

# SERVICE PLAN 2017-2019

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ANNUAL YEAR-END REPORT 2017/18

and

PLANNING FOR 2018/19 &  
2019/20



The Children's Aid Society of Ottawa | La Société de l'aide à l'enfance d'Ottawa

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## Overview

### Introduction

The Children's Aid Society of Ottawa (CASO) is committed to protecting the children and youth of our community from abuse and neglect. We work in collaboration with community partners to support the wellbeing of children and youth and to strengthen the capacity of families and the communities in which they live. The Society has operated for 126 years and continues to evolve and adjust based on the needs of our local community and our legislative requirements.

The purpose of the **Service Plan** is to examine the provincial situation, local strategic directions, work processes, service volumes and operational requirements in order to determine the opportunities and/or challenges our organization should address over the next two years, with a focus on fiscal year 2018-19. To accomplish this, CASO:

- **Looks back** over the past year, examining the corporate and services performance, including quality assurance and organizational development accomplishments, strategic initiatives, and provincial influences, and;
- **Looks forward** to 2018-19 and subsequent years to articulate the organizational service plan for the 2018-2020 periods based on the strategic directions and organizational priorities.

What we have accomplished in the past year and hope to accomplish in the future is enabled by our extraordinary staff group, volunteers, care providers and Board members. Our work is supported by a staffing structure that aligns the individual expertise to respond to our mandate using a collaborative planning and decision making structure. See details outlined in Appendix A.

Figure 1 is a summary of our protection service for the past year.

# Protection Services Provided by The Children's Aid Society of Ottawa | 2018

Based on 2017-2018 Service Data



Figure 1 – Protection Services 2018

## Provincial Influences

**Looking Back** to 2017-18, the sector's work was dominated by Bill 89: *Children, Youth and Families Services Act (CYFSA)*, 2017, which significantly modified our mandate. The amended legislation contained a number of changes regarding Indigenous self determination, child and youth rights, and increased scope for protection, accountability, and information sharing. As a sector, Children's Aid Societies were involved in providing input into the new Act and planning for implementation. In January 2018, the change to the age of protection was implemented; all other changes related to the new CYFSA took effect on April 30, 2018.

The significant amendments to the CYFSA were:

- The enhancement of the adoption of Child Well-Being Organizations for the First Nations, Inuit and Métis (FNIM) Communities
- The extension of the age of protection to 18 years.
- Increased presence of the child and youth's voice in decision-making
- Increased clarity regarding openness in adoption and privacy responsibilities

The implications for how Children's Aid Societies will integrate the changes will be defined throughout the next year.

The new Act addresses various issues identified in previous years. For example, in 2016-17, the Minister of Children and Youth Services announced an "Adoption Enhancement Review" to improve the child welfare system for children and youth requiring permanency and Ontarians seeking to build their families. The review examined ways to improve the adoption service delivery, making the process easier for families. The completed review of the adoption system to identify options to improve service delivery and the new CYFSA includes provisions related to adoption that would allow for the designation of an entity, through regulation, to exercise powers and to perform duties related to the adoption of children by residents of Ontario.

Several positive investments were made in the development of provincial-wide initiatives between Children's Aid Societies and local police services such as the Human Trafficking Protocols. These practices have been put in place to help improve victim identification, proactively identify at-risk youth, and better support victims of human trafficking and sexual exploitation. In addition, the Youth-in-Transition Worker Program has been expanded to better support youth leaving the care of Children's Aid Societies and Indigenous Child Well-being Societies and who may be at risk of, or are survivors of, human trafficking.

In light of the Auditor General of Ontario's 2017 Follow-Up Report, the Ministry has focused on implementing additional oversight requirements. For example, a number of directives have been put in place regarding public reporting of expenses for Board and executive level staff. The Ministry also increased their compliance expectations with standards reporting, expectations for Board oversight of operational activities, and detailed requirements for quality assurance and improvements within Children's Aid Societies. The Auditor General Audit and the media attention it generated focused on the sector's capacity to work as a system rather than individual agencies. Based on these concerns, a number of strategies were developed to improve consistency of service as a sector, while recognizing variations within communities.

