



Ontario Association of
Children's Aid Societies
The voice of child welfare in Ontario

2013/2014 **ANNUAL REPORT**



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EXECUTIVE MESSAGE

The past year was full of change, challenge, and achievement at the Ontario Association of Children's Aid Societies (OACAS).

The change agenda for child welfare in 2013/14 was and continues to be both extensive and aggressive. New directives from the Ministry of Children and Youth Services (MCYS) have brought member agencies new provincial funding and budgetary measures, including a new funding model formula, a fixed funding envelope, the introduction of Accountability Agreements, the requirement to balance budgets, and the introduction of a cyclical review process. In addition, the child welfare sector is actively engaged in a leadership role with the planned public reporting of Key Performance Indicators. To lead the sector through these change initiatives in this time of ongoing transformation, OACAS has relied on the sector's ability to work together with a committed and collective vision. The result has been the development of an effective and sustainable process that will continue to serve the sector well as it addresses further challenges.

OACAS undertook a large body of work and advocacy to support members following the MCYS announcement of significant changes to the funding process in April 2013. Throughout the year, OACAS has advocated with MCYS on behalf of the field on issues related to the funding model, the size of the allocation envelope, and the implementation of the new Accountability Agreements.

Our ongoing dialogue with MCYS supported the substantial transition agencies were required to make to meet the conditions of the new funding formula. OACAS advocated for changes to the sector's first Accountability Agreement and dialogued with MCYS on the next iteration of agreements.

OACAS members have articulated an interest in specific transformation initiatives to improve sector performance, such as governance, the shift from reporting based on compliance to quality and outcomes, and the need for structural change. As a result, OACAS has sought resources to support the sector to undertake this work on a provincial level. Some of the results can be seen in the contracts OACAS has been awarded for work on Governance, Performance Indicators, and Shared Services. Additionally over 150 leaders from the child welfare sector have received advanced training at both the Rotman and Schulich Schools of Business. OACAS will continue to listen to the strategic needs of its members and seek resources on its behalf to do the important province-wide work required to build an excellent and sustainable child welfare sector.

Through the collaboration of Aboriginal and non-Aboriginal agencies, the foundation is being laid for the future where Aboriginal children and families are served by members of their own communities. This past year has seen important movement in the devolution



agenda. OACAS has worked with its members, welcomed associate members from pre-mandated Aboriginal agencies, and worked with the Association of Native Child and Family Service Agencies of Ontario (ANCFSAO) to help build the capacity of emerging and existing Native agencies to gain the mandate to look after their community's children. At the same time, foundational elements of a reconciliation process have been established. A large delegation of the Aboriginal Services Advisory Committee attended MPP Briefing Day to advocate specifically for Aboriginal child welfare and improved outcomes for Aboriginal children in care. In the coming year OACAS will continue to offer leadership in the child welfare sector's drive for excellence.

The agenda for our members is to ensure the highest quality of service and the best outcomes for the children, youth and families they serve. Two crucial elements of this agenda are the introduction of the Child Welfare Service Framework, developed by the field, which will unite best practices across the province, and the ongoing work done by agencies on Key Performance Indicators, which will be enhanced by the introduction of the Child Protection Information Network (CPIN). These two combined will provide a firm foundation for maintaining and building the public's confidence in the work done by Children's Aid Societies.

As we celebrate the many accomplishments of the past year, we recognize that there remains more work to be done. The priorities for OACAS will continue to be defined by opportunities, challenges, and our collective vision for a highly effective children services system which has the confidence of Ontario families and communities. As always, we are dedicated to providing the sector with advocacy, excellence, and leadership to enable our members to fulfill the mandate of promoting and protecting the well-being of children, youth and families.

Marilyn Dumaresq
President

Mary Ballantyne
Executive Director



CUSTOMER SERVICE DELIVERABLES

OACAS continues to evolve and explore new ways to support our member agencies to meet the changing needs of Children's Aid Societies as they continue to face new challenges and opportunities. One of the critical roles of OACAS is to bring together people from many areas and perspectives to discuss important issues, develop a common voice and influence change for the betterment of the lives of children, youth and families. OACAS focuses significant effort towards its Customer Service Deliverables in order to help guide the Association's delivery of membership services and support Strategic Change Initiatives moving forward. The Customer Service Deliverables are:

Aboriginal Services

Aboriginal Services works to support and advocate for an equitable and respectful system of care and services, addressing the specific needs of Aboriginal children, youth and families. Through the OACAS Aboriginal Services Advisory Committee, Aboriginal Services works in close collaboration with First Nations to achieve this. Its work is interwoven into each OACAS service area and through work on various provincial initiatives, helps to address and advocate for improved outcomes for Aboriginal children in care.

