



Ontario Association of
Children's Aid Societies

2018-2019 OACAS Operational Plan

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OACAS Operational Plan 2018-2019

Message from the Chief Executive Officer

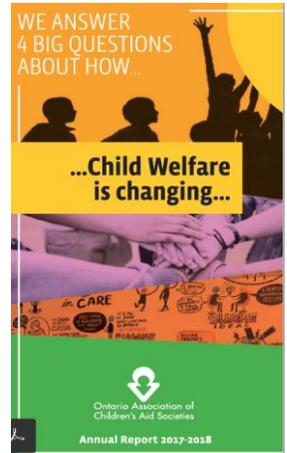
I am pleased to present the Operational Plan for the Ontario Association of Children's Aid Societies (OACAS) for 2018-2019. This plan will guide our work in delivering services and providing leadership on behalf of 48-member organizations.

I would first like to acknowledge the 2017-2018 operational accomplishments which are documented in the OACAS Annual Report 2017-2018 titled WE ANSWER 4 BIG QUESTIONS ABOUT HOW Child Welfare is changing...

Our accomplishments are highlighted by answering these 4 questions:

1. Are we acting like a system?
2. Have we increased public confidence in child welfare?
3. Have we made progress on reconciliation?
4. Have we strengthened our capacity to do the work?

For a copy of the OACAS Annual Report 2017-2018 visit www.oacas.org.



In this fiscal year OACAS will transition to a new 2018-2023 OACAS Strategic Plan approved by the OACAS Board in May 2018. This plan can be referenced in its entirety on page 8 and is for OACAS as a collective of the 48 - child welfare and Indigenous child and family service society members in collaboration with the Association staff body. The 2018-2023 strategic plan was developed from an extensive four month internal and external stakeholder engagement process.

The new Strategic Plan is about re-imagining child welfare and how the system should operate differently to empower children, youth and families who are served by the child welfare system.

Re-imagining Child Welfare

An effective children's services system that supports all children, youth, families and communities to thrive.

WHO WE ARE – Our Mission

OACAS is a collective of child welfare agencies, and we:

- Lead Bravely
- Advocate Boldly
- Deliver Effectively

WHERE WE ARE GOING

Strategic Priorities focused on the needs of children, youth, families and communities.

- Equity and Belonging
- Respect and Empowerment
- Reconciliation
- Consistent, Excellent Services

HOW WE WILL GET THERE

Strategic Priorities focused on building the capacity of the child welfare system.

- Broaden Relationships
- Change How We Work
- Invest in People
- Inform Our Work with Evidence

WHAT WE VALUE

- Equity, Collaboration, Respect, Humility, Accountability, Transparency, Courage & Innovation

Ontario's child welfare agencies have operated for more than 125 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. Agencies recognize that this is not enough and 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 have been negatively 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 center 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 and federal government.

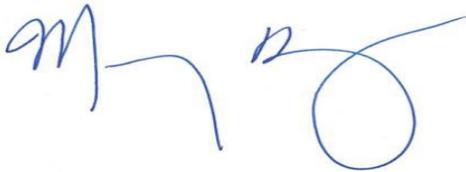
This year we are focused on the implementation of OACAS Strategic Councils, which will begin work to move critical sector decisions forward in six key areas using a new decision-making model. The ongoing monitoring and reporting of deliverables from these councils will support the sector's eight goals and sixty-five objectives which will 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 improve outcomes for children, youth, families and communities.

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. The Ontario non-Indigenous Children's Aid Societies have unanimously agreed and made it a priority to commit to Indigenous communities that we will continue to seek and implement your guidance as we

undertake key commitments 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, youth, families, and communities.

The development of culturally responsive services across Ontario, aligned with the individual cultures of children, youth and families, is vital. This year OACAS will be supporting agencies to implement the 11 Race Equity Practices outlined in the *One Vision One Voice Practice Framework* to support better outcomes for Black children and youth involved with the child welfare system. OACAS has moved forward with new training and an 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. This year there will be a focus on the collection of identity-based data which will help to inform the progress of these new practices, training and the outcomes achieved.

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 improve service quality by reducing fragmentation and building sector capacity and performance, province-wide.



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 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 70 staff to deliver services, which include; 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 key issues affecting members and children, youth and families across Ontario.

Decisions are made based on recommendations from specific Strategic Councils, Indigenous Forum, Governors' Council or Executive Leadership Section, depending on the relevance of the issue to the governing 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, 46 of 48 are mandated Children's Aid Societies (CASs) and Indigenous Child Well-being Societies (ICWS); two are pre-mandated Indigenous agencies.