Legal issues and risk management continued to impact our sector. For example:

- The MotherRisk Commission, in its second phase of the review, concluded that a very small number of cases were heavily influenced by the faulty drug test results. Nonetheless, the Commission continued to implement change requirements on the sector.
- On March 30, 2017, an Ontario court certified the Crown Ward class action lawsuit. Justice Helen Pierce issued her ruling, which allows for the case to proceed as a class action. The lawsuit, launched in January 2014, claims the Government of Ontario had fiduciary duty of care to crown wards from 1966 onwards, and failed to take all necessary steps to protect their rights to apply for compensation from the Criminal Injuries Compensation Board, or to file personal injury claims for children who were abused prior to, or while in the care of the Province.
- This was followed by the 60's Scoop suit which recognized the long term trauma of removing Indigenous children from the care of their families and adopted by non-Indigenous families or placed in residential schools.

The Ministry of Children and Youth Services (MCYS) implemented a number of new accountability requirements and oversight mechanisms in response to the tragic deaths of youth who were placed in residential services outside of their home jurisdiction, in particular in the group care sector. They published their blueprint to respond to the Residential Services Report and to improve the quality of care children and youth receive when placed in residential services. Significant change was expected with Children's Aid Societies and how agencies manage in-care resources. Despite the efforts to improve the quality of care in these homes, there continues to be an absence of a strong model for servicing children and youth with high-risk, complex needs. As well, concerns were raised regarding the number of children receiving inadequate resources outside of their home community. While the Ministry focused on oversight, the OACAS led a Residential Review Process to respond to the lack of information flow between jurisdictions.

The Ontario Human Rights Commission Review of the equity in services for African Canadian and Indigenous communities in child welfare produced a number of strong recommendations regarding the inadequacy of CAS data regarding equity-seeking groups. Following the Commission's concerns, the Minister of Child and Youth Services made a personal commitment to address the disproportionality of children and youth entering care from Indigenous and Black African communities specifically. In addition, new data collection requirements have been implemented.

In addition to the above, in 2016-17 there were a number of other child welfare related events that resulted in calls for improvements and/or changes to the system. These included:

- The Sampson Inquest and resulting recommendations; and
- Legislative changes that increased the Ontario Child Advocate oversight over Children's Aid Societies, adding an additional layer of accountability for agencies.

Throughout the past year, OACAS continued to institute the "Call to Action" (initiated in the last quarter of 2015-16) to effect positive change in the sector. The intent of this initiative was to increase the capacity of Children's Aid Societies to improve and work as an overall system. As a result, there were significant activities developed, such as quality and performance initiatives, system reconfiguration (e.g. Shared Services), and changes to worker training and authorization processes. There has also been a substantial commitment made towards reconciliation with the Indigenous communities and the *One Vision One Voice* initiative to reduce disproportionality of Black/African children and youth in the child welfare system.

Focusing on the Shared Services Program, this initiative inspired a number of working groups responsible to provide the specifications and review potential providers of the program. The OACAS has moved forward on various shared services, including Procurement, Data Services, After Hours and a Residential Review Process to respond to the lack of information flow between jurisdictions. CASO was a committed participant through these processes, and did successfully apply to the After-Hours Service Initiative. This was an excellent learning opportunity both in the competitive bidding process and in exploring alternative AHS service models.

**Looking Forward** as a result of the election, there is a new Conservative Government in place. Premier Ford streamlined his cabinet to 21 members (down from 28 under Premier Wynne), combining several existing Ministries. The Ministry of Children, Community and Social Services is now responsible for all former Ministry of Community and Social Services

(MCSS) and Ministry of Children and Youth Services (MCYS) programs, with the exception of Youth Mental Health. In addition, the new Ministry also includes the Status of Women and responsibility for the Poverty Reduction Strategy.

Premier Ford has appointed Ottawa MPP Hon. Lisa MacLeod as Minister of Children, Community and Social Services. She is also the Minister responsible for Women's Issues.

Our former Ministry undertook a funding model review to be implemented for 2018-19. Though the expectation was that the new formula would be implemented this summer, no final announcements have been made, nor has CASO received the budget allocation for this fiscal year. It is unclear at this time what the implications will be for the Broader Public Sector, which includes child welfare. In the interim, we are continuing to work on our sustainability plan to prepare for anticipated financial pressures in 2019-20. Our priorities for the next year are reflected on page 21. CASO's primary intent in 2018-19 is to prepare for provincial changes while continuing to address our strategic initiatives, implement operational improvements and manage and reduce risk.

