



The Children's Aid Society of the District of Nipissing and Parry Sound

Business Plan 2017/18 – 2018/19

Each year the Children's Aid Society of the District of Nipissing and Parry Sound develops an operational plan that outlines the key areas of focus for the Society in the upcoming year(s). This plan is shared publicly, via our Website, to be transparent to all community members about the factors that influence our work and help shape our priorities. We believe that transparency enhances accountability.

The work of child welfare is complex, constantly evolving and influenced by both provincial and community needs and directives. We are a responsive and proactive organization, committed to meeting our child protection mandate through constant growth and development.

This plan provides a high level overview of the work that is underway at our Agency.

Mandate

Children's Aid Societies are independently governed agencies that are responsible for providing mandatory and critical services. Children's Aid Societies (CASs) have been providing these services to communities in Ontario for over 100 years.

CASs are legislated to perform certain functions under the provisions of section 15 of the *Child and Youth Family Services Act (CYFSA)*. The mandate of CASs, as described in this section of the CFSA, includes the following functions:

- Investigation allegations, evidence that children who are under the age of eighteen 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 eighteen 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 to its supervision under this Act;
- Supervise children assigned to its supervision under this Act;
- Place children for adoption under Part VII;
- 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 Indigenous children and families and French language services) as well as the timelines in which these mandatory services must be provided.

VISION, VALUES AND STRATEGIC DIRECTION

Vision:

Families and Communities Keeping Children and Youth Safe, Nurtured and Strong.

Mission:

To protect young children and youth and to promote and advocate for the welfare of children, youth and families in our community.

Values:

Respect

Integrity

Engagement

Accountability

Courage

Strategic Priority: Service Excellence

Initiative	Goal/Project
Improved Outcomes for Youth and Families	Develop internal committees (Anti Oppression, French Language Services, Youth Advisory) to enhance services provided. The Society will continue to focus on service delivery to ensure responsive outcomes that are culturally appropriate with the ultimate goal of being an Agency that consistently demonstrates quality of service that focuses on positive outcomes and resiliency for children and families.
Above average QIP and PI data	Demonstrate quality service delivery to families, children and youth through a number of both qualitative and quantitative measures, which in part are reflected in Key Performance Indicators and Compliance rating in meeting child protection standards. Work towards 100% compliance with provincial service standards. Continued communication with service supervisors to identify needs and/or gaps to assist with improved outcomes.
Increase use of ADR	Continue to review service numbers on a quarterly basis; and increase engagement with families and Indigenous partners.
Permanency	Focus on strength based services and supports to keep children with their families wherever possible; recruit and retain foster parent and kin placements for children who must come into care; and recruit adoptive parents.

Strategic Priority: Promoting Shared Services

Initiative	Goal/Project
Support Provincial Shared Services	Review regional and local opportunities for shared services. Support the development of the OACAS Shared Services Program and actively participate in the planning for the Shared Services Program

Strategic Priority: Enhancing Community Profile

Initiative	Goal/Project
Strengthen partnerships with service agencies	Managers and staff will continue to represent the Society on other community committees that are working collaboratively to address service gaps and respond to local issues affecting our mutual clients. Promote the programs and services of the Society to the community with the intent of maintaining and enhancing the positive role of the Society.
Assess and develop fundraising opportunities	Develop a Community Services Internship opportunity and the development and implementation of a Community Engagement Plan.

Strategic Priority: Agency Infrastructure

Initiative	Goal/Project
Develop and implement plan for One Site	Review the existing infrastructure needs.
Create efficiencies through internal and external technologies	Develop a Policies and Procedures internal committee to review and revise current policies and procedures; create a user friendly web portal; role out CPIN and reduce paper based forms.
CPIN	Support CPIN integration and implementation in service areas by building staff capacity through learning. Support CPIN development and sustainment. Strengthen leadership and participation in CPIN working groups. Develop improved capacity for record management and administrative supports.

Strategic Priority: Promoting Organizational Cohesion and Cultural Renewal

Initiative	Goal/Project
Strengthen Labour Relations	Conduct monthly Employer/Employee Committee meetings. Continue to support health & wellness initiatives and develop an internal wellness committee. Develop a robust recruitment and training plan to ensure the success of new employees in meeting the Agency's mandate and best serve the needs of children, youth, and families. Ensure effective and timely communication throughout the organization. Create a positive work environment with appropriate supports.
AODA Compliance	Assess current status, review the ongoing working documents, and consider a subcommittee with employee representation.
Responsive recruitment and staff	Recruit and retain qualified staff with the desire and aptitude for Child Welfare work. Supervisors to identify needs and gaps in the current process.
Review and revise internal HR documents	Review and update job descriptions. Develop meaningful and accurate job descriptions and associated performance appraisals.

Strategic Priority: Strengthening First Nation and Indigenous Partnerships

Initiative	Goal/Project
Review and implement recommendations from the Truth and Reconciliation	Develop an internal Indigenous Advisory Committee and include representation from local circle. Follow through on the sector commitment to Truth and Reconciliation actions in relation to services provided to children, youth and families served. Plan will include leadership engagements that support reconciliation.
Increase Cultural Awareness training	Develop a plan to include the scope for ongoing training. Engage with staff to promote changes in the agency that will allow us to identify, understand and respond effectively to indigenous youth and families. Continue developing the capacity of PARNIPCAS Services to Indigenous children, youth and families. The Society will engage in a meaningful process to acknowledge the impact of the Child Welfare

	system on Indigenous peoples and communities.
Increase Customary Care	Increased engagements and relationship building with Indigenous partners. Include appropriate consultation and collaboration in all Child Welfare involvement.
Support Devolution and Designation	The Society will work in close partnership with the new Indigenous Society to support their designation process. The Society will support devolution processes in partnership with Indigenous communities and services agencies.

For more information, please contact:

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