Advocacy and Government Relations

Advocacy and Government Relations is the development and advancement of sector priorities through various advocacy strategies with government and other stakeholders. OACAS is the "voice of child welfare" in Government Relations and works with provincial elected officials, political staff, and senior government staff to advance the interests of children, youth and families through relationships based on trust, respect, honesty and quality information.

Issues Management

Issues Management is an anticipatory, strategic management process that allows OACAS to detect and respond appropriately to emerging trends, crises, or changes in the sector, or the broader socio-political environment.

Public Engagement and Accountability

Public Engagement and Accountability encompasses the activity, benefits and outcomes that OACAS engages in with the public (or defined audiences) that results in an increased appreciation, engagement, and knowledge of the child welfare sector with mutual benefits for both the public and OACAS and its members.

Knowledge Management

Knowledge Management (KM) is the collection of data through surveys, polls, focus groups and other methods and the translation of this data into information and ultimately to knowledge to support best practice, performance, and innovation. KM also enables public education and awareness, issues management, advocacy and knowledge mobilization.

Knowledge Mobilization

Knowledge Mobilization puts the available researched, trustworthy, and relevant information forward to the benefit of child welfare. The critical information is found through the following methods:

- Offering Foundational Child Welfare Professional, Management, Resource Parent, and Specialized training.
- Dissemination of emerging best practices through Practice Note Statements.
- Hosting Learning Symposiums and designing Practice Guides.
- Conducting Quality Assurance Measures, including trainer development and observations.

System Development

System Development provides system-wide project management, system-wide responses to common issues, and shared services coordination.

Enterprise Program Management

Enterprise Program Management is the leadership and coordination of established sector programs including contract administration, member billings, vendor and issue management. Enterprise Program Management also supports programs delivered to the sector directly by the Association through centralized coordination, management, and reporting.

OACAS Infrastructure Management

OACAS Infrastructure Management is the leadership, planning and coordination of core internal organization processes including HR, Finance, Facilities, IT and Communications to support the work of the Association.





KEY ACHIEVEMENTS

OACAS had a proactive and productive 2013/14 and, in collaboration with member agencies, external stakeholders and government, made strides towards a more effective child welfare system. Throughout the year, we have accomplished wide-ranging achievements aligning with our Strategic Directions to see progress and improvements to the child welfare system.

Strategic Direction 1: Lead members and engage with partners in the development of a seamless, integrated children services system that responds effectively and respectfully to the diverse realities of children, youth and families across Ontario.

Service Framework

- The Service Framework is being developed to demonstrate common agreement across the province in service direction, provide assistance at the local level for strategic planning and ideas around service delivery, facilitate congruent provincial planning and ongoing consistency in service direction, guidance around best practices, provide a framework to reflect evolving promising practices in child welfare subsequent to the Transformation Agenda, and facilitate community planning, both within child welfare agencies and between child welfare and other community service providers.

Strengthening Family Based Care

- Strengthening Family Based Care Guide approved by the Local Directors' Section, translated in French, published and disseminated. It builds on several years work to move forward with a common approach to ensuring all children can grow up in a caring family. Supported by guiding principles, the guide provides ideas and suggestions about how to achieve the goals of having all children and youth live with families and leave care with lifelong connections.

Outcomes for Children & Youth

- Supported Ministry of Children and Youth Services (MCYS) with rollout of Continued Care and Support for Youth Policy Directive (replaces Extended Care and Maintenance).
- Finalized policy change (and agreement document) with Cowan to extend insurance provisions for youth who "stay at home" with their foster family beyond age 18.
- Provided a written and oral submission to the Standing Committee on Bill 88, which would extend protection, including services for children aged 16 and 17.
- OACAS staff representation on Premier's Council on Youth Opportunities.
- Worked with Ministry of Education and MCYS on

draft information sharing protocols for Children's Aid Societies and Boards of Education.

- Secured funding from MCYS for Aftercare Benefits Initiative (ABI) to coordinate health, dental, prescription and extended health support to youth aged 21 to 25. Launch planned for summer 2014.

Adoption & Other Permanency Options

- Supported and delivered six regional adoption events in the Eastern, Grand River, Central, South West and Northern zones.
- Revised toolkit to support regional events. Translated logo, templates and forms in French.
- Implemented two successful Adoption Training Days.
- Facilitated two working sessions with Adoption and Permanency Professionals that focused on permanency and openness.
- Completed Openness in Adoption Project.
- Held a field-wide webinar, with over 300 participants throughout the province on Adoption Openness.
- Convened first Caregiver Forum for the Foster Parents Society of Ontario and the League of Ontario Foster Families.
- Developed protocol for positive working relationship with the Adoption Council of Ontario/AdoptOntario (AO) and led sector to advance effective use of AO tools.

