



Ontario Association of
Children's Aid Societies

The voice of child welfare in Ontario

OACAS Operational Plan

2017-2018

2017-2018 OACAS Operational Plan

Message from Chief Executive Officer

I am pleased to present the Operational Plan for the Ontario Association of Children's Aid Societies (OACAS) for 2017-2018. This plan will guide our work in delivering services and providing leadership on behalf of 48 member organizations. To support and contribute to our further achievement towards the OACAS Strategic Plan 2012-2017, the OACAS Operational Plan outlines goals and performance expectations for our work through 2017-2018. The OACAS Strategic Plan and its strategic directions reflect OACAS Board priorities for the association's work, on behalf of members:

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

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

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

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

Ontario's CASs have operated for more than 100 years through a provincial system of local community governance. This model has enabled agencies to understand the unique needs of those they serve in their communities, to develop local partnerships, and to customize supports in service to children and youth. CASs recognize that this is not enough.

CASs have heard concerns raised by the Provincial Child Advocate, Auditor General, media, current and former clients who are children and youth, and their families. Amongst the concerns raised are that child welfare services are not always equitably offered across Ontario, and that the most disenfranchised children and families in our province can be the most impacted.

Together, OACAS and the member agencies it serves are responding, as a system. We work with purpose to ensure that children and youth are always at the centre of our services, that families are effectively supported, and that culturally relevant service is provided by increasingly well-trained professionals. We believe every child and youth across Ontario deserves an equitable opportunity to achieve success.

OACAS is committed to providing leadership, in support of member agencies, towards collectively achieving a strengthened provincial system, in collaboration with local community stakeholders, as well as the provincial government. Last year, significant strides were made with a provincial *Call to Action* to more transparently share interagency data and information on progress in five

priority areas for collective change, and toward an improved and culturally responsive child welfare sector in Ontario.

Our planning for the year ahead recognizes the necessity for continuous improvement in our relationships with Indigenous partners. During the past year, OACAS continued to partner and support the Association of Native Child and Family Service Agencies of Ontario (ANCFSAO), as it develops its capacity as the voice for Indigenous child welfare in Ontario. OACAS and the members it serves continue to implement the OACAS Reconciliation Framework, *Sharing a Good Heart*, to support the path to reconciliation between child welfare and Indigenous communities in Ontario, and to enable agencies to continue to shift the culture to a more collaborative relationship with Indigenous children, families, and communities.

The development of culturally responsive services across Ontario, aligned with the individual cultures of children, youth and families, is vital. Last year, OACAS delivered the *One Vision One Voice Practice Framework* and its companion research report to support better outcomes for Black children and youth involved with the child welfare system.

OACAS will continue to move forward with a new training and authorization process to ensure child welfare professionals have the appropriate skills and knowledge to be able to provide culturally sensitive services, creating an equitable chance of successful outcomes for all children and youth.

In addition, the Shared Services Program is gearing up to offer services across Ontario, on behalf of CASs and Indigenous child well-being societies, including a provincial After Hours Screening Process, monitoring of improved residential services, and a Child Welfare Data Service, which will improve transparency and accountability with the public. The Shared Services Program will begin operating later this year and will improve service quality by reducing fragmentation and building sector capacity and performance, province-wide.

A significant innovation this year is the development of OACAS Strategic Councils, which will begin work to move critical sector decisions forward in six key areas using a new decision-making framework. The ongoing monitoring and reporting of deliverables from these councils will support the sector's goals and promote a culture of continuous improvement, transparency, and accountability. Through system leadership, improved coordination and harmonization, as well as greater formalized collaboration across the child welfare field, OACAS, on behalf of 48 member organizations, commits to continually strive to create and deliver services which are leading edge and which always keep children at its centre.

Mary Ballantyne



Chief Executive Officer

OACAS Overview

History

In 1912, 60 Children's Aid Societies came together to form the Associated Children's Aid Societies of Ontario. The purpose of this organization was to "devise means and methods of furthering the cause of children throughout Ontario." The Association's emphasis was on legislative change, and its first act was to request legislation for the protection of neglected and dependent children.

In 1914, the Association challenged the government regarding "changes being made in the Children's Protection Act without prior consultation with the workers who were best aware of its strengths and weaknesses." This led to the government agreeing to submit legislative changes to the Association for consideration, prior to government approval.