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 Children's Aid Societies and Indigenous Child Well-being Societies, on behalf of the Province of Ontario, are legislated under the *Child, Youth and Family Services Act* (CFSA, April 30, 2018) as the only authorities with the mandate to:

- investigate allegations or evidence that children may be in need of protection;
- protect children where necessary;
- provide guidance, counselling and other services to families for protecting children or for the prevention of circumstances requiring the protection of children;
- provide care for children assigned or committed to its care under this Act;
- provide care or supervise children assigned to its care
- place children for adoption and
- perform any other duties given to it by this Act or the regulations or any other Act.

Each CAS and ICWS 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).

2018-2023 OACAS Strategic Plan

The OACAS Board approved the new 2018-2023 OACAS Strategic Plan in May 2018. The 2018-2019 operational goals, objectives and performance expectations have been mapped to the 2018-2023 Strategic Priorities – **WHERE WE ARE GOING** and **HOW WE WILL GET THERE**.



Ontario Association of Children's Aid Societies

THE IMAGINE CHILD WELFARE

2018-2023 STRATEGIC PLAN

An effective children's services system that supports all children, youth, families, and communities to thrive.

<h3 style="margin: 0;">WHO WE ARE</h3> <p style="font-size: small; margin: 0;">OACAS is a collective of child welfare agencies, and we:</p>	<h4 style="margin: 0;">Lead Bravely</h4> <p style="font-size: small; margin: 0;">We inspire and guide transformative systemic change within child welfare and the broader children's services system.</p>	<h4 style="margin: 0;">Advocate Boldly</h4> <p style="font-size: small; margin: 0;">We influence public opinion, policy direction, and decisions about the children's services system and advocate about the impact of the social determinants of health.</p>	<h4 style="margin: 0;">Deliver Effectively</h4> <p style="font-size: small; margin: 0;">We strengthen the child welfare system by delivering provincial programs, information resources, supportive tools, and shared services.</p>	
<h3 style="margin: 0;">WHERE WE ARE GOING</h3> <p style="font-size: small; margin: 0;">Children, youth, families, and communities have told us they want:</p>	<h4 style="margin: 0;">Equity and Belonging</h4> <p style="font-size: small; margin: 0;">We acknowledge that racism, anti-Black racism, anti-Indigenous racism, and social inequity lead to overrepresentation and a disparity in outcomes. We will ensure services are culturally safe, support children as they develop their identity, and give them a sense of belonging. We will ensure the provision of the active offer of French language services.</p>	<h4 style="margin: 0;">Respect and Empowerment</h4> <p style="font-size: small; margin: 0;">We will place children and youth at the centre of decision-making. We will ensure children, youth, and families play an active role in planning their own lives and designing the services they receive so that they have more control of their future.</p>	<h4 style="margin: 0;">Reconciliation</h4> <p style="font-size: small; margin: 0;">We will work in partnership with Indigenous leadership, organizations, and communities to ensure Indigenous children and youth are cared for by their local communities. We will support the transition of services to Indigenous agencies and help build their capacity.</p>	<h4 style="margin: 0;">Consistent, Excellent Services</h4> <p style="font-size: small; margin: 0;">We will provide the same high quality of service that meets each child's needs, no matter where they live in Ontario. We will become more aligned across child welfare agencies and with other community social service providers.</p>
<h3 style="margin: 0;">HOW WE WILL GET THERE</h3> <p style="font-size: small; margin: 0;">Together with community partners, governments, and other social service providers we will:</p>	<h4 style="margin: 0;">Broaden Relationships</h4> <p style="font-size: small; margin: 0;">We recognize that authentic and equitable partnerships improve child welfare. We will work to create positive and effective relationships with children, youth, families, communities, and provincial stakeholders.</p>	<h4 style="margin: 0;">Change How We Work</h4> <p style="font-size: small; margin: 0;">We will strengthen the structures that work well and develop new structures that make services easier to use. We will change the policies and practices that are rooted in colonialism and will invest our resources where they are needed and are most effective.</p>	<h4 style="margin: 0;">Invest in People</h4> <p style="font-size: small; margin: 0;">We will strengthen the leadership, training, and resources for child welfare professionals, caregivers, volunteers, and governors to help enable systemic change. We will ensure those doing and leading the work are reflective of the community they serve.</p>	<h4 style="margin: 0;">Inform Our Work with Evidence</h4> <p style="font-size: small; margin: 0;">Data findings, in combination with research studies and the voices of children, families, and key stakeholders, will drive our work. We will improve the quality of our data.</p>
<h3 style="margin: 0;">WHAT WE VALUE</h3>	<p style="font-size: small; margin: 0;">We pursue Equity in all aspects of our work.</p>	<p style="font-size: small; margin: 0;">We Collaborate with families and community partners with Respect and Humility.</p>	<p style="font-size: small; margin: 0;">We are Accountable and Transparent, regardless of the outcomes of our work.</p>	<p style="font-size: small; margin: 0;">We act with Courage to embrace Innovation, knowing that positive change may be disruptive.</p>