French Language Services

- Contracted Marie France LaFort to build a strategic framework for child welfare services to make the 'Active Offer of French Language Services'.
- Framework vision is for Francophone children and families to have access to a full spectrum of child welfare services in French, from entry to exit and for French language child welfare services to be actively offered, with quality services that are accessible, visible and provided without delay.

Knowledge Management

- Initiated Knowledge Management Framework model of operation to coordinate information technology, data, and information management strategies.

Data Management

- Introduced data management strategy, which has continued the evolution of data and analysis to support larger sector initiatives such as Performance Measures and Management Project, CPIN and the Service Framework Project.
- Data management strategy initiated a review and revision of the Trends Analysis Advisory Committee as a key platform for all survey work to be undertaken and to be a strategic alliance to the Research Advisory Committee and Service Framework Project.

Information Technology

- Information Technology (IT) management strategy introduced to shift to an approach of integrated planning, support and investment.
- Assets, projects and purchases coordinated into an inventory of hardware, software licenses and purchased support services.
- Revised and extended business policies and processes introduced to improve the privacy and secure use of IT and support an updated secure working environment.
- Future quality and learning management strategies drafted, including, leveraging IT platforms to develop reporting and planning dashboards for departments; manuals and other learning products to increase working skills and knowledge of employees to leverage IT tools.

Information Management

- Introduced information management strategy, which provides a vision of access and availability to OACAS information.

Quality and Learning Management Strategies

- Learning and quality management pilot projects underway to demonstrate more complete picture of the Knowledge Management Framework.
- Initiated a Pilot for internal quality management tools such as report card / dashboard measures to inform development of a quality management strategy.

Strategic Direction 2: Build the public's confidence in and engagement with child welfare through an accountable and transparent system.

Performance Indicators

- Refined definitions of 16-service, eight organizational-capacity and four governance effectiveness Performance Indicators, which were incorporated and released in the final version of the Performance Indicator Data Specification Guide.
- Forty-one out of forty-six Children's Aid Societies have signed a data-sharing agreement to collect and validate data elements for each of the Performance Indicators.
- Provided support materials, personnel resources and ongoing communication, through project, to assist agencies in enhancing capacity to conduct performance measurement activities.
- Developed Framework to select new service Performance Indicators that will address gaps in measuring areas of service delivery, such as, Family Protection Services and elements of the Transformation Agenda.

Accountability Agreements

- Facilitated consultation with the sector around the content of the first Accountability Agreement for child welfare, determined key advocacy / negotiating points.
- Provided members with support through retention of legal counsel, training webinars, and production of template materials for use when signing off agreements.
- Secured commitment from MCYS for earlier consultation / involvement in the development of Accountability Agreements in future years.

Public Engagement

- Refreshed 2013 Public Engagement campaign materials and resources.
- Expanded campaign outreach to media and key community partners, specifically organizations involved with children and child welfare.
- Promoted campaign and child abuse prevention through social media.

Public Confidence

- Ongoing support of provincial advisory group on professional regulation (includes membership from network groups, Executive Directors, Zone Chairs, LD Section).
- Provided a written submission on Bill 42, Ombudsman Amendment Act.
- Continued work with College of Social Workers and Social Service Workers.
- Deputy Ombudsman presented to field at OACAS Consultation.

Media & Social Media

- Enhanced Communications toolkit to emphasize media training and support for agencies.
- Continued daily media monitoring of online, print, video and social media.
- Provided support and materials for media relations to agencies in English and French on behalf of members.
- Promoted key child welfare initiatives, issues and OACAS publications through social media, including: National Volunteer Week 2013 and 2014, Children and Youth in Care Day 2013 and 2014, Annual agency holiday initiatives, mental health, affordable housing, youth in care, drowning prevention, kids in cars, bath safety, Fetal Alcohol Spectrum Disorder, Child Abuse Prevention, Adoption Awareness, Bill 88 and raising the age of protection, suicide prevention, cold weather safety, youth leaving care supports, the Voice and Practice Guides.

Publications

- Released *Child Welfare Report 2013* in October. Report well received by sector and MPPs at MPP Briefing Day and continues to be used as an important overview of the province's advocacy priorities.
- Released two issues of the *OACAS Journal*.
- Coordinated key field messages across the province for funding and accountability, CPIN and Performance Indicators, through *Board to Board* newsletter.