Since incorporation in 1920, OACAS has tackled countless issues in support of Ontario's children and youth, and the Children's Aid Societies and Indigenous child well-being societies which serve them. During the 1920s, the Association and member societies pressed for the creation of one government department responsible for all public welfare funding and legislation. A provincial government grant awarded in the mid-1940s enabled OACAS to hire, for the first time in 1946, a full-time paid executive secretary. Staffing allowed OACAS to expand its services, becoming a clearinghouse of information and providing communications, on behalf of its members.

OACAS Mission

OACAS is a leader and collaborator promoting the welfare of children, youth and families through service excellence, leadership and advocacy. This underlying foundation describes the main purpose, vision, and direction of OACAS. OACAS advocates on behalf of its members by speaking with a common voice when informing the public and persuading the government to act on issues concerning the safety, protection, and well-being of Ontario's children.

OACAS Today

With more than 100 years of history in the province, OACAS operates with central offices in downtown Toronto and remote staff located in regions across Ontario. OACAS employs over 65 staff to deliver services, which including education, advocacy, child welfare service excellence, child welfare operational excellence, and membership and stakeholder relations. Funding for the work of OACAS is derived from a combination of membership fees, direct funding contracts with the Province of Ontario, grants, sponsorships, donations, and the sale of materials.

Corporate Governance

The member societies of OACAS are the owners of the Association. The OACAS Board of Directors represents this ownership and makes decisions reflecting the interests of the Association's membership in carrying out its Mission statement. The OACAS Board of Directors has two primary components: sector leadership and fiduciary responsibility. In its governance role, the Board is accountable to the membership of the Association and to funders for specific programs and

initiatives, as well as working with the sector to continually improve the child welfare system. The Board is comprised of 16 directors, elected at the annual meeting of the membership.

The OACAS Board of Directors governs the Association, engaging in strategic processes designed to support the development of an effective child welfare sector across Ontario. The Board uses a decision-making framework created to enable member agencies to speak as a sector with a unified voice on major issues affecting members and children, youth and families across Ontario. Decisions are made based on recommendations from specific Councils or the Executive Leadership Section, depending on the relevance of the issue to the body. The Board uses a bi-annual planning process to identify key sector priorities that will be addressed collectively over the subsequent 24 months to strengthen the child welfare sector. The planning process is inclusive of member societies in identifying issues that they commit to work on, collectively, and to implementing shared decisions locally within their respective jurisdictions.

Membership

OACAS is an association representing 48 member organizations (Appendix I). Of these, 45 of 48 are mandated Children's Aid Societies (CASs) and 3 are pre-mandated Indigenous child well-being societies across Ontario; Six Nations of the Grand River, Mnaasged Child and Family Services and Dnaagdawenmag Binnoojiyag Child and Family Services. The Statement of Benefits & Responsibilities of OACAS Membership acts as a membership agreement. (Appendix II)

Legislative Framework for Children's Aid Societies and OACAS

Ontario's CASs, on behalf of the Province of Ontario, are legislated under the *Child and Family Services Act* (CFSA) as the only authorities with the mandate to:

- Investigate allegations of abuse and neglect
- Protect children, when necessary
- Provide services to families in order to protect children and to prevent circumstances requiring the protection of children
- Provide care or supervision for children assigned to its care
- Place children for public adoption

The new *Child, Youth and Family Services Act, 2017* (CYFSA) received Royal Assent on June 1, 2017 and will be proclaimed at a future date, thereby repealing the *Child and Family Services Act* (CFSA).

Each CAS is a community-based not-for-profit corporation with charitable status, governed by an elected board comprised of members of its community.

OACAS is a registered charity operating under the framework of legislative requirements, including those required by the *Corporations Act*, *Not-for-profit Corporations Act* (pending proclamation), *Health and Safety Act*, *Public Sector Salary Disclosure Act*, *Lobbyists Registration Act*, and legislated obligations for employers in Ontario (Employment Insurance, Canada Pension and Income Tax, Ontario Employer Health Tax, and Goods and Services Tax).

Achievements of 2016–2017 Operational Plan

The Operational Plan details the achievements of OACAS for each of the pillars of the OACAS Mission. This section includes an overview of these achievements, organized by mission. While most achievements will be reflected as goals in the 2016-2017 Operational Plan, there may be achievements noted which emerged in-year.

Call to Action

The Call to Action is an historic commitment by Children’s Aid Societies and Indigenous child well-being societies to work as a system - collaboratively, transparently and accountably - to achieve the best outcomes for children, youth, and families in Ontario. It is a pledge to collective action in recognition of the shared responsibility for the best interests, protection and well-being of all Ontario children. Through this commitment, societies seek to deliver consistent, high-quality and equitable child welfare services wherever they are needed in the province. The Call to Action means children, youth, and families can expect respect, culturally relevant services, an equitable chance at success, well-trained professionals, and agencies that act with integrity.