2018–2019 Operational Plan

The 2018-2019 Operational Plan consists of eight provincial goals that were developed by OACAS' six Strategic Councils to address current child welfare priorities and continually improve outcomes for children, youth and families. Objectives and performance expectations have been developed by these six strategic councils and by OACAS staff to support the achievement of these goals.

Provincial Goals

1. A child welfare system that is transparent, responsive and accountable to service users and community partners.
2. A child welfare system that effectively advocates for strengthened social supports and resources for families facing challenges.
3. A child welfare system with the capacity to use Legislative, Regulatory and Standards requirements and child welfare tools and technology to improve services to children, youth and families.
4. A child welfare system that addresses disproportionality and disparity and achieves equitable outcomes by providing culturally appropriate services.
5. A highly skilled child welfare workforce, leadership and governance representing the diversity of people living in Ontario that provides the highest quality of service, decision-making and oversight of the child welfare system.
6. A provincial awareness campaign to strengthen awareness of the child welfare sector's work.
7. A child welfare system that returns the child protection mandate to Indigenous communities to address the historical injustices perpetrated by the federal and provincial government and provincial child welfare system.
8. Child welfare practices that are evidence-informed, responsive and culturally appropriate to increase safety, well-being and permanence for children and youth.

Objectives and Performance Expectations

The objectives and performance expectations are outlined on the following pages in this format:

- **Organized** by the 2018-2023 OACAS Mission – **WHO WE ARE**: Lead Bravely, Advocate Boldly, Deliver Effectively and **organized** by OACAS departments
- **Aligned** to the six Strategic Councils of the OACAS Engagement Structure:
 - Research, Outcomes and Accountability Strategic Council
 - Service Excellence Strategic Council
 - Equity of Outcomes Strategic Council
 - Public Engagement and Advocacy Strategic Council
 - Sustainability of the Child Welfare System Strategic Council
 - Human Resources Excellence Strategic Council
- **Anchored** to the 2018-2023 strategic priority(ies)

Deliver Effectively

OACAS is a collective of child welfare agencies, and we strengthen the child welfare system by delivering provincial programs, information resources, supportive tools, and shared services to support the capacity building, continuous improvement and consistent, excellent services of the child welfare sector.

Child Welfare Service Excellence

Prepare member societies for implementation of CYFSA

(Service Excellence Strategic Council)

Objective: Child welfare system transitions 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.

2018-2023 Strategic Priorities: Consistent, Excellent Services and Change How We Work

Child Welfare Requirements - Consistent Interpretation and Compliance of Standards

(Service Excellence Strategic Council)

Objective: Enhance consistency of interpretation of the Standards and increase compliance levels with such requirements.

Performance Expectations: The Child Welfare Requirements Work Group will provide leadership to the sector in reviewing quarterly Quality Improvement Plans, providing clarity to the intent of the Standards, barriers to compliance, and developing provincial improvement strategies.

2018-2023 Strategic Priority: Consistent, Excellent Services

Human Trafficking (Service Excellence Strategic Council)

Objective: Determine capacity building requirements and service issues for sector related to human trafficking.

Performance Expectations: 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.

2018-2023 Strategic Priority: Consistent, Excellent Services

Support to Children and Youth in Care (Service Excellence Strategic Council)

Objective: Reinforce strategies for children and youth in care to succeed.

Performance Expectations:

- Monitor implemented recommendations from YouthCAN review
- Improve educational outcomes for children and youth in care and receiving services
- Increase critical supports to youth through the Aftercare Benefits Initiative (ABI)

2018-2023 Strategic Priority: Equity and Belonging

Adoption Services (Service Excellence Strategic Council)

Objective: Act on recommendations of the Adoption Enhancement Review.

Performance Expectations: Increase consistency and quality of service to adopted children and adoptive families.