SharePoint

- Initial iteration of the SharePoint intranet implemented and launched to support information management, including internal communication, collaboration and knowledge sharing.
- Redesigned SharePoint member's site to reflect current and evolving strategic priorities and member needs. Stakeholder validation sought and integrated into the redesign process to guide design, content, navigation and functionalities of the updated members site. New site content migration underway, in preparation for launch.
- Public site redesign process begun with needs gathering and content definition phase.

Strategic Direction 3: Along with its member agencies, OACAS will support and collaborate with the Aboriginal communities in bettering the health, well-being and life chance of Aboriginal children in Ontario.

- Aboriginal Advisory Committee had input into the development of a number of key child welfare initiatives, including Performance Indicators and Service Framework. The committee considers issues and acts as advisors to the OACAS board on increasing the organization's responsiveness to the needs of Aboriginal children and families in Ontario.
- Representatives from Aboriginal Services Advisory held meetings in follow-up to the 2013 meeting with Minister Zimmer to provide information around the challenges in delivering child welfare services to Aboriginal children and families given the current structure of the system.
- Large delegation from the Aboriginal Services Committee participated in MPP lobby day.

Aboriginal Services

- Completed the Reconciliation Framework and examining how to best support members and the field in moving forward on one or more of the options outlined in the Framework.
- Coordinated the First Annual Aboriginal Youth in Care Gathering in August 2013, with approximately 55 youth in attendance. The 2014 Gathering is planned for July.

- Assisting in the development of an Aboriginal Services Practice Guide to enhance knowledge and understanding of the field on Aboriginal people and communities.
- Planning to establish Aboriginal Directors of Service group to facilitate best practice approaches in working with Aboriginal children and families.
- Planning underway to assist in development of Symposium for the sector in best practice approaches to delivering child welfare service.
- Will assist in an Education Redesign to ensure that competencies required to engage Aboriginal children and families are incorporated, in partnership with Association for Native Child and Family Service Agencies in Ontario (ANCFSAO).
- Making connections with ANCFSAO to support their advocacy and new agency development.

Strategic Direction 4: Strengthen the capacity of the association and its member agencies to fulfill their mandate.

Provincial Advocacy & Government Relations

- Developed *2013 Child Welfare Report* and briefing notes.
- Planned and hosted MPP Briefing Day, with 200 attendees. NDP and PC caucus meetings held as well as special briefings on Northern and Aboriginal priorities.
- Produced 2014-15 Pre-budget consultation submission, facilitated involvement of local Children's Aid Societies at Treasurer's Roundtables and at Standing Committee.
- Maintained ongoing and effective communication with the Minister of Children and Youth Services and MCYS staff.
- Held a series of meetings with Ministers and Ministry staff, including MCYS, Aboriginal Affairs, Ministry of Training, Colleges and Universities, Ministry of Education, Ministry of Community and Social Services, in addition to Opposition Critics, to provide briefings related to the child welfare sector and key priorities.
- Prepared submissions to government on Bill 42 (Ombudsman Amendment Act) and Bill 88 (CFSA

Amendment Act – Children 16 Years of Age and Older).

Local Government Relations Support

- Supported Children's Aid Societies with advocacy around the Child Welfare Report, and with standardized briefing notes on key priorities.
- Prepared for Lobby Day/MPP Briefing day and meetings at the legislature.
- Increased promotion of local government relations – tracking MPP/ Children's Aid Society meetings.

Funding

- Provided member support and advocacy with MCYS around changes to Regulation 70 regarding introduction of new funding model and Accountability Agreements.
- Advocated with MCYS for special funding to assist agencies in transitioning from the old funding model to the new funding model and balanced budget requirements. Transitional support funding secured for 2013-14.
- Facilitation of coordinated response and peer support model for Children's Aid Societies selected to undergo financial reviews by MCYS during the year.
- Ongoing contact with government officials and the Minister of Children and Youth Services related to funding model, funding levels, and other funding issues affecting outcomes for Children's Aid Societies.
- Hosted consultations and information sessions with MCYS related to the introduction of the new funding model, changes to Regulation 70, and Accountability Agreements.

Governance

- Governance Advisory Committee, consisting of lay board members, Executive Directors and external participants with governance expertise from across the province, continues to oversee the OACAS Strengthening Child Welfare Governance Initiative.
- Developed and refined the four governance effectiveness Performance Indicators, improved the definition of the specific measurements and recommended consistent survey methodology.

