageable workloads
- Intentional partnership with QA to support staff development
- Ensuring People Leaders have appropriate skills and training (Leadership Academy, People Leader meetings, targeted learning)
- Enhance succession planning
- Continued enhancement of Peer Support Program
- Culturally appropriate EFAP
- Continued promotion of staff demographic survey
- Aligning training to organizational priorities and allow time for transfer of training
- Enhance reporting (e.g. training, sick leave, overtime dashboards)
- Reimagined Team days
- Joint job evaluation (unionized positions)



LEGAL SERVICE PRIORITIES

- Continuing with privacy initiatives/education
- Ensuring efficient and accurate access to information for service recipients
- Ensuring the appropriateness of matters that are taken to Court
- Providing education to the Bench and Bar regarding our focus on equity and our Signs of Safety approach to child protection
- Paired lawyer system and early collaboration between legal and service



FINANCIAL SUSTAINABILITY & ADVOCACY



Evaluating staffing and resource needs



Assessing staff realignment or integration



Reducing OPR/group care use



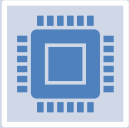
Innovative approaches for Emergency placements



Deficit Management Plan

Categories	Action Plan
Maximizing Revenues	• Leasing unused office space to aligned organizations/community groups. • Collaborate with Foundation to fund specific programs
Maximizing Community Partnerships	• Ifarada - redefining the program based on actual program usage
Managing Cost Drivers	• Reduce Enterphase ASM Beds by 1 bed • Reduce gift card usage • Utilization of Grenfell House - emergency placement
	• Change insurance provider – Intact to Marsh
Organizational Right-Sizing	• Voluntary Retirement Incentive Program (VRIP) and Voluntary Exit Incentive Program (VEIP)

Quality Assurance & IT – 25-26 Priorities



Support the Society's new strategic plan implementation and monitoring.

Enhance and streamline the Project Management and Process Improvement approach to ensure effective implementation of the new strategic plan.

Leverage the Durham BI solution to ensure effective monitoring of the new strategic plan.



Ensure Service Accountability

Expansion of our CPIN support (Finance/Service/Legal).

Constant expansion of our reports system (Strategic Plan dashboard/Case Assignment App, expansion of Forms and others).



Service Innovation through the provision of tools and resources to enhance quality service an delivery

IT Cloud migration

Laptop improvement

Fax Cloud initiative

Enhance of IT assistance overall



Service sustainability and effective risk management

Enhance of the Enterprise Risk Management Process

Implementation of the Business Continuity Plan

Quality Assurance & IT – Expected Resulted

Support the strategy Plan Implementation

Improved Project Management process

Effective strategic plan Implementation and monitoring

Ensure Service Accountability

Improved and expanded CPIN support

Improve and expanded report management

Increase compliance at all levels

Service Innovation

Successful Cloud migration

Successful Implementation of the Printer security project

Successful FaxCore project implementation

Service Sustainability

New BCP Policy

Regular Tabletop Exercises

Improved risk management process

QUESTIONS?



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