2018-2023 Strategic Priority: Change How We Work

Residential Services (Service Excellence Strategic Council)

Objective: 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.

2018-2023 Strategic Priority: Change How We Work

Informing Practice - Examination of Ontario Looking After Children Data

(Service Excellence Strategic Council)

Objective: Focus on key children in care service areas needing improvement as identified by the Ontario Looking After Children data.

Performance Expectations: Develop and implement strategies to address areas of service to children requiring additional attention and focus on improving outcomes for children and youth in care based on a review and analysis of the Ontario Looking After Children Data.

2018-2023 Strategic Priority: Inform our Work with Evidence

Sampson Inquest (Service Excellence Strategic Council)

Objective: Support the approach of a child centred practice recommended through the Sampson Inquest.

Performance Expectations: Full implementation of the Sampson Inquest recommendations directed to the child welfare sector will be tracked.

2018-2023 Strategic Priority: Change How We Work

Motherisk Recommendations (Service Excellence Strategic Council)

Objective: Respond to the recommendations in the 2018 Motherisk Report directed to the child welfare sector.

Performance Expectations: Develop the sector's position and practice on drug testing in a child welfare context.

2018-2023 Strategic Priority: Change How We Work

Indigenous Service Commitments (Service Excellence Strategic Council)

Objective: Support the child welfare sector in implementing and monitoring the results of the 9 Indigenous Commitments working in collaboration with the Provincial Directors of Service and the Zone Champions.

Performance Expectations: Indigenous people experience culturally safe and appropriate child welfare services.

2018-2023 Strategic Priority: Reconciliation

Implementation of One Vision One Voice Practice Framework

(Equity of Outcomes Strategic Council)

Objective: Implementation of the 11 equity practices in the One Vision One Voice Practice Framework.

Performance Expectations: Child welfare agencies will change their policies and practices to address anti-Black racism and support the equity of outcomes for all African Canadian children, youth and families.

2018-2023 Strategic Priority: Change How We Work

Implementation of Centre of Excellence for Immigration Issues

(Equity of Outcomes Strategic Council)

Objective: Address immigration issues for children, youth and families involved in child welfare.

Performance Expectations: A provincial Centre of Excellence will be established that supports immigrant children and families served by child welfare agencies.

2018-2023 Strategic Priority: Change How We Work

Child Welfare Operations Excellence

Review Funding Model for Child Welfare

(Sustainability of the Child Welfare System Strategic Council)

Objective: Prepare a formal response to the Ministry about the Child Welfare Funding Model that includes funding advocacy messages.

Performance Expectations: Consult with member agencies to:

- review funding model recommendations provided by the Ministry, and
- provide comments and recommendations for consideration in the Ministry in updating the Child Welfare Funding Model for a successful implementation across the sector.

2018-2023 Strategic Priority: Change How We Work

Support Recommendations on Indigenous Funding Approach

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

Performance Expectations: The Ministry of Children and Youth Services considers a different Indigenous funding approach.

2018-2023 Strategic Priority: Reconciliation, Change How We Work

Indigenous Services

Promote Indigenous Youth Engagement

Objective: Assist Indigenous youth in building communities and leadership development.

Performance Expectations: Facilitate access to cultural and Indigenous youth leadership through facilitating Summer Youth Gathering and facilitating Indigenous Youth Leadership gatherings wherein Indigenous youth have access to elders and other Indigenous resource people. In addition, we will provide opportunity for them to have input into issues impacting their lives.

2018-2023 Strategic Priority: Reconciliation

Ensure an Indigenous Lens is Applied to all OACAS Initiatives

Objective: 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.

2018-2023 Strategic Priority: Reconciliation

OACAS Learning

Authorization (Human Resources Excellence Strategic Council)

Objective: Change the trajectory for newly hired child protection workers through an improved standardized training process.

Performance Expectations: The Child Welfare Professional Series will provide an orientation and on-boarding experience that 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).

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Invest in People

Professional Regulation (Human Resources Excellence Strategic Council)

Objective: Determine the strategies and resources that will be required to fulfill the professional regulation requirements.

Performance Expectations: Develop and execute the implementation plan for professional regulation.

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Invest in People

Leadership Development (Human Resources Excellence Strategic Council)

Objective: Create and implement tools to support the Leadership Competency Framework.

Performance Expectations: Create and implement tools to support the Competency Framework to evaluate leaders, succession planning, mentoring and coaching.