- Developed and implemented a Board Evaluation Survey, completed by 36 agencies.
- Confidential, individual agency reports and a provincial dashboard created and disseminated to assist boards in assessing their own performance, in relation to provincial averages regarding people, structures, processes and culture. Boards used information to develop board work plans for the coming year.
- Hosted meetings, seminars and webinars, through the Governance Advisory Committee, on using the Governing Together Portal - re-launched for Executive Directors and board leads; a technical webinar on the portal for Executive Assistants; and skills-based board composition.
- Further webinars in planning for spring and fall of 2014 and include NFP readiness; the role of the board in quality, outcomes and performance improvement; ED compensation; performance management and succession planning. Specific topics to be confirmed following determination of results of the 2014 revised Board Evaluation Survey.
- Board portal populated with best practice material, utilized by many board members across the province. Tracking system in place to enable OACAS to assess and understand trends, issues and barriers and to work with organizations to solve problems of access.

Shared Services

- Finalized funding proposal and contract with Ministry of Government Services for the Implementation Analysis: Shared Services Business Case Project.
- Project pre-launch presentation and consultation session hosted with the sector in March 2014.

Member Support

- Supported members by sourcing and connecting them with international/federal government subject matter experts.
- Emerging issues management on behalf of/in support of members.
- Provided liaison support to specific Provincial Projects, including Legal Custody, Strengthening Family Based Care and Immigration.

- Supported members through process of Coroner's Inquest, including attendance at hearings and communications support.
- Provided ongoing support to member network groups, including Directors of Service, Senior Counsel Network Group, Resource Managers and Provincial Projects Committee.
- Held Annual Symposium - The Right Services at the Right Time: Early Help in Child Welfare, attended by over 300 participants.

Legislative Tracking

- Tracked and reported on relevant issues in the legislature, including Ombudsman Amendment Act, Child and Family Services Amendment Act - Children 16 Years of Age and Older).
- Website announcements posted relating to issues impacting or of interest to the field.

Events Management

- Cvent Online registration – excluding Education Services webinars and training, OACAS registered over 2500 delegates through Cvent Registration and event management software.
- Engaged all departments and levels of the organization on hosting meetings and events online, in addition to hosting several high profile announcements on behalf of MCYS and the Minister.
- Provided event management capacity to work with the South-West Zone and the Conference Planning Committee to organize the Local Directors Annual Conference, attended by 70 Executive Directors and Directors of Service from across the province, including OACAS senior staff. OACAS will continue to offer its event management capabilities for future LD conferences in 2014 to support important learning and development opportunities for members.
- Event management services provided to organize the Executive Development Learning Institute Conference, held in May 2013 and attended by close to 30 Executive Directors. The theme for the conference was Evocative Leadership – Coaching Competent People, with the goal of providing leaders in the field with an opportunity to maximize agency senior management teams' professional growth and leverage their skill and talents in the best

interest of their agencies to better serve the children and families in their communities.

- Better supported ongoing work and child welfare priorities in the province through the engagement of all departments and levels of the organization, hosting meetings and events online, through a web and teleconferencing platform, implemented last year. In addition, facilitated provincial communication with the sector by hosting several high profile announcements on behalf of MCYS, the Minister and the Office of the Chief Coroner.

Youth Awards Program

- Refreshed Youth Awards Selection Committee to include additional youth alumni reviewers.
- Provided training webinar to members of the review teams.
- Further streamlined administration for single call for nominations, moving to a full online application and review process.

YouthCAN

- Held 7th annual YouthCAN conference, Fit for SUCCESS! on August 12-14, 2013, attended by approximately 300 youth and staff.
- Ongoing updates and monitoring of YouthCAN website.
- Developed plan for revitalizing Youth Policy Advisory and Advocacy Group.
- Youth input facilitated for OACAS submission to the government on Bill 88.
- YouthCAN staff participated in government Press Conference for 100 per cent Tuition Aid announcement by Minister Brad Duguid (Training, Colleges and Universities).
- YouthCAN zone groups continue to meet across the province.

Projects – Provincial Training Team

- Internal Paediatric Death Review Committee (PDRC) formed in response to PDRC to ensure field follow-up from inquests into child deaths.
- Curriculum Re-Design Committee formed to validate competency structure and discuss authorization process of new child welfare workers.

- Investigating Sexual Abuse training, design and delivery planning.
- Planning trainer development event for next year.