## **Strategic Initiatives**

**Looking back**, in 2017-18 there was significant action regarding our strategic directions through our 26 initiatives. In order to achieve the objectives of the six strategic directions, initiatives are developed and evaluated with the expectation of completing or integrating the activity into our ongoing work. (For detail please review *Appendix B- Strategic Initiatives*). The following are examples of areas of progress in 2017-18:

Related to the strategic direction of *Enhancing Support for Children and Youth*, there has been movement on a number key initiatives. For example:

- CASO's efforts to increase the number of children and youth living in family-based care continued to grow. By the end of the fiscal year, we had reduced the number of children residing in group care to 10% of the total placement types.
- Through CASO's partnership with the four boards of education, the educational outcomes for children in care continues to improve due to increased educational supports. In the past year this initiative was expanded to include children and youth living with their families.
- Increased partnerships were developed drawing attention to the lack of appropriate services for high risk youth.

As well, CASO has made significant progress in a number of the critical initiatives tied to OACAS's Call to Action items, particularly in areas related to *Enhancing Capacity to Serve Diverse Populations*:

- CASO actively participated in the OACAS Indigenous Apology. As a result, the CASO First Nations Inuit and Métis Forum refocused their work to respond to the apology commitments.
- CASO Indigenous staff members and members of the forum facilitated a viewing of the Secret Path, with the goal to increase awareness and knowledge through team discussions. Through the One Vision One Voice initiative, CASO further informed staff on equity and white privilege through an all staff day training.
- As well, there was excellent participation in several Black History Month activities, building on our long term relationships with the Black/African Canadian communities.

CASO's specific staffing recruitment efforts to ensure our workforce reflects the community we serve have resulted in an increased number of diverse community self-identified applicants and more individual employees from diverse backgrounds being promoted to management positions.

Developed Partnerships and Shared Services through collaborative work with our community partners, for example:

- Established service contracts with Muslim agencies to deliver parenting services such as the Caring Dads Program.
- Evaluated the collaborative protocol with our VAW partners.

Enabling the workforce to serve the community well is tied to Strengthening CASO's Resources:

- Improved quality of service through implementation of a New Worker Authorization process.
- Successful completion of the bargaining process which involved detailed contingency planning, planning labour strategies as a province and maintaining active engagement of the supervisors' group in the process.
- Enhanced hours of service for families to visit their children on weekends and evenings.

Achieving Service Excellence by:

- Improved management of court cases resulting in less litigious family involvement and reduction in costs.
- Increased training in Signs of Safety/Family Finding Training to improve family connections and reduce risk to children.
- Improved compliance with protection standards.

*Advocating for the Needs of Ottawa's Children, Youth and Families* is reflected through

- Increased service development for youth (16 and 17 year olds) through the expanded CYFSA
- Ongoing support of the Children's Aid Foundation of Ottawa's fundraising efforts which has resulted in a 100% increase in "Cookie Jar" requests over the past three years, to further support families with children in the home.

Achieving CASO's strategic directions is tied closely to our working with local, regional and provincial partners. This is often accomplished through participation on coalitions, planning groups and committees. The list of CASO's involvement is detailed in Appendix C.

**Looking Forward** to 2018-19, for all six strategic directions, there is a continuation of initiatives that require year-over-year efforts to achieve the desired outcomes.

Significant activities will be developed in response to the changes in the CYFSA. The most immediate challenge will be to develop a program model to appropriately serve 16 to 17 year olds. While legislation passed last year, the details of how to voluntarily engage and support this age group continues to be developed both locally and provincially.

We recognized through last year's plan, a need for community resources to better support high- risk youth with significant mental health issues. Looking forward, with the addition of the older age group, it will be imperative that CASO work closely with our community partners to advocate for improved services and supports for these most vulnerable youth. A number of the initiatives will focus on internal efforts to identify CASO service processes and establish community collaborations related to mental health and addictions, housing, homeless, and human trafficking.

Several critical strategic activities from the past year will continue, such as those related to improving our capacity to work well with individuals from diverse communities. This will involve a review of CASO's internal structures and processes including enhancements to our strategic work with the local First Nations, Inuit and Métis communities as we align with the CYFSA changes. The immediate pressure will be to develop customary care processes within an urban environment in order to support increased permanency for Indigenous children and youth. Initiatives will continue to be guided through the ED Circle.

For the last five years, we have been committed to enhancing our capacity to serve diverse populations. However, with our increased awareness on the importance of measuring 'equity of outcomes', the next year will focus on increasing understanding and create processes to support the practice at the front line.

## **Service Accomplishments and Challenges**

**Looking back** to 2017-18, service volumes remained generally stable with small shifts in specific areas.

The trend in increased investigations completed at CASO extended in 2017-18, demonstrated by a 4.1% increase over the previous year and a cumulative increase of 14.6% over the past five years. While this change may be in part a reflection of the increase in overall child population, it raises questions when compared to the number of ongoing service transfers which is not growing at the same rate. Last year, CASO experienced a small rise in the rate of cases transferred to ongoing services, however ongoing protection volumes dropped significantly: 23.5% fewer ongoing cases were managed in 2017/18. These changes will have an impact on future funding allocations as they are key metrics tied to the funding formula.