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Invest in People

Development of an Indigenous Focused Course (Equity of Outcomes Strategic Council)

Objective: Enhance a child welfare professional's knowledge and understanding of the culture, issues and needs which impact Indigenous children, youth, families and communities.

Performance Expectations: Work with the Association of Native Child and Family Service Agencies of Ontario to develop an in-class curriculum for child welfare professionals and supervisors to improve outcomes for Indigenous children and families engaged with child welfare agencies.

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Invest in People

Revise PRIDE Training

Objective: Update the curriculum and the new PRIDE on-line Trainer Guides and Participant Book.

Performance Expectations: Revise the inappropriate terminology, language and curriculum inconsistencies in the in-class and on-line PRIDE training courses and translate into French.

2018-2023 Strategic Priorities: Consistent, Excellent Services, Invest in People

Development of an Equity Course (Equity of Outcomes Strategic Council)

Objective: Enhance child welfare professional's knowledge and understanding of equity issues and needs which impact over-represented children, youth, families and communities in Ontario child welfare.

Performance Expectations: Develop an in-class curriculum for child welfare professionals and supervisors to improve child welfare outcomes for marginalized children and families in the child welfare system.

2018-2023 Strategic Priorities: Equity and Belonging, Reconciliation, Consistent-Excellent Services, Invest in People

Development of a Clinical Supervision Course

Objective: Enhance child welfare professional's knowledge and understanding of clinical supervision requirements.

Performance Expectations: Develop an in-class curriculum for child welfare professionals and supervisors to improve child welfare clinical supervision practices.

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Invest in People

Development of a Violence Against Women Course

Objective: Enhance child welfare professional's knowledge and understanding of issues related to violence against women.

Performance Expectations: Develop an in-class curriculum for child welfare professionals and supervisors to improve child welfare practices in providing service to women who have experience domestic and other violence.

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Invest in People

Development of Child, Youth and Family Services Act Training

Objective: Enhance child welfare professional's knowledge and understanding of the new Child, Youth and Family Services Act.

Performance Expectations: Develop an in-class curriculum for child welfare professionals and supervisors to improve their understanding and implementation of the new Act.

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Invest in People

Development of OACAS Library Services

Objective: A wide range of credible resources are made available to child welfare agencies for their reference.

Performance Expectations: Development of library guides, research, database services and other informational resources to support needs for evidence and knowledge transfer.

2018-2023 Strategic Priorities: Consistent, Excellent Services, Invest in People

Lead Bravely

OACAS is a collective of child welfare agencies, and we inspire and guide transformative systemic change within child welfare and the broader children's services system.

Child Welfare Service Excellence

Quality Improvement in Managing Complaints and Relations with Oversight Bodies

Objective: Establish 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.

2018-2023 Strategic Priorities: Consistent, Excellent Services, Inform Our Work with Evidence

Child Welfare Operations Excellence

Child Welfare Data Strategy (Research, Outcomes and Accountability Strategic Council)

Objective: Create and oversee a data strategy for Ontario Child Welfare, guided by research, evidence and the Strategic Council objectives. The data strategy will support the sectors work in understanding, respecting and generating equitable service for equity seeking groups and will be respectful of Indigenous protocols regarding ownership and use of data.

Performance Expectations:

- Develop list of critical child welfare questions to be investigated based on priorities of the Strategic Councils
- Develop, in collaboration with the Child Welfare Data Service a data collection plan that includes; rationale, definitions, data elements and analytical methodology

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Change How We Work, Inform Our Work with Evidence

Identity-based Data Collection (Research, Outcomes and Accountability Strategic Council)

Objective: Support the implementation of the Identity-Based Data Collection policy directive

Performance Expectations:

- Develop ad hoc reports to analyze data quality and reliability
- Review and recommend ways to improve service delivery effectiveness using the data collected through this initiative

2018-2023 Strategic Priorities: Reconciliation, Consistent-Excellent Services, Inform Our Work with Evidence

Leading the Sector in Addressing Recommendations for Worker Safety

(Human Resources Excellence Strategic Council)

Objective: Advance worker safety in the province by addressing priority recommendations.

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

2018-2023 Strategic Priority: Change How We Work

Labour Relations Strategy for 2018 Collective Bargaining

(Human Resources Excellence Strategic Council)

Objective: Support local collective bargaining processes during 2018.

Performance Expectations: Creation of a Management Framework to guide management in local bargaining in key areas of labour relations, as determined by the sector.