Aboriginal Related Education Services

- Completed practice guide: *The Other Side of the Door: A practice Guide for Child Welfare Professionals in Working with First Nation, Inuit and Metis People*. The guide is to set the foundation of conversations with co-workers, supervisors and Aboriginal communities to promote a new consciousness regarding Aboriginal families, children and communities.
- Engaging with Aboriginal child welfare agencies regarding content of child welfare training to ensure greater depth of Aboriginal materials and relevancy to Aboriginal child welfare practitioners.

Learning Resources Development Curriculum Redesign and other Projects

- Scanned best practices in training design of other child welfare training organizations.
- Detailed blueprint to guide redesign of training.
- Engaged U of T to design a forward-thinking training evaluation strategy.
- Development of plans and templates for building a new child welfare learning system.
- Fully developed curricula that incorporates online learning and focuses on joint forensic investigations and interagency cooperation between child welfare and police.

Ontario Practice Model – Data Review Workshop

- Dr. Robert Flynn, and team from University of Ottawa, analyzed data of over 6,000 Assessment and Action Records (AAR) and presented trends, successes, and concerns.
- Thirty-five agencies represented by 120 participants including MCYS staff, foster parents and youth.
- The real life impact of completing an AAR conducted In-person and via webcast.





LOCAL DIRECTORS' SECTION PROVINCIAL PROJECTS

OACAS allocates up to \$100,000 annually to support priority projects from the Local Directors' (LD) Section. Each year the LD Section calls for proposals and a selection committee identifies those projects which fit the Section's priority area.

The following projects were approved for funding for 2014-2015

1. Administration and Monitoring of Psychotropic Medication use Among Children and Youth in Care
2. Developing a Service Framework for the Child Welfare Sector in Ontario – Phase II

Projects that are continuing from previous years

1. Provincial Legal Custody – Phase II
2. Moving toward Reconciliation: Child Welfare and the Aboriginal Community
3. An Action Plan to Strengthen Family Base Care: Working to achieve “Family for all children and youth”
4. Building Capacity for Children's Aid Societies to Achieve Permanency for Children in Care with Immigration Issues



LOOKING FORWARD

OACAS has been working to implement the new key Strategic Change Initiatives that emerged from the Strategic planning process. The process continues to be spearheaded by OACAS staff and the board to ensure OACAS fulfills its mission and provides leadership in child welfare. The Strategic Directions and Strategic Change Initiatives will guide our work and focus with the overarching goal of progressing our sector forward. Amidst the current environment of both challenge and change anticipated for our membership and the sector,

these initiatives and directives play a significant role in facilitating a focused and strategic approach.

This coming year, OACAS will continue to work in partnership with members, agency Boards of Directors and the Local Directors' (LD) Section to strengthen child welfare in Ontario and help improve outcomes for children and families.

Lead	Change Initiative	Goal
Strategic Direction 1		
Joint LD Section/ OACAS Staff	Service Framework	The child welfare sector agrees to a service framework that balances the need for provincial direction with the importance of local autonomy.
LD Section	Excellence in Practice: Adoption & Permanence	Member agencies support an approach for increased collaboration across Children's Aid Societies (CASs) in their work to advance permanent families for all children and youth. Positive engagement of other key provincial partners that share an interest in adoption and permanency.

Lead	Change Initiative	Goal
LD Section	<p>Excellence in Practice: Strengthening Family Based Care</p> <p>Excellence in Practice: Early Help</p>	<p>Member agencies embrace “Strengthening Family Based Care” philosophy and contribute to development of tools to support implementation.</p> <p>Member agencies support the direction and work together to develop a common approach to implementation so that families have the support they need when they need it.</p>
LD Section	Excellence in Practice: Youth Services	<p>Member agencies support provincial approach to advocacy for children aged 16 and 17 to be afforded protection under the legislation.</p> <p>Member agencies support a consistent approach and develop implementation plans to move forward with recent legislative, regulatory, policy and funding initiatives for youth from care.</p> <p>Approach is supported by youth in care (through YouthCAN).</p>
OACAS Staff	Data to Knowledge	<p>To integrate a Knowledge Management Strategy.</p> <p>Have the knowledge needed to better manage child welfare services.</p>
Joint LD Section/ OACAS Staff	French Language Capacity	Creation of an active offer of French Languages Services across the province.
OACAS Staff	Curriculum Redesign for Child Welfare Professional and Management Courses	The Child Welfare Professional Training Program ensures that CASs have access to training materials that reflect emerging best practice trends, diversity, and is built on a platform that is easily adjusted
OACAS Staff	Emerging Child Welfare Issues, Topics & Trends	CASs have access to latest research about topics of that are of most concern to them.
OACAS Staff	Quality of Training Delivery	OACAS has a quality assurance program for training delivery.
OACAS Staff	Transfer of Learning	All CASs have a transfer of knowledge strategy in place to promote the continuous learning from the classroom to the workplace through coaching and mentoring programs.
Strategic Direction 2		
OACAS Staff	Performance Indicators	<p>A common set of Performance Indicators is being extracted, reported and analyzed from the CASs across the province.</p> <p>PI information implemented for use at the agency operational and governance levels and at the provincial level to communicate about and improve service delivery.</p>

