

Business Plan: 2018-2019

Introduction

The Catholic Children's Aid Society of Hamilton (CCASH) is committed to protecting the children and youth of our Catholic community from abuse and neglect. We work in collaboration with community partners through our community based lens to ensure the well-being of children and youth to strengthen the capacity of families in the Hamilton community. The Society has operated for 65 years and continues to evolve and adjust based on the needs of our local community and our legislative requirements. Each year our agency services children, youth and families with our professional and well trained staff.

This document represents the 2018-2019 Business Plan for the Catholic Children's Aid Society of Hamilton (CCASH). Its purpose is to examine the provincial context, local strategic directions, work processes, pressures and operational requirements in order to determine the opportunities and/or challenges that the organization should address over the 2108-2019 year.

To accomplish this, the agency looks back over the past year, examining the corporate and services performance over the past year, including quality assurance, organizational development accomplishments, strategic activities and results as well as provincial influences. We develop the 2018-19 organizational services plan based on our strategic map and organizational priorities.

Mandate

Children's Aid Societies are independently governed agencies that are responsible for providing mandatory and critical services, which are a safety net for the most vulnerable members of our society – infants, children and youth who are at risk of or are experiencing physical, sexual and/or emotional abuse, neglect or abandonment. CASs are mandated to intervene if a caregiver cannot adequately care for or provide for a child.

Children's Aid Societies have been providing these services to communities in Ontario for over 100 years.

They are legislated to perform certain functions under the provisions of the *Child, Youth and Family Services Act (CYFSA)*. The mandate of CASs, as described in this section of the *CYFSA*, includes the following functions:

- Investigate allegations or evidence that children who are under the age of sixteen years or are in the society's care or under its supervision may be in need of protection;

- Protect, where necessary, children who are under the age of sixteen years or are in the society's care or under its supervision;
- 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;
- Supervise children assigned to its supervision under this Act;
- Place children for adoption under Part VII; and,
- Perform any other duties given to it by this or any other Act.

This legislation and the supporting regulations, directives and standards prescribe specific and detailed requirements for what services CASs must provide, how they must provide these services, including services to Aboriginal children and families and French language services, as well as the timelines in which these mandatory services must be provided.

Children's Aid Societies protect and safeguard most children while they remain with their families in the community. This family-based support takes the form of intensive assessments and service plans, contacts with numerous other professionals and service providers, as well as ongoing supervision of the child while he/she remains in the family home. These are complex cases in which child protection concerns have been verified and there are risks of, or actual, abuse and neglect. As such, the work must be performed by skilled, qualified child welfare staff. Serving these children in the context of the home – when it is safe to do so – is consistent with the legislative and regulatory mandate and with the policy direction of government.

Vision, Values and Strategic Direction

Our Vision

Safe and Thriving Children and Youth. Empowered Families. Stronger Communities.

Our Mission

Guided by Catholic values and teachings, we serve and offer bilingual (English/French) services to children and youth within the Hamilton community by protecting their safety and well-being, strengthening their families and nurturing lifelong relationships.

Our Values

Compassion and caring for one another and the people we serve
 Equity and Inclusion
 Family, church and community partnerships
 Shared Accountability
 Social Justice
 Success for Children, Youth and Families
 Transparent communication and collaboration

CCASH Strategic Directions

Our ongoing priority is supporting the safety, permanency and well-being of children and youth in the family and community. To achieve this CCASH is committed to a strategic plan that embodies the immense power of collaboration. The plan builds on our assets and directs our efforts and resources to our most critical priorities.

The strategic planning approach we use is the Balanced Scorecard methodology. This model identifies strategic directions in direct alignment to our vision and mission from four distinct pillars:

1. Brighter Futures
2. Passionate and Prepared Team
3. Excellence in All We Do
4. Public and Stakeholder Confidence.

Goals are established to link with the strategic directions and ultimately performance indicators are created that allow us to measure our progress once we move to implementing the plan.

Key Activities supporting Strategic Directions: 2018-2019

CCASH has identified the following four initiatives as our Priority Projects for 2018-19:

1. Child, Youth and Family Services Act (April 2018) Implementation
2. Implementation of the Signs of Safety
3. Child Protection Information System (CPIN) Sustainment
4. Diversity, Inclusivity and Equity with particular attention to our Indigenous Reconciliation and One Vision One Voice commitments.

Each of these four priority projects is aligned with provincial priorities in child welfare and will impact all staff across the organization. CCASH will continue to adopt best-practice change management strategies to support the successful achievement of these priorities.

Key Accomplishments for Strategic Directions: 2017-2018

Our Priority Projects for 2017-18 were:

1. Bill 89 (which became the Child, Youth and Family Services Act)

We were well prepared for the proclamation of this new legislation at the end of April 2018, having undertaken the following measures:

- We restructured our service model and created a new team to address the increased responsibilities for youth that Bill 89 promised to introduce. The SYNC team (Supporting Young People and their Networks in the Community) provides services to families with adolescents, expecting caregiver and young parents.
- We undertook extensive training of our staff in advance of the proclamation so they would be prepared for changes to our service model.
- We provided information to our community partners and the broader community through a combination of meetings, electronic information sharing, and an op-ed article in the Hamilton Spectator.

2. Foster Care Recruitment

We made good foundational progress in building our capacity for foster care recruitment, and expect to see results from this work in 2018-19. That foundational work included:

- Hiring a Recruitment Specialist to lead our efforts. (Work was paused when the initial staff person resigned. We now have someone else in place who is moving forward quickly with effective outreach.)
- Redeveloping promotional and informational materials for foster care, including the development of videos featuring existing foster parents. Videos expected to be launched in Q2/Q3 2018.
- Launching a new online webinar format for foster and adoption information sessions. The first webinar filled quickly, and future webinars are expected to do the same.

3. Child Protection Information System (CPIN) Implementation

We completed all the steps required for a successful CPIN launch on April 16, 2018. In addition to the internal work of systems implementation and staff training, we provided information to our community stakeholders in a timely way about possible impacts they might experience during the launch phase. We continue to learn, adapt, and work with CPIN.

4. Quality and Performance Improvement

We continued to meet all expectations in terms of reporting QIP results to the Ministry, and to work towards 100% compliance with the QIP standards. We updated our Balanced Scorecard quarterly and shared those results with the Board. All other requests for information from multiple sources, such as the Motherisk Commission and the Ontario Human Rights Commission, were met. Internal plans reviews were completed and recommendations are being implemented; these include the refresh of our Strategic Plan and the Crown Ward Review.

Contact Information

For more information about CCAS of Hamilton, please visit our website at:
www.hamiltonccas.on.ca

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