On January 1, 2018 MCYS implemented a policy directive under s. 201. of the CFSA increasing the age of protection to age 18. The directive requires all children's aid societies to provide the full range of child protection services to this new age group, including a Voluntary Youth Services Agreement (VYSA). For the first three months of the calendar year, this increase generated a small amount of new service volume. The vast majority of cases requiring CASO's involvement were open prior to the directive due to the fact that there were younger children in the home: in fact, of the 120 cases served, only three did not have younger siblings. However, CASO continues to monitor this service volume closely: this may change as community awareness of the increase in age of protection grows over time.

Children in care admissions continue to drop: 2017-18 experienced a decrease of 11.5% over the previous year, and 21.2% over the past five years. While the trend shows a reduction of admissions, those who do come into care and stay in care are more often older children/youth with complex needs and/ or a high-risk profile. Through the model of service, with the focus on admission prevention and family-based care, CASO has seen a shift in the types of placements in which children in care reside. There continues to be a greater use of CASO foster homes, and a reduction of private foster and group care needs required. In 2017/18, youth placed in group care reached a historic low of 10%.

The increase in use of internal foster homes unfortunately comes at a time when these homes are becoming increasingly difficult to recruit and retain. Like the rest of the province, CASO continues to see a downward trend in the number of available foster homes. Due to a changing economy and population demographics, a critical concern is that the retirement of foster parents are not equal to the opening of new foster homes. This continues to be a strategic priority for the Society in 2018/19.

While CASO has been successful in reducing the number of children who come into care, and in finding earlier permanency for those who are in our care, we have found that older youth are a population for whom it is more challenging to achieve permanency. This has resulted in a growth in the number of older youth/young adults supported by CASO. This growth is also influenced by the Ministry's policy change which provides greater access to supports for youth aged 18 to 21 receiving Continued Care and Support for Youth (CCSY) as noted in Figure 10. This has presented a heightened need for CASO to develop a service network for the most at-risk youth.

This last fiscal year, CASO has seen a 21% increase in the numbers of children adopted or for whom legal custody has been obtained in spite of the fact that fewer children have come into care (as a result of admission prevention activities and increases in kinship service options). Especially given that children now entering care often present with higher needs, the numbers of children who do achieve permanency in these ways is a notable success.

The above shifts in service volumes highlight the primary drivers of our services. However, more information on all our service areas is provided in *Appendix D - Service Detail*.

**Looking Forward** to 2018-19 and beyond, there are numerous challenges due to the unknown financial implications with the change of government and a postponement of implementing the anticipated new model.

Recognizing that the funding model is changing, CASO will continue to closely monitor the services volumes and shifts in service needs in preparation for planning this year. Key drivers which will impact CASO's funding over future years, is the continued increase of investigations, a reduction in cases receiving ongoing services, the number of children coming into and staying in care and fewer children available for adoption. While we believe the shifts in volume are positive indicators of good service, CASO will continue to monitor the activities and analyze the outcomes to ensure this is the case.

## Quality Assurance

**Looking Back** *Quality Assurance* has continued to implement the strategic and operational activities focused on accountability and quality improvement. This includes reporting on service performance indicators, conducting stakeholder and client feedback surveys, as well as the development and implementation of audits, reviews and program evaluations. These activities inform and guide our evaluation and planning exercises. The outcomes of these activities are outlined in *Appendix E- Organizational Development and Quality Assurance*.

Much of the work of the QA department this year was consumed by gathering and analyzing data for the Auditor General of Ontario Quality Improvement Plans (AGO QIPs) and conducting reviews in order to improve compliance and quality in the areas reported in the QIP. Last fiscal year, QA completed four separate reviews focussed on QIP-reported standards.

CPIN's reporting limitations created a requirement to collect and validate most data manually which has been extremely resource-intensive. However, there were some significant strides forward this year as QA successfully collaborated with IT to develop and implement a case activity report: this Cognos report was built on a beta-state product from Kawartha-Haliburton Children's Aid Society, the purpose of which was to provide workers and supervisors with a means to track key due dates in investigation, ongoing and child in care cases. The primary advantage of the case activity report from a worker's standpoint is that it is automatically populated through data entry in CPIN rather than relying on additional data entry outside of CPIN to calculate and track due dates. The hope is that this product will help workers plan their work effectively and increase compliance with those standards the report tracks.