The Call to Action marks an important milestone for child welfare in Ontario. Originating as a response to critical issues and calls for reform, the Call to Action has raised the bar for child welfare, and CASs have responded decisively. They are engaged in over 25 systemic initiatives aimed at improving agency service, operations and governance, using methodologies for collective action and accountability.

Key achievements of the 2016-2017 fiscal year are among these Call to Action initiatives, including several firsts for Ontario’s child welfare system:

- A systemic approach to monitoring sector-wide implementation of recommendations from inquests, starting with the Jeffrey Baldwin inquest
- Sector-wide engagement in reconciliation efforts in response to the Truth and Reconciliation Commission's calls to action directed at the child welfare system
- A symposium held to launch a historic child welfare practice framework for serving Black and African-Canadian children, youth and families
- Sector-wide tracking and sharing of agency compliance with child protection standards and other legislative requirements
- Harmonized, sector-wide governance practices to improve the capacity and performance of local agency boards

The momentum of the Call to Action continues. Its collective approach to promoting system accountability and transparency has taken hold and will continue to inform decision-making, as new challenges and opportunities arise for the child welfare system.

Service Excellence

The commitments of OACAS in its delivery of programs to and on behalf of member agencies, youth and staff of agencies are reflected in goals for continuous improvement. The commitments are responsive to the current landscape and priorities. These commitments align with strategic directions and are expected to increase the capacity of the Association's programs and result in accessible, inclusive programs offered by the OACAS on behalf of member agencies.

Child Welfare Service Excellence

- ✓ **Strong Leadership for Adoption in Ontario**
 - Developed prospective adoptive parent pamphlet and agency guide regarding the Portability of PRIDE pre-service and SAFE Home study CASs sector and private practitioners
 - Adoption Enhancement Review: Adoption Permanency Work Group submission
 - PRIDE Pre-service online curriculum
- ✓ **One Vision One Voice African Canadian Project (OVOV)**
Completed OVOV Practice Framework and held OVOV Symposium
- ✓ **Jeffrey Baldwin Inquest Recommendation Responses**
Developed Inquest Responses Report and Implementation Guide
- ✓ **Motherisk**
Leadership to Motherisk data gathering across sector and liaison with Motherisk Commission
- ✓ **Residential Review**
Residential Review Advisory Group Submission
- ✓ **Signs of Safety (SOS): Determining Direction for the Sector**
Survey of agency practice directions and use of SOS
- ✓ **Model for Immigration Centre of Excellence**
Developed a model for Child Welfare Centre of Excellence for Immigration
- ✓ **YouthCAN Program Review**
Reviewed 10-year program with input from youth, child welfare staff and stakeholders

Child Welfare Operations Excellence

- ✓ **Quality Improvement Plan**
Implementation of draft Technical Specification Guide; improved provincial measurement and reporting

✓ **Funding and Services Review**

Review of Funding and Services Report and Child Welfare Service Survey; plan approved to maintain data collection in transitional period until Shared Services Program implementation

Indigenous Service

✓ **4th Annual Indigenous Youth-in-Care Gathering Bark Lake**

Provided culturally appropriate programming for children youth in care with 141 attendees

✓ **1st Annual Indigenous Youth-in-Care Leadership Gathering at Wendigo Lake Expeditions**

Provided culturally appropriate leadership programming for Indigenous youth, ages 15-18

✓ **Indigenous Online Interactive Resource Map**

Provided sector with accessible online resources and map that shows proximity of additional Indigenous resources and organizations in their region

OACAS Learning

✓ **Learning Management System rollout**

myOACAS Learning portal rollout - launched myOACAS Learning to sector. Over 5,800 staff completed ES/CPS online course last year. As of December 31, 2016, there are 8,400 active users in myOACAS Learning and more than 10,000 course registrations.

✓ **Authorization**

Completed an authorization framework for field that launched in January 2017. Over the course of 2017, all agencies will have all new staff go through formal Authorization process, and new child protection workers will be authorized prior to independently doing authorized work

✓ **Development of a QA framework for OACAS Learning**

Blueprint developed that outlines recommended projects and processes that should be implemented to improve the overall work of OACAS Learning portal

Leadership

OACAS actions align with its leadership for continuous improvement within the child welfare sector. OACAS staff are committed to aligning their work to provide leadership and support to achieve each of the goals, in partnership with the sector it serves and stakeholder partners.