2018-2023 Strategic Priorities: Change How We Work, Invest in People

Research Engagement Framework (Research, Outcomes and Accountability Strategic Council)

Objective: Generate research and evidence informed practices for integration into service delivery to guide our involvement in academic studies using the limited sector resources, build partnerships with academic institutions.

Performance Expectations: Consultation with the child welfare sector to:

- determine priorities for research and guide the creation of the framework,
- identification of academic partnership opportunities, and
- generate an initial workplan for 2019-20.

2018-2023 Strategic Priorities: Change How We Work, Inform Our Work with Evidence

Governance Capacity Building (Human Resources Excellence Strategic Council)

Objective: Build child welfare governance capacity by promoting consistent leading governance practices and providing the tools and resources.

Performance Expectations: Promote local agencies to reshape their governing Boards to better reflect the diversity of the communities they serve, including board composition, community access / consultation opportunities, and senior management composition.

2018-2023 Strategic Priorities: Equity and Belonging, Broaden Relationships, Change How We Work, Invest in People

Child Protection Information Network

(Sustainability of the Child Welfare System Strategic Council)

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

Performance Expectations: Continue toward successful deployment, sustainment, sector support and the harmonization of business processes.

2018-2023 Strategic Priorities: Consistent-Excellent Services, Change How We Work, Inform Our Work with Evidence

Indigenous Service

Leading the Sector in Achieving Reconciliation with Indigenous Peoples

(Equity of Outcomes Strategic Council)

Objective: 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.

2018-2023 Strategic Priorities: Reconciliation, Broaden Relationships

Advocate and Support Greater Equity for Indigenous Agencies

(Public Engagement and Human Resources Excellence Strategic Councils)

Objective: 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.

2018-2023 Strategic Priorities: Reconciliation, Broaden Relationships

Support the Implementation of the Nine Indigenous Commitments

(Service Excellence and Equity of Outcomes Strategic Councils)

Objective: Ensure better outcomes for Indigenous children, youth and families involved with child welfare agencies.

Performance Expectations: Work alongside non-Indigenous and Indigenous Child Well-being Societies to support the implementation of the nine Indigenous Commitments.

2018-2023 Strategic Priorities: Reconciliation, Inform Our Work with Evidence

Shared Services Program

The Shared Services Implementation Project (SSIP) is a three-year initiative to implement a viable Shared Services Program (SSP) for Child Welfare agencies in Ontario. The Business Case for implementation of the program was approved for funding by both the Ministry of Government and Consumer Services (MGCS) and Ministry of Children and Youth Services (MCYS). The goal of the SSIP is to implement a SSP that builds sector capacity, improves service quality and performance, reduces costs and enhances Ontario's Child Welfare system.

The Shared Services Project and Program operate within the following vision and operating principles:

Vision:

Enabling equitable and sustainable service excellence for children, youth and families.

Operating Principles:

1. Agencies are customers treated with respect, accommodation and sensitivity to cultural, spiritual, linguistic and geographical requirements.
2. Trusted provider delivering meaningful sector wide solutions benefitting children, youth and families through operational excellence, consistency, and continual tenacity on improving current state of operational efficiencies and service experiences.

Shared Services: Improve the structure of the system

Objective: Implementation of a Shared Services Program to achieve the value proposition to achieve improved services for children, youth and families, provide sector leadership and achieve financial savings for member agencies.

Performance Expectations: Creation and implementation of the twelve initial service offerings funded through the Transfer Payment Agreement including Group Purchasing and Procurement; Contract management; Vendor Discount Program; Child Welfare Data Service; Outside Paid Resources service management; After Hours Call Answering and Screening Service – Pilot; communication services support; training services support; kin family finding; French language translation service; back ground checks shared service; redacting services.

Develop the scope of and complete a feasibility study identifying opportunities for further sharing of back office services within participating agencies aligned with the vision for shared services.

2018-2023 Strategic Priority: Change How We Work

Communications

Media and Issues Management

Objective: Assist the sector with their local media and issue management planning.

Performance Expectations: Develop and provide a forecasting tool and media monitoring dashboard delivered with appropriate monthly messaging to OACAS and the sector to inform their work and better track and gauge public perception of child welfare.

2018-2023 Strategic Priority: Broaden Relationships, Change How We Work

Public Website Reorganization and Refresh

Objective: Increase knowledge which is aimed at helping our key audiences understand child welfare needs, our ecological determinants model, and to generally be more accessible.

Performance Expectations: Reorganize and refresh the OACAS public website that uses plain language, more accessible organization of information and is a better tool to deliver key messages associated with work being done in child welfare.