There continues to be significant challenges with the transition to CPIN. The system was implemented within a principle of local flexibility rather than with an enterprise approach at the core of its development and implementation. In 2017/18 the onboarding of agencies into CPIN has increased, and this has highlighted the challenges of non-harmonized business practices. CASO has supported provincial activities through the investment of staff time to identify the challenges or barriers to the workforce that CPIN has introduced, and to develop interim harmonized solutions for how best to work together to address these challenges. The goals of this work include engaging collaboratively with MCYS to address the challenges for long term success.

**Looking Forward**, in 2018/19, the quality assurance priorities are focused on continuing to implement the audits and reviews resulting from the AGO compliance pressures, conducting annual surveys, and managing the risk requirements related to Ministry reporting. CASO plans to complete a Signs of Safety / Family Finding pilot fidelity evaluation this year in order to ascertain how the approach is being used at CASO. The evaluation was hampered last year due to the competing demands of the AGO QIP and the labour relations environment. With the increased provincial and CASO focus on initiatives improving service for equity-seeking groups, QA intends to support the development and implementation of reviews related to CASO's equity initiatives.

CASO's QIP compliance has continued to rise with the exception of those standards which rely on the outcome plan in CPIN. Our focus will be on continuing to support staff in improving in those areas through improved access to information regarding due dates and by addressing identified barriers to compliance. As well, it is hoped that there will be continued increase in CPIN reports available (including those related to the QIP) given that the intensive collaborative efforts continue at the provincial level. This would assist in addressing the issues related to CASO's ability to extract accurate and reliable information from CPIN for accountability and management purposes. The sector is moving into a shared services approach with respect to quality assurance activities which will allow CASO to refocus its efforts on evaluating outcomes.

### **Corporate Services**

The dominant operational activities in 2017-18 and forward focus on preparing for financial sustainability, managing risk issues, CPIN development, and labour relations. More information is available is *Appendix D – Service Detail*.

### **Child Protection Information Network**

**Looking Back** in 2017-18, CASO continued its efforts to sustain our work in CPIN. There was ongoing evaluation of the level of CPIN training and support required for new, returning and current staff. Over the past fiscal year, the trainers established a regular rhythm of group-based learning opportunities to address staff CPIN training and support needs. It continued to be clear that there was a small group of staff who heavily relied on 1:1 supports. As well, efforts to strengthen supervisors' CPIN capacity, so that they are able to support their staff when case-specific difficulties arise, will need to continue going forward.

In an attempt to streamline and simplify administrative requirements in order to support more client contact, CASO entered the 2017/18 fiscal year with a transition plan to centrally manage administrative support staff to be implemented by the fall of 2017. As the year progressed the effectiveness of centralizing services was realized and the benefits of harmonizing approaches improve the quality of service and administrative work.

**Looking forward** to 2018/19, CASO will continue its efforts to sustain our work in CPIN. The focus will be to operationalize business processes. CPIN will increasingly be seen as a tool for the workforce, and the way of doing business, rather than as something new that represents a big change for staff.

CASO's continued involvement in provincial efforts to ensure that CPIN is used consistently across the province and that the system can meet the operational needs of all agencies will be critical in the coming year.

### **Human Resources Department**

**Looking Back** the Human Resources department work was dominated with change management initiatives, labour relations issues and preparation for bargaining. Despite this they were still able to accomplish a number of critical strategic directions.

As noted in the previous section, CASO continued to be managing change related to CPIN and the increased expectations regarding measuring and achieving 100% compliance to Ministry Standards. To better manage these changes, CASO restructured the Pre-Post Teams, the Administrative Services and Family Visitation in 2016-17. While the restructuring occurred in the previous year, the impact of the changes to the affected teams played out in 2017-18. Staff reaction to the change in their work patterns resulted in a number of grievances and complaints. Despite these challenges, service was seamless and by the end of the 2017-18 the improvements were reflected in the day-to-day work.

As a part of the strategic initiatives, the Human Resources department moved forward on a number of key activities to support CASO staff members. For example:

- Building on previous year's efforts, significant investments were made in the Health and Safety program to ensure close monitoring of worker safety plans, building improvements and membership to the committee.
- Following the OACAS educational program, changes to the Child Welfare Professionals Train the Trainer for New Workers was implemented.
- The strategic initiative to improve the workforces' personal health resulted in the agency delivering the National Mental Health survey called Guarding Minds. The results have been analyzed and provide good direction regarding next steps.