Child Welfare Operations Excellence

- ✓ **Worker Safety**
Project addressed 14 of 46 recommendations from the first project phase with another 12 approved for funding by the Ministry
- ✓ **Performance Indicator Results**
Support 35 CASs to validate and publicly report five publicly reported service performance indicators for five fiscal years (2010-11 to 2014-15)
- ✓ **Child Protection Information Network (CPIN)**
 - 15 agencies have been deployed to use one enterprise system
 - Business Harmonization Processes and a Revised CPIN Companion Document to the Inter-Agency Protocol
- ✓ **Shared Services for Ontario Children's Aid Societies**
Developed a Shared Services Program design for Ontario's CASs and Indigenous child well-being societies

Indigenous Service

- ✓ **Emerging Practices Guide**
Outcome from Reconciliation Survey; provide guidance to CASs in working with Indigenous communities, families and children

Communications

- ✓ **Adoption Awareness Month**
Enhanced content strategy and campaign to increase understanding about public adoption and the many paths to permanency
- ✓ **Event Management**
Held 28 large in person meetings with over 2000 delegates participating; hosted 70 webinars over 108 hours with 3000 participants

Advocacy and Stakeholder Relations

The goals reflect the commitments of OACAS, on behalf of its member agencies, to support advocacy and engagement. The advocacy and engagement with provincial and federal government offices, with stakeholders, including the public, are intended to result in strengthening child welfare and social supports needed by families. The actions are expected to contribute to the achievement of an aligned system of policy and services that responds effectively to the diverse needs of children and youth across Ontario.

Child Welfare Service Excellence

- ✓ **Building Capacity for CASs to Respond to Investigations by the Provincial Advocate**
Training and tools created to support member societies to learn from investigations, improve client services, and enhance the relationship
- ✓ **Review of Bill 89, *Supporting Children, Youth and Families Act, 2017***
Coordinated a comprehensive sector review of the new legislation

Child Welfare Operations Excellence

- ✓ **Pre-Budget Consultation**
Report to Standing Committee on key resource needs in sector and with community partners

Indigenous Service

- ✓ **Bringing Our Minds Together: Think Tank**
Brought together 21 Indigenous Provincial Territorial Organizations (PTOs) and CASs to provide advice and meaningful actions to move forward with reconciliation

Communications

- ✓ **Child Abuse Prevention Month Campaign**
Doubled the number of agencies participating in the provincial public engagement campaign; engaged key education stakeholders, including boards of education and schools

2016-2017 Foundational Changes in OACAS

This section reflects changes which have occurred in 2016-2017 to OACAS internal systems required to modernize the organization to effectively serve its members.

Human Resources

- ✓ New and updated HR policies, including: Staff Expenses Policy, Workplace Violence and Harassment, AODA policy updates, Code of Conduct, Accountability Statement, Conflict of Interest, Disclosure Protection, and Confidentiality Agreement
- ✓ New travel vendor and guidelines to improve efficiency and reduce costs
- ✓ New HR recruitment platform to improve screening and management of recruitment

Information Technology

- ✓ Introduction of Groups space on the members' site to enable more effective communication and collaboration between members
- ✓ A/V upgrade for main meeting room to improve member meetings and enable more affordable and reliable remote participation for members
- ✓ Development and introduction of new customer service solution
- ✓ Significant improvements in Information Technology security

Finance

- ✓ Launch of new finance policies and business processes: new Procurement policy and business process, Delegation of Financial Authority policy, Credit Card policy
- ✓ Introduction of new monthly contract reporting
- ✓ Redesigned financial statement and balance sheet for Board of Directors
- ✓ Launch of new Chart of Accounts

Property

- ✓ Acquisition of additional space at same site to support ongoing needs for additional meeting space for members and to ensure continued optimal density for staff spacing

Governance

- ✓ Ratification of new OACAS By-laws; approval of new Board expenses policy

2017–2018 Operational Plan and Performance Expectations

The Operational Plan details the goals OACAS has identified for each of the pillars of the OACAS Mission. This section includes an overview of the goals and high level indicators of success in performance for 2017-2018. Goals are organized by the three core pillars of the OACAS Mission and anchored to its primary OACAS Strategic Direction.