2018-2023 Strategic Priorities: All

Government Relations Communication Strategy

(Public Engagement and Advocacy Strategic Council)

Objective: All provincial political candidates and parties understand the child welfare issues facing children, youth and families living in Ontario.

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

2018-2023 Strategic Priority: Broaden Relationships, Change How We Work

Out-of-Home Placement Recruitment Campaign

(Public Engagement and Advocacy Strategic Council)

Objective: Identify and understand the issues related to the recruitment needs of out-of-home placements.

Performance Expectations: Lead consultation process to develop a provincial advocacy campaign and multi-year strategy that supports agencies to address the urgent need for out of home placements and to help resolve the residential services crisis in Ontario. Establish current practices and learnings for a background informational document.

2018-2023 Strategic Priority: Broaden Relationship, Change How We Work

Advocate Boldly

OACAS is a collective of child welfare agencies, and we influence public opinion, policy direction, and decisions about the children's services system and advocate about the impact of the social determinants of health.

Government and Stakeholder Relations

2018 Provincial Election Strategy

Objective: 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.

2018-2023 Strategic Priority: Broaden Relationship, Change How We Work

Child Welfare Operations Excellence

Implement Quality and Performance Initiatives

(Research, Outcomes and Accountability Strategic Council)

Objective: Support the improvement of compliance of the child protection standards.

Performance Expectations: Track, analyze and report compliance results to indicate where improvements are required. Continue to advocate with the Ministry to improve the methodology, data collection and reporting of indicators.

2018-2023 Strategic Priority: Consistent, Excellent Service

Commit to Common Data Reporting

(Research, Outcomes and Accountability Strategic Council)

Objective: 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.

2018-2023 Strategic Priorities: Consistent, Excellent Service, Inform Our Work with Evidence

Advocate for Improvements to the Child Welfare Accountability Agreements

(Research, Outcomes and Accountability Strategic Council)

Objective: In collaboration with the Ministry, advocate for changes to the Accountability Agreement that support:

- a balance of responsibilities between Ministry and Agency,
- the delivery of consistent, excellent service, and
- promote the concepts of equity and belonging.

Performance Expectations: A revised Accountability Agreement and supporting customizable Schedules ready for pilot during 2018-19.

2018-2023 Strategic Priority: Change How We Work

Indigenous Service

Promote Knowledge and Understanding of Indigenous Issues and Realities

(Equity of Outcomes Strategic Council)

Objective: 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.

2018-2023 Strategic Priority: Reconciliation

Communications

Ecological Determinant Advocacy Campaign

(Public Engagement and Advocacy Strategic Council)

Objective: Raise awareness about the ecological determinants impacting the lives of the families who intersect with the child welfare system, and which underscores the importance of robust and equitable social services across the province to ensure that families thrive in their communities. Integrate and imbed the concepts and key messages from this campaign into our website and other digital spaces. Use the key messages regarding ecological determinants to help inform general media messaging.

Performance Expectations: Develop a provincial advocacy campaign, communications strategy, key messages, and content for website, social media, and all communication vehicles; begin engagement with potential external stakeholders.

2018-2023 Strategic Priority: Broaden Relationships, Change How We Work

Child Abuse Prevention Month Campaign (Public Engagement and Advocacy Strategic Council)

Objective: Support all agencies in a provincial campaign that embeds an emphasis on equity of outcomes for Indigenous and racialized children and families and that engages all boards of education and schools across the province.

Performance Expectations: Develop and implement a multi-year strategy that includes engagement strategy, key messages, content for OACAS website, social media, and other communication channels, social media support and child abuse prevention curriculum for schools.

2018-2023 Strategic Priorities: Equity and Belonging, Reconciliation

Campaign to Address Residential Services Crisis in Ontario

(Public Engagement and Advocacy Strategic Council)

Objective: Address the urgent need for out of home placements and to help resolve the residential services crisis in Ontario.

Performance Expectations: Lead consultation process with agencies to establish current practices and learnings for a background informational document and lead consultation process to develop a provincial advocacy campaign and multi-year strategy.

2018-2023 Strategic Priority: Change How We Work

Foundational Changes in OACAS

This section reflects the 2018-2019 changes planned for OACAS internal systems required to modernize the organization to effectively deliver services to our members.