Bargaining dominated the second half of the year, particularly, the last quarter of 17-18. As noted above, grievances and arbitrations increased exponentially in the last year (33 as of March 2018) as the union positioned itself for bargaining. The Leadership Group focused on positive and transparent communication to the overall staff groups as a part of preparing for bargaining. This resulted in the organization refocusing its efforts on a number of strategic directions to ready ourselves for a very contentious labour relations

situation. As a risk management process, CASO completed a detailed contingency plan in the event of a labour disruption. Fortunately a contract was reached by the end of the fiscal year.

**Looking Forward** to 2018-19 the primary focus initially will be on labour relations to ensure the tensions created through the bargaining process are mitigated. Plans are in place to work closely with the union executive to return the labour relations to the positive platform it was on prior to the bargaining build up.

For example, a key initiative will be to host a Labour Relations Work Well session with Senior Leadership in collaboration with the union executive. As well, HR will be supporting the Guarding Minds Steering Committee, made up of frontline staff, to review the survey's results and develop strategies to effect change in key areas. While CASO had significant grievances and arbitrations as of March 31<sup>st</sup>, 2018, a majority have been resolved by the end of the first quarter of 2018-19.

The second priority will be to continue to develop the supervisors' skills in supporting their teams to be successful. This will involve developmental opportunities and integration of the learning in daily practice.

### **Finance, IT and Administration Department**

**Looking Back** to Financial Services, one of the most noteworthy impacts of the implementation of CPIN has been the integration of finance and case management activities. By mid-year, CASO was working fully in the Oracle system and a majority of the service functions were established. Financial services also supported and monitored ongoing resource management to sustain financial viability and support the financial aspects of the negotiations process. The Balanced Budget Fund was completed in 2017-18 with a significant investment in a signing bonus to draw bargaining to conclusion.

In the background, the Leadership Team continued to focus on shifting resources to where the pressures were being experienced, as a result of CPIN, to ensure CASO continued to balance the budget. CASO focused on financial sustainment as the Balanced Budget Fund was exhausted by the end of 2017-18. This was accomplished through oversight of the 'over-hire' terminations, the provision of early exits, restructuring, and managing the staff-related expenses.

Property Management focussed on the implementation of a number of repairs and improvements in 2017-18 to reduce ongoing costs in future years.

Records and Information Technology (IT) work shifted significantly in the past year. IT Helpdesk reduced its work as CASO's self-managed IT systems became redundant. While in

Records, the pressure for 'search' in CPIN resulted in increased workload. As well, the scanning and attaching of documents required in CPIN necessitated the development of the central administrative team to ensure consistent data integrity.

A risk management issue occurred at the beginning of the year when CASO's IT department scheduled routine computer system maintenance on four of the agency's area network (SAN) disks which then failed to go back on line, resulting in the IT system being offline for four days. Once the situation was rectified, a full assessment of the system was completed, and a work plan was developed to implement a number of system improvements and additional back up contingencies.

Significant investments were made in the Centralized Administrative Support team through a pilot project to reduce the administrative burden on the frontline service staff. This resulted in the creation of two separate teams to streamline and increase oversight. One team for Centralized Administrative Services to ease the burden of CPIN and the second for Service Team supports.

**Looking Forward** to 2018-19, it is anticipated that a new revised funding model will be implemented, and as noted earlier, CASO will no longer have access to the Balanced Budget Fund. While CASO has reduced its costs through a sustainability plan over the past two years in anticipation of a reduction in funding, the depth of the change is still unknown. Due to the change in government from the recent provincial elections, funding announcements will likely be delayed. As a result, CASO will continue implementing its sustainability plan with a focus to streamline management costs, gap staffing positions, where possible, and reduce expenditures.

In keeping with last years' investments in IT resources and communication tools, a number of security and privacy risk management plans will be put in place. This includes developing and implementing new policies and procedures.

The cost of operating CPIN will continue as the administrative burden placed on the frontline workers has increased. The Society continues to develop strategic approaches to resources and CPIN procedures in order to operate within the fiscal budget and mitigate financial risk where possible. To mitigate the risks, CASO will continue to align the organizational structure to support the administrative and training needs as efficiently as possible.

In Figure 2, is a three year projection of expenditures. It should be noted that significant adjustments to expenditures were undertaken in 2017-18 during the last year of the balanced budget fund in order to ensure during 2018-19 and 19-20 that CASO's operating budget remains balanced. A number of strategies were implemented such as not extending

the contract positions of those who were hired to assist with the implementation of CPIN, reviewing management staffing structures and investing in building and business solutions that will create future savings. The Society will need to continue to develop new strategies to operate within a balanced budget.