Service Excellence

The commitments of OACAS in its delivery of programs to and on behalf of member agencies, youth and staff of agencies are reflected in goals for continuous improvement. The commitments are responsive to current landscape and priorities. These commitments align with strategic directions and are expected to increase the capacity of the programs and result in accessible, inclusive programs offered by the OACAS, on behalf of its member agencies.

Child Welfare Service Excellence

Prepare member societies for proclamation of CYFSA

Goal: Child welfare system is supported through transition to new legislative framework

Performance Expectations: coordinate participation of members in development of regulations, policies; work with members to prepare for changes across domains of service, operations, governance, human resources and continuous improvement.

Strategic Direction: 1, 2

Support to Children and Youth in care

Goal: Supporting children and youth in care to succeed

Performance Expectations:

- Implement recommendations from YouthCAN review
- Renew Clark awards to more equitably meet the needs of youth
- Improve educational outcomes for children and youth in care and receiving services
- Increase critical supports to youth through the Aftercare Benefits Initiative (ABI)

Strategic Direction: 1

Human Trafficking

Goal: Plan to address capacity building and service issues for sector

Performance Expectations: OACAS will work with CASs active in this area and with MCYS to develop a strategy to increase awareness, knowledge and skills related to the intersection between human trafficking and child welfare.

Strategic Direction: 1

Adoption Services

Goal: Act on Recommendations of the Adoption Enhancement Review

Performance Expectations: OACAS will provide leadership to the sector in response to the review recommendations to increase consistency and quality of service to adopted children and adoptive families.

Strategic Direction: 1

Residential Services

Goal: Identify, develop and help implement solutions to address current critical issues in residential services

Performance Expectations: A sector work group with both Indigenous and non-Indigenous streams will focus on identified issues within child welfare (information sharing; OPR assessments; needs of FNMI children/youth in OPRs) and create practical, implementable solutions.

Strategic Direction: 1

Sampson Inquest

Goal: Respond to the recommendations in the Sampson Inquest jury verdict directed to the child welfare sector

Performance Expectations: OACAS, through the work of the Sampson Inquest Work Group, will provide leadership to the sector in responding to the inquest recommendations and tracking implementation across the sector.

Strategic Direction: 1

Child Welfare Requirements - Consistent Interpretation and Compliance

Goal: Enhance consistency of interpretation of requirements and increase compliance levels with those requirements

Performance Expectations: OACAS, with the support of the Child Welfare Requirements Work Group, will provide leadership to the sector in reviewing quarterly Quality Improvement Plans, identifying areas of confusion and barriers to compliance, and developing provincial strategies.

Strategic Direction: 2

Review Child Welfare Models of Service

Goal: Explore the use of various models of service in use in child welfare, to review the use of Signs of Safety (SOS) across the province, and to make recommendations regarding models of service, as appropriate

Performance Expectations: OACAS, in collaboration with sector groups, review the U of T research on the use of SOS, identify and explore alternate models of service and make recommendations to the sector.

Strategic Direction: 1

Child Welfare Operations Excellence

Support recommendations on Indigenous Funding Approach

Goal: Support ANCFSAO on the development of recommendations for separate funding approach for Indigenous agencies

Performance Expectations: Publication of a report with recommendations around an Indigenous funding approach to inform Ministry's own review.

Strategic Direction: 3

Indigenous Service

Promote Indigenous Youth Engagement

Goal: Assist Indigenous youth in building communities and leadership development

Performance Expectations: Create provincial Indigenous Youth Community Council; host annual Summer Youth Gathering; and host multiple Indigenous Youth Leadership gatherings.

Strategic Direction: 3

Partnership with *Indspire*

Goal: Collaborate with *Indspire* to recognize the academic and community achievements of Indigenous youth

Performance Expectations: Partner with *Indspire* to provide post-secondary scholarships to Indigenous youth-in-care.

Strategic Direction: 3

Ensure an Indigenous lens is applied to all OACAS initiatives

Goal: Work alongside each OACAS department and offer assistance to ensure that the Indigenous worldview and perspective is given the appropriate attention

Performance Expectations: Create a best practice model that each OACAS department will use to consider the Indigenous lens.

Strategic Direction: 3

OACAS Learning

Authorization

Goal: Improve the standardized process where newly hired child protection workers will complete orientation/on-boarding, training, as well as receive other coaching and support prior to conducting authorized work

Performance Expectations: Improve the structured professional development trajectory for newly hired child protection workers. This includes their orientation and on-boarding experience, the CWP Series, and culminates with the Authorization Candidacy Examination (ACE). Validation of the ACE, a high-stakes assessment that tests knowledge related to Authorization, involves psychometric analysis of responses to items in terms of difficulty and sub-groups (e.g. population grouping, English language level, gender and sexual orientation).

