

2018/19 BUSINESS PLAN

Introduction

This document represents the 2018 – 2019 Business plan for the Children's Aid Society of London & Middlesex (CASLM). It highlights the mandate, strategic priorities, key activities and performance indicators of the organization for the upcoming year. The plan also demonstrates how the Children's Aid Society of London & Middlesex continues to improve our child protection services in the communities of London & Middlesex.

Mandate

Children's Aid Societies are independently governed agencies responsible for providing mandatory and critical services. 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 Section 35 (1) of the *Child, Youth and Family Services Act, 2017 (CYFSA)*¹. The mandate of CASs, as described in this section of the *CYFSA*, includes the following functions:

- 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;
- supervise children assigned to its supervision under this Act;
- place children for adoption under Part VIII (Adoption and Adoption Licensing); 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 FNIM children and families and French language services, as well as the timelines in which these mandatory services must be provided.

Children's Aid Societies provide critical and essential services to 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 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,

¹ Child, Youth and Family Services Act, 2017

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, Mission, Strategic Direction

Our Vision

Safe Children...Bright Futures

Our Mission

We promote the well-being of children, families and communities. We protect and care for children at risk.

Our Strategic Direction

http://www.caslondon.on.ca/UserFiles/Servers/Server_12748287/File/16-18%20Strategy%20Map.pdf

Key Activities Supporting Strategic Directions

Strategic Direction: Anti-Oppressive Practice (AOP) and One Vision One Voice (OVOV)

FOCUS	GOAL
Equity	<p>To embed AOP into our services to help address the issues of disparity and disproportionality that impact families who are served by CASLM.</p> <p>We will do this by implementing the 11 Race Equity Practices of the One Vision One Voice initiative.</p> <p>Establish an African Canadian Advisory Council to inform the governors and operational staff about issues impacting African Canadians in the London & Middlesex community.</p>

For more information on the 11 Race Equity Practices, see here: <http://www.oacas.org/what-we-do/onevisiononevoice/>.

Strategic Direction: Family Enrichment

FOCUS	GOAL
Responsiveness to Family Needs	Child and Family Support Workers will work with families in ongoing services providing prevention related assistance including Circle of Security interventions.
Local Family Based Care	Child and Family Support Workers will offer foster parents individualized in home coaching, support and parenting interventions to support placement stability and reduce the use of group homes.
Child Centered Service Experience	Child and Family Support Workers have been assigned to work in specialized areas of service, including on the Youth Response Teams, the Indigenous Teams and families who live in the county. The goal is to improve the Child and Youth service experience that is aligned with their family's culture, traditions, and community.

Strategic Direction: Youth Response

FOCUS	GOAL
Child Centered Service Experience	Children and Youth will be at the forefront of decision making to better meet their needs.
Youth Engagement	Youth will be engaged in their plan. Youth will be engaged in initiatives that affect them at both the local and provincial level.
Strengthening Community Partnerships	Advance partnerships with the community to support the youth and families to meet individualized needs.
Evidence Informed Practice Framework	Apply current research to our work with Youth and their families for optimal outcomes.

Strategic Direction: Family Based Care

FOCUS	GOAL
Family Based Care	All children and youth in care will live with families.
Child Centered Service Experience	Family-based care will provide all children and youth with a normal experience.
Preparation for Life	All children and youth will leave care with lifelong connections, preferably legal.

Strategic Direction: Indigenous Services

FOCUS	GOAL
Service Strategies for Diverse Populations	Reduce the number of Indigenous children and youth in care. Reduce the number of legal files involving Indigenous children and families.
Child Centered Experience	Increase the number of customary care agreements.
Strengthening Community Partnerships	Ensure Indigenous representation and involvement at the local Board of Directors. Continue to develop relationships between our Agency and the local Indigenous communities.
Culture of Learning and Continuous Improvement	Implement mandatory, regular Indigenous training for staff.

Strategic Direction: Fiscal Responsibility

FOCUS	GOAL
Balanced budget	Obtain a balanced budget.
Sustainability	Prepare and manage accurate multi-year forecasting to maintain future sustainability.

Performance Measurement

Children's Aid Societies understand the importance of measuring performance and outcomes for children and their families. Currently, CASLM is setting targets and measures for the 2018/19 Balanced Scorecard. For the 2017/18 results see:

http://www.caslondon.on.ca/UserFiles/Servers/Server_12748287/File/new/Balanced%20Scorecard%202017-2018.pdf

The Provincial Key Performance Indicators (PIs) that will be measured this year are:

- Recurrence of Child Protection Concerns in a Family after an Investigation
- Recurrence of Child Protection Concerns in a Family after Ongoing Services were Provided
- Days of care by placement type
- Time to permanency
- Quality of the caregiver-youth relationship

The most recent available results are available here:

http://www.caslondon.on.ca/UserFiles/Servers/Server_12748287/File/PI%20Infographic%20-%202015-2016%20Results.pdf