The key variables in CASO's future funding will be the introduction of the new funding formula which is due to occur this year and the financial and policy directions of the new government. CASP will need to continue to manage costs to maintain sustainability and the shifts in service volume that have been noted in the volume analysis.

## Children's Aid Society of Ottawa Child Welfare Budget Forecast for Fiscal Year 2018/19

EXPENDITURE SUMMARY			
	2017-18 Budget	2018-19 Budget	2019-20 Budget
Salaries and Wages	\$ 32,525,874	\$ 32,903,859	\$ 32,059,170
Benefits	\$ 7,589,623	\$ 7,666,599	\$ 7,469,787
Travel	\$ 2,221,099	\$ 2,035,447	\$ 2,047,947
Adoption Probation Costs	\$ 78,201	\$ 41,552	\$ 42,500
Adoption Subsidy	\$ 1,500,159	\$ 1,495,640	\$ 1,485,000
Targeted Subsidy Agreements - Adoption and Legal Custody	\$ 1,376,550	\$ 1,407,600	\$ 1,407,600
Training and Recruitment	\$ 368,664	\$ 375,000	\$ 355,000
External Legal Service Costs	\$ 659,574	\$ 412,640	\$ 408,650
Witness Fees & Service/Certificates	\$ -	\$ -	\$ -
Program Expense	\$ 17,448	\$ 9,500	\$ 9,500
Professional Services - Client	\$ 836,749	\$ 804,395	\$ 802,395
Client Personal Needs	\$ 2,057,442	\$ 1,871,285	\$ 1,873,852
Financial Assistance	\$ 281,514	\$ 273,500	\$ 275,500
Health and Related	\$ 821,009	\$ 789,500	\$ 792,500
Building Occupancy	\$ 1,655,165	\$ 1,506,500	\$ 1,446,500
Professional Services - Non Client	\$ 585,695	\$ 440,000	\$ 440,000
Food Services	\$ -	\$ -	\$ -
Promotion and Publicity	\$ 262,800	\$ 254,000	\$ 254,000
Office Administration	\$ 989,803	\$ 820,000	\$ 820,000
Miscellaneous	\$ 502,478	\$ 520,278	\$ 525,300
Society Foster, Kinship & Other Care	\$ 5,506,076	\$ 5,293,083	\$ 5,467,991
Purchased Foster & Group Care	\$ 12,651,913	\$ 11,527,137	\$ 12,569,461
Society Operated Foster and Group Care	\$ 660,586	\$ 1,474,479	\$ 1,378,612
Legal Custody	\$ 86,351	\$ 83,500	\$ 83,500
Admission Prevention	\$ 171,746	\$ 165,900	\$ 165,900
Technology	\$ 349,204	\$ 274,770	\$ 265,500
<b>GROSS EXPENDITURES</b>	<b>\$ 73,755,723</b>	<b>\$ 72,446,164</b>	<b>\$ 72,446,164</b>
DEDUCT: OFFSETTING REVENUE	<b>\$ 2,455,363</b>	<b>\$ 2,397,728</b>	<b>\$ 2,397,728</b>
<b>NET EXPENDITURES</b>	<b>\$ 71,300,360</b>	<b>\$ 70,048,436</b>	<b>\$ 70,048,436</b>

Figure 2 Child Welfare Budget Forecast 2018/19

## ***Looking Forward Operational Priorities for 2018-19 and Beyond***

The key priorities have been established to respond to the anticipated provincial requirements, operational needs, strategic directions and risk issues. While there are a number of ongoing activities and initiatives in all areas, there are priorities that require focused efforts in 2018-19.

The implementation, pace and focus in the next year, identified in the following chart, will be influenced by the new government and expanded Ministry.

In the interim, CASO will continue to implement the sustainability plan to prepare for 2019-20. The plan was started in 2016-17 and has evolved based on environmental changes and accomplishments. The plan includes the reduction of senior leadership, gapping staff expenditures where possible, reducing overhead costs and creating efficiencies. Part of the plan is for leadership to continue its efforts towards building a healthy, positive workplace with the union executive.

In addition, the executive director will be retiring. This will result in additional tasks for the governors as they recruit, orient and support the new leader. A new strategic plan will be developed by the new leader and the board of directors.

The defined priorities are identified in Table 1 on the following page.