Lead	Change Initiative	Goal
OACAS Staff	Child Welfare Education Services Redesign	<p>Curricula are increasingly delivered through technology.</p> <p>Appraisal of child welfare professional skill and knowledge through evaluation.</p> <p>Education and support supervisors in their role for clinical supervision and transfer of learning.</p>
Joint LD Section/ OACAS Staff	Professional Regulation and Oversight	<p>Member support for a strategy that analyzes the implications and steps required to prepare the field for professional regulation.</p> <p>A strategy is determined for the strengthening and streamlining of oversight processes for Children's Aid Societies.</p>
OACAS Staff	Public Engagement	<p>In public messaging, OACAS and all agencies talk about issues with agreed to priorities and approach – materials tell the story of 'who, what, when, where, why' of child welfare.</p> <p>Member agencies are supported by OACAS (materials and logistics) in public engagement, education, and advocacy.</p>
OACAS Staff	Child welfare excellence advocacy and dissemination	Through the development of a child welfare excellence priority matrix, develop a content and dissemination advocacy strategy for OACAS.
OACAS Staff	Annual publication cycle	OACAS publications are produced based on an annual plan which allows for strategic advocacy and positioning, increases resource efficiency, and allows for enhanced dissemination planning.
OACAS Staff	New OACAS public website	OACAS website with strategically refreshed content, access, and visual identity that informs and engages public on key areas of child welfare in Ontario.

Strategic Direction 3

OACAS Staff	Enhance capacity of Aboriginal and non-Aboriginal agencies	<p>There will be a clearly outlined plan for designation of pre-mandated agencies, well understood by Aboriginal and non-Aboriginal agencies.</p> <p>Ensure broad feedback and input around service issues impacting Aboriginal children and families is received.</p> <p>Establish a working relationship with ANCFSAO to guide collaboration in the development of training.</p> <p>The current funding formula will adequately support the needs of agencies providing service to Aboriginal children and families.</p>
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Lead	Change Initiative	Goal
Joint LD Section/ OACAS Staff	Aboriginal children and families are more appropriately served	<p>Agencies will develop capacity to recruit and support Customary Care placements for Aboriginal children.</p> <p>Ensure that the identity and culture of Aboriginal Youth in Care is enhanced.</p> <p>Ensure that Aboriginal issues remain a key provincial priority.</p> <p>CAS staff working with Aboriginal children and families will have the knowledge, understanding and skill in how to best engage and support Aboriginal children and families.</p>
Joint LD Section/ OACAS Staff	Reconciliation will take place between First Nations and non-Aboriginal child welfare	<p>Non-Aboriginal CASs will work collaboratively and supportively with the leadership of First Nations communities, whose children and families they serve.</p> <p>There will be acknowledgement of the history of child welfare and First Nations people, as well as apology to First Nations people from the child welfare sector in Ontario.</p>

Strategic Direction 4

OACAS Staff	Shared Services	Execution of the Implementation Analysis: Shared Services Business Case Project to analyze and develop a model for the efficient and effective approach to delivery of various services through a formalized shared services structure for child welfare.
OACAS Board	Governance: Improved governance capacity across the sector	<p>Board members and government have confidence in the ability of Boards to govern and ensure CASs are effective.</p> <p>Boards are employing best practice approaches in their governance.</p> <p>Boards are connected to other Boards in their communities and to the broader child welfare system.</p>
LD Section	Leadership Excellence	Build Executive Leadership for change management.
LD Section	Labour Relations	<p>CASs explore opportunities for coordinated approaches to labour relations and local bargaining.</p> <p>Provincial Worker Safety Initiatives are developed.</p>
Joint LD Section/ OACAS Staff	Child Protection Information Network (CPIN) - Provincial enterprise system for the child welfare sector	Successful implementation of the four components of CPIN in a manner which meets the needs of the field.