Strategic Direction: 1, 2, 3, 4

Leadership competencies

Goal: Enable development of future generation of leaders. This framework will serve as an anchor and foundation for leadership development programs.

Performance Expectations: Leadership development programs that contribute to effective leaders across all job levels.

Strategic Direction: 1, 3, 4

Development of joint CAS/VAW course

Goal: Develop a course to enhance service delivery to children and families experiencing intimate partner violence

Performance Expectations: Collaborate with Violence Against Women (VAW) sector to develop hybrid curriculum for authorized child protection workers and supervisors/managers.

Strategic Direction: 1, 4

Development of an Indigenous focused course

Goal: Develop a course to enhance child welfare professional's knowledge and understanding of the culture, issues and needs which impact Indigenous children, families and communities

Performance Expectations: Develop an in-class curriculum for child welfare professionals and supervisors/managers.

Strategic Direction: 1,3, 4

Development of an equity course

Goal: Develop a course for child welfare professionals, supervisors and managers that addresses broad equity themes, with focus on anti-racism/racism, white privilege, colonialism, anti-black racism

Performance Expectations: Develop a curriculum for child welfare professionals and supervisors/managers in collaboration with subject matter experts from within the child welfare sector.

Strategic Direction: 1, 3, 4

Transfer of Learning

Goal: Determine whether the long-term impacts from training persist in the workplace

Performance Expectations: Administration of targeted survey to determine whether transfer of learning is taking place. Data will be compiled and shared with the sector to start an on-going conversation about professional development, and any needed supports.

Strategic Direction: 1

Leadership

OACAS actions align with its leadership for continuous improvement within the child welfare sector. OACAS staff are committed to aligning their work to provide leadership and support to achieve each of the goals, in partnership with the sector it serves and stakeholder partners.

Child Welfare Service Excellence

Quality improvement in managing complaints and relations with oversight bodies

Goal: a relationship that promotes learning to support improved practice, transparency and accountability in the public interest

Performance Expectations: monitor implementation of recommendations from Provincial Advocate for Children and Youth (PACY) Investigations project; facilitate proactive discussions with PACY (sector reference group) and facilitate a review of internal complaints process.

Strategic Direction: 2

Child Welfare Operations Excellence

Leading the sector in addressing priority recommendations for Worker Safety

Goal: Develop policies, tools and programs to advance worker safety in the province

Performance Expectations: Publication and distribution of appropriate policies, tools and programs. Evidence of implementation across the province.

Strategic Direction: 4

Child Welfare Data Strategy / Identity-based Data Collection

Goal: A child welfare system that responds to the needs of diverse service populations, drives equitable outcomes and continuously strives to improve

Performance Expectations:

- Develop and implement a Provincial Data Sharing Protocol
- Confirm a selection of outcome measures from the endorsed Service Framework and develop a data collection plan that would include rationale, definitions, data elements and analytical methodology
- Collaborate with MCYS to confirm and implement the Identity-based Data Collection Standard.

Strategic Direction: 2

Child Protection Information Network

Goal: Continue toward successful deployment, sustainment, sector support and the harmonization of business processes

Performance Expectations: An enterprise system that effectively meets the needs of its users, in service to children.

Strategic Direction: 1, 4

Shared Services: Improve the structure of the system

Goal: Implementation of a Shared Services Program to enhance sector capacity, improve service quality and achieve system wide goals

Performance Expectations:

In the first quarter of 2017/18, agencies to determine their participation and the Shared Services Program team to plan build for initial services.

In the subsequent three quarters, activities will commence to provide initial service offerings, including group purchasing and contract management services, as well as developing specifications and components for the child welfare data service pilot.

Strategic Direction: 1

Indigenous Service

Leading the sector in achieving reconciliation with Indigenous peoples

Goal: To move forward with reconciliation with Indigenous children, youth, families and communities

Performance Expectations: Facilitating relationships between Indigenous and non-Indigenous agencies, and local CASs and First Nations community service providers.

Strategic Direction: 3

Advocate and support greater equity for Indigenous agencies

Goal: Work alongside non-Indigenous and Indigenous child well-being societies to ensure that the latter have a more equitable share of resources

Performance Expectations: Facilitate holistic practices that will ensure the provision of equitable treatment to Indigenous child well-being societies.