Human Resources

- Strategic review of our Human Resources approach
- Embedding the sector's priority for equity into our HR processes, policies and practices so it is a lived value with demonstrable progress
- Implementation of new HRIS and payroll platform
- Enhance New Hire Onboarding Approach
- HR policy revisions to ensure regulatory compliance and HR best practices
- Review of Performance Appraisal policies and practices
- Hiring and support of key new recruitments, including a new Equity Director and CEO

Information Technology

- Member and public communication tool and list management migration
- CRM strategic approach, data architecture implementation and business case development for additional use cases
- Customer Service solution migration
- IT Security Audit and Security enhancement
- CEO reporting solution
- OACAS Learning system integration solution
- Introduction of IT Business Intelligence (Power BI) solution
- IT team structure development
- Shared Service IT and meeting room infrastructure improvement

Finance

- Improve integrity of financial data and information by establishing guidelines for timely collection, recording and reporting of financial information.
- Review and update OACAS financial management policies
- Develop accounting and financial management structure to support implementation of the Shared Services Program, including member invoicing, budget development, reporting and monitoring
- Implementation of new financial platform for April 1, 2019
- Improved compliance and internal control; monitoring compliance with policies and risk assessment.
- Implementation of a new tool to standardize costing of proposals
- Improved financial management through sound fiscal and financial planning, advice, analysis and decision-making

Property

- Develop proposal for reconfiguration of 3rd floor office space
- 75 Front St. office space assessment in preparation for renovations of newly acquired space
- Design and implement an all gender bathroom as part of our approach to embed equity
- New mid-size meeting room to meet member demands

Strategy & Planning

- Implementation of the 2018-2023 Strategic Plan
- New Operational Planning framework to align to our new Strategic Plan
- Continued strategic coordination and management of Strategic Councils
- Development of a new measurement framework to monitor and align progress of new Strategic Councils, Strategic Plan, Operational Plan, and new Board Strategy Management Performance methodology

OACAS Board Governance

- Review OACAS Board Policies and Practices
- Development of a Risk Management Framework
- Adoption of a Board Strategy Performance Management Methodology

Appendix I: Member Organizations

1. Akwesasne Child and Family Services
2. Brant Family and Children's Services
3. Bruce Grey Child and Family Services
4. Catholic Children's Aid Society of Toronto
5. Chatham-Kent Children's Services
6. Children's Aid Society of Algoma
7. Children's Aid Society of London and Middlesex
8. Children's Aid Society of Oxford County
9. Children's Aid Society of Toronto
10. Dnaagdawenmag Binnoojiiyag Child and Family Services (*pre-mandated*)
11. Dufferin Child and Family Services
12. Durham Children's Aid Society
13. Family and Children's Services of Guelph and Wellington County
14. Family and Children's Services Niagara
15. Family and Children's Services of Frontenac, Lennox and Addington
16. Family and Children's Services of Lanark, Leeds and Grenville
17. Family and Children's Services of Renfrew County
18. Family and Children's Services of St. Thomas and Elgin County
19. Family and Children's Services of the Waterloo Region
20. Halton Children's Aid Society
21. Highland Shores Children's Aid
22. Huron-Perth Children's Aid Society
23. Jewish Family and Child
24. Kawartha-Haliburton Children's Aid Society
25. Kenora-Rainy River Districts Child and Family Services
26. Kina Gbezhgomi Child and Family Services
27. Kunuwanimano Child and Family Services
28. Mnaasged Child and Family Services (*pre-mandated*)
29. Native Child and Family Services of Toronto
30. Nog-da-win-da-min Family and Community Services
31. North Eastern Ontario Family and Children's Services
32. Payukotayno James and Hudson Bay Family Services
33. Peel Children's Aid
34. Sarnia-Lambton Children's Aid Society
35. Simcoe Muskoka Child, Youth and Family Services
36. Six Nations of the Grand River
37. The Catholic Children's Aid Society of Hamilton
38. The Children's Aid Society of Haldimand-Norfolk
39. The Children's Aid Society of Hamilton
40. The Children's Aid Society of Ottawa
41. The Children's Aid Society of the District of Nipissing and Parry Sound
42. The Children's Aid Society of the District of Thunder Bay
43. The Children's Aid Society of the Districts of Sudbury and Manitoulin
44. The Children's Aid Society of the United Counties of Stormont, Dundas and Glengarry
45. Tikinagan Child and Family Services
46. Valoris for Children and Adults of Prescott-Russell
47. Windsor-Essex Children's Aid Society
48. York Region Children's Aid Society

Appendix II: Statement of Benefits & Responsibilities

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 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 • 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