Lead	Change Initiative	Goal
Joint LD Section/ OACAS Staff and Board	Sector Project Management	<p>Projects operate consistently to ensure good value for resources required.</p> <p>Projects and initiatives occur within an overall provincial framework that is well understood and focuses on sector priorities.</p> <p>Project work integrated into and utilized by the sector.</p>
Joint LD Section/ OACAS Staff and Board	Sector Decision-Making	<p>Decisions are made with the OACAS member agencies such that all agencies are heard and OACAS is able to move initiatives forward reflecting the “voice” of all member CASs.</p>
OACAS Staff	IT Strategy	<p>An IT strategy that supports and enhances OACAS operations and capacity that leverages technology and best practices to meet the complex and diverse needs of its members, including data management and learning management systems.</p> <p>Increase coordination of secure, reliable, accessible IT services, tools, training, systems and processes.</p> <p>Aligned privacy and ethics framework with current policy and practice.</p>
OACAS Staff	SharePoint Intranet	<p>SharePoint is fully integrated as the Intranet and align intranet site to broader information management strategies.</p>
OACAS Staff	SharePoint Extranet	<p>Fully implement SP Extranet site</p>
OACAS Staff	Facilities	<p>High sound and picture quality technology is available for all meetings hosted by OACAS in all meeting rooms.</p> <p>OACAS staff have the knowledge and skill to deliver high quality meetings.</p> <p>Effective office accommodation on site for all staff requiring to work in the physical offices of the Association.</p>
OACAS Staff	Business Redesign	<p>OACAS has organized its human resources to effectively address the Strategic Plan, and address the future needs of the Association.</p>



OACAS BOARD OF DIRECTORS

President: Marilyn Dumaresq

Past President: Keith Sparling

Central Zone Agency Board Director: Avanthi Goddard

Central Zone Agency Staff Director: David Rivard

Southwestern Zone Agency Board Director: David Chisholm

Southwestern Zone Agency Staff Director: Bill Bevan

Eastern Zone Agency Board Director: Terri McDade

Eastern Zone Agency Staff Director: Rachel Daigneault

Grand River Zone Agency Board Director: Harry Emmott

Grand River Zone Agency Staff Director: Nancy MacGillivray

Northeastern Zone Agency Board Director: John Stopper

Northeastern Zone Agency Staff Director: Marty Rutledge

Northern Zone Agency Board Director: Vincent Lacroix

Northern Zone Agency Staff Director: Rob Richardson

Director at Large: Dr. April Rietdyk

Aboriginal Agency - Director at Large: Abram Benedict



FINANCIALS

Balance Sheet

March 31, 2014, and 2013

	2014	2013
	Total	Total
Assets		
Current assets		
Cash	\$ 1,173,012	\$ 160,862
Investment	152,136	-
Accounts receivable	1,006,334	1,611,308
Prepaid deposits and expenses	83,305	39,238
	2,414,787	1,811,408
Capital assets	3,962,498	3,905,599
	\$ 6,377,285	\$ 5,717,007
Liabilities and Fund Balances		
Current liabilities		
Accounts payable and accrued liabilities	\$ 997,822	\$ 1,135,989
Deferred revenue	422,982	373,771
Credit facilities	1,277,791	1,358,429
	2,698,595	2,868,189
Deferred capital contributions	\$ 141,248	\$ -
Fund balances		
Invested in capital assets	2,543,459	2,547,170
Externally restricted	259,113	264,469
Unrestricted	734,870	37,179
	3,537,442	2,848,818
	\$ 6,377,285	\$ 5,717,007

Statements of Revenue and Expenses

Years ended March 31, 2014 and 2013

	Total	
	2014	2013
Revenue		
Government of Ontario	\$ 5,847,093	\$ 5,256,474
Membership fees	3,240,009	3,025,895
Donations	943,300	376,482
Other	851,338	949,236
Registration fees	355,256	608,338
Publications	34,813	58,424
	11,271,809	10,274,849
Expenses		
Salaries	4,506,949	4,006,995
Purchased services and training services	2,720,334	2,835,792
Employee benefits	1,113,215	963,257
Office	440,493	436,388
Bursaries awarded	317,750	297,500
Facility rental	306,124	301,793
Occupancy	265,835	264,775
Travel	205,068	203,903
Amortization of capital assets	204,534	192,756
Other	142,977	109,784
Equipment	120,414	61,974
Publications and promotions	84,990	131,386
Resources and memberships	70,366	69,597
Loan interest	56,020	59,060
Staff training	28,116	21,993
	10,583,185	9,956,953
Excess (deficiency) of revenue over expenses	\$ 688,624	\$ 317,896
Fund balances, beginning of year	\$ 2,848,818	\$ 2,530,922
Fund balances, end of year	\$ 3,537,442	\$ 2,848,818



Ontario Association of Children's Aid Societies

The voice of child welfare in Ontario