Strategic Direction: 3

Communications

Foster Family Recruitment Campaign

Goal: Develop and implement a provincial advocacy campaign that supports agencies to address the foster recruitment crisis in Ontario

Performance Expectations: Lead consultation process with agencies to develop a multi-year strategy.

Strategic Direction: 1, 2, 3, 4

Poverty and Mental Health Advocacy Campaign

Goal: Develop a provincial advocacy campaign to raise awareness of the role of poverty and mental health in the lives of the families who intersect with the child welfare system and which underscores the need to keep children at the centre of conversations that impact their lives.

Performance Expectations: Develop strategy to create content for social media campaign; begin engagement with potential external stakeholder partners.

Strategic Direction: 1, 2, 3, 4

Advocacy and Stakeholder Relations

The goals reflect the commitments of OACAS, on behalf of its member agencies, to support advocacy and engagement. Advocacy and engagement with provincial and federal government, with stakeholders, and public education institutions, are intended to result in the strengthening of child welfare and social supports needed by families. The actions are expected to contribute to achievement of an aligned system of policy and services that responds effectively to the diverse needs of children and youth across Ontario.

Child Welfare Service Excellence

2018 Provincial Election

Goal: Full, effective participation of member societies and OACAS in advocating for the best outcomes for children, youth, families and communities with electoral candidates

Performance Expectations: Develop strategy to achieve prominent awareness of child welfare issues for all candidates/parties; facilitate member participation in engagement with local candidates.

Strategic Direction: 1, 2, 3, 4

Child Welfare Operations Excellence

Implement Quality and Performance Initiatives

Goal: Continue to track compliance to child protection standards as agencies start to use the Technical Specification Guide

Performance Expectations: Continue to use analytics to report compliance and to indicate where improvements are required.

Strategic Direction: 2

Commit to Common Data Reporting

Goal: Streamline the Child Welfare Service Survey / Funding and Services Report

Performance Expectations: Collect two-year data on the identified provincial priorities for data collection using consistent definitions and publish the Funding and Services Report.

Strategic Direction: 1

Indigenous Service

Promote knowledge and understanding of Indigenous issues and realities

Goal: Work with both Indigenous and non-Indigenous agencies to ensure that Indigenous histories and current realities are being appropriately disseminated and eliminate stereotypes

Performance Expectations: Establish a working group to lead each zone in creating social media campaigns and educational materials to highlight Indigenous issues and realities.

Strategic Direction: 3

Indigenous Sector Think Tank

Goal: Work with Indigenous PTOs and sector leadership to help strengthen the child welfare system to be responsive to the needs of Indigenous children and families

Performance Expectations: Host second Think Tank conference with Indigenous PTOs and continue with reconciliation dialogue.

Strategic Direction: 3

Communications

Child Abuse Prevention Month Campaign

Goal: Support all agencies in a provincial campaign that engages all boards of education and schools across the province

Performance Expectations: Support the development and implementation of a multi-year strategy to develop a child abuse prevention curriculum for schools.

Strategic Direction: 1, 2

2017-2018 Foundational Changes in OACAS

This section reflects changes planned in 2017-2018 for OACAS internal systems required to modernize the organization to effectively serve its members.

Human Resources

- Professional Development Policy and newly available professional development opportunities
- Business Continuity Plan
- Administrative Review
- Working Hours Review
- Enhanced staff onboarding to allow staff to more effectively serve members

Information Technology

- Modernizing I.T. Infrastructure, both hardware and software
- Upgrading A/V to improve meetings and enable more affordable remote participation
- Migrating of document management system
- Expanding use of customer service platform
- Updated I.T. policy
- Development of customer relationship management (CRM) platform
- Modernized print services solution

Finance

- Improve financial management/foundation
- Improve accounting and bookkeeping infrastructures
- Continued implementation of new Chart of Accounts
- Risk Management: updated policies; board reporting; external controls
- Business Intelligence: department reports; contract reports; organization reports
- Enhanced procurement business processes

Governance

- Ongoing review and revision of board policies following ratification of new OACAS By-laws

Property

- Developing new property at current office location to better accommodate member needs for meetings and to more effectively utilize space for staff

Strategy & Planning

- Development of new Strategic Plan 2018-2023
- Strategic management and coordination of Strategic Councils
- Development of new quality assurance strategy

Member Engagement and Communication

- Ability to more effectively target content to members and stakeholders

Appendix I: Member Organizations

Akwesasne Child and Family Services
Brant Family and Children's Services
Bruce Grey Child and Family Services
Catholic Children's Aid Society of Hamilton
Catholic Children's Aid Society of Toronto
Chatham-Kent Children's Services
Children's Aid Society of Algoma
Children's Aid Society of the District of Nipissing and Parry Sound
Children's Aid Society of the District of Thunder Bay
Children's Aid Society of the Districts of Sudbury and Manitoulin
Children's Aid Society of the United Counties of Stormont, Dundas and Glengarry
Children's Aid Society of Haldimand-Norfolk
Children's Aid Society of Hamilton
Children's Aid Society of London and Middlesex
Children's Aid Society of Ottawa
Children's Aid Society of Oxford County
Children's Aid Society of Toronto
Dnaagdawenmag Binnoojiiyag Child and Family Services
Dufferin Child and Family Services
Durham Children's Aid Society
Family and Children's Services of Guelph and Wellington County
Family and Children's Services Niagara
Family and Children's Services of Frontenac, Lennox and Addington
Family and Children's Services of Lanark, Leeds and Grenville
Family and Children's Services of Renfrew County
Family and Children's Services of St. Thomas and Elgin County
Family and Children's Services of the Waterloo Region
Halton Children's Aid Society
Highland Shores Children's Aid
Huron-Perth Children's Aid Society
Jewish Family and Child
Kawartha-Haliburton Children's Aid Society
Kenora-Rainy River Districts Child and Family Services
Kina Gbezhgomi Child and Family Services
Kunuwanimano Child and Family Services
Mnaasged Child and Family Services
Native Child and Family Services of Toronto
Nog-da-win-da-min Family and Community Services
North Eastern Ontario Family and Children's Services
Payukotayno James and Hudson Bay Family Services
Peel Children's Aid
Sarnia-Lambton Children's Aid Society
Simcoe Muskoka Child, Youth and Family Services
Six Nations of the Grand River
Tikinagan Child and Family Services
Valoris for Children and Adults of Prescott-Russell
Windsor-Essex Children's Aid Society
York Region Children's Aid Society

Appendix II: Statement of Benefits & Responsibilities of OACAS

The Statement of Responsibilities & Benefits provides a framework for the relationship between OACAS and the members it serves, enabling us to act with one voice in the best interests of children. The services provided in collaboration with member agencies, through OACAS, optimize our efforts, allowing us to be more effective in achieving our goals. OACAS services include advocacy, communications, education, government relations, information management, member outreach, shared services, and quality assurance.

Member Benefits	Member Responsibilities
<p>Advocacy & Government Relations</p> <ul style="list-style-type: none"> • Advocacy for the best interests, well-being, and safety of children • Advocacy, on behalf of members, for effective policy and adequate resources • Provision of leadership, advice, and resources for effective government relations • Provision of youth engagement and advocacy opportunities throughout the province • Provision of expert advice to government and other bodies • Development and analysis of policy that affects the delivery of child welfare services • Environmental monitoring/scanning to identify emerging issues and priorities <p>Member Support</p> <ul style="list-style-type: none"> • Implementation and management of provincial projects as determined by field priority • Provision of resources, support, and advice to members and sector governance tables • Provision of opportunities for agencies to share information, experiences, and best practices • Organization and delivery of leadership meetings and other sector events <p>Public Commitment</p> <ul style="list-style-type: none"> • Support and assistance to members (collectively and individually) in critical issues management • Representation of child welfare to the public through proactive media relations • Engagement of the public on children’s issues through ongoing media, issues management, and public engagement campaigns • Provision of communications to and among members through various tools, modes, and venues <p>Education Services</p> <ul style="list-style-type: none"> • Ownership and administration of proprietary tools and licenses on behalf of the field (e.g., OnLAC, curricula, SAFE, PRIDE) • Management of the delivery of training and education services for the field, and development of provincial best practice curricula 	<ul style="list-style-type: none"> • Contributing to the collective whole through mutual responsibility and accountability • Abiding by the processes, procedures, and standards of governance of OACAS • Respecting decisions and advocacy positions of OACAS as per the Decision-Making Model • Contributing resources to support the work of OACAS • Ensuring that local boards and agency staff are kept aware of OACAS initiatives, processes, issues, positions, and key messages • Ensuring timely payment of OACAS membership fees • Providing input, feedback, and direction as required on specific initiatives • Responding to OACAS requests for information and OACAS annual surveys • Contributing to the development of an annual provincial plan • Considering the OACAS Strategic Directions as they relate to local planning activities • Attending and participating in Members meetings, consultations, and conferences