Table 1 Organizational Priorities for 2018/19 and Beyond

Prepare for Provincial Changes

The focus of the work for the coming year in Child Welfare will to prepare and respond to the changes in Government, the increasing focus on oversight and implementation of the Child, Youth and Families Act. The following are the priority actions that CASO will undertake to respond to the change requirements:

<i>Implementation of the new requirements in the Child, Youth and Family Services Act (CYFSA)</i>	<i>Ensure Financial Sustainability</i>	<i>Develop Stakeholder Relations Strategy</i>
<p>The activities that will be undertaken in 2018- 19 in response to the changes in the governing act will be to ensure:</p> <ul style="list-style-type: none"> <li>• The best interest test takes into account the views and wishes of the Child and Youth</li> <li>• FNIM new provision to ensure unless there is a substantive reason the child must be with a member of their family or community</li> <li>• Access, disclosure and safe keeping of information</li> </ul>	<p>Review and prioritize financial investments:</p> <ul style="list-style-type: none"> <li>• Ensure expenditures are well supported</li> <li>• Reduce costs in low priority areas</li> <li>• Examine service model and business processes to reduce financial pressures</li> <li>• Monitor implications of the 16 to 18 year olds</li> <li>• Develop strategies for unexpected funding restraint requirements</li> <li>• Maintain strategies to ensure to maintain children outside of group care</li> </ul>	<p>Develop a plan to build relationships with the new Ministry and Political Partners.</p> <ul style="list-style-type: none"> <li>• Support the Board to introduce themselves new ED to key stakeholders</li> <li>• Orient stakeholders to CASO and our priorities</li> <li>• Develop supporting documentation</li> <li>• Develop and evaluation and a plan for ongoing connections</li> </ul>
<p>Going Forward...</p> <ul style="list-style-type: none"> <li>• Develop processes to support expectations</li> <li>• Educate organizational stakeholders.</li> </ul>	<p>Going Forward...</p> <ul style="list-style-type: none"> <li>• Adjust to changes in the funding formula</li> </ul>	<p>Going Forward</p> <ul style="list-style-type: none"> <li>• Maintain relationships and build new ones.</li> </ul>

## Moving on CASO Strategic Directions

The board of the CASO established six key strategic directions to guide the work of the Society in 2013 which continue to be relevant today. These are to:

- Enhance support for children, youth and families;
- Increase the capacity to serve diverse populations;
- Advocate for the needs of Ottawa’s children, youth and families;
- Develop partnerships and shared services;
- Strengthen CASO’s resources; and
- Achieve service excellence.

This year, the intent is to support continued work on all of the current initiatives, with particular emphasis on three following critical areas.

<b>Meet our commitments to the Indigenous communities</b>	<b>Build processes to improve service delivery and outcomes with equity seeking groups</b>	<b>Develop Partnerships to respond to the needs of high risk youth and the extension to the age of 18</b>
<ul style="list-style-type: none"> <li>• In 2018-19 will focus on the following areas:</li> <li>• FNIM:               <ul style="list-style-type: none"> <li>• Support Provincial Reconciliation process</li> <li>• Integrate CYFSA changes</li> <li>• Build oversight through ED Circle</li> <li>• Develop service model for protection</li> <li>• Develop Customary Care Model</li> <li>• Develop an Indigenous youth engagement strategy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• This would include:               <ul style="list-style-type: none"> <li>• Implement One Vision, One Voice recommendations</li> <li>• Develop relationships with the Francophone Black African community</li> <li>• Identify supports for Queer families, children and youth</li> <li>• Ensure the active offer of the French language</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The activities that will be undertaken in 2018- 19 in response to the changes in the governing act will be to:               <ul style="list-style-type: none"> <li>• Develop structure and work processes that best support voluntary services to both 16 and 17 years of age and CCSYs</li> <li>• Enhance Community Partnerships to respond to the needs of the youth</li> <li>• Review CASO’s activity against provincial recommendations and the field’s direction</li> <li>• Establish community service advisory group to ensure services are available for the older high risk youth</li> </ul> </li> </ul>
<p>Going Forward...</p> <ul style="list-style-type: none"> <li>• Work towards building a FNIM- governed Child Well Being agency</li> </ul>	<p>Going Forward...</p> <ul style="list-style-type: none"> <li>• Continue to build partnerships to support development of appropriate services for equity seeking groups</li> </ul>	<p>Going Forward...</p> <ul style="list-style-type: none"> <li>• Develop partnerships</li> <li>• Establish model of service</li> </ul>

## Achieving Operational Improvements

CASO continues to adjust and change how we work in response to the implementation of change requirements; this includes CPIN, implementing standards, data gathering and oversight requirements for CASO. These compliment the service requirements and strategies to improve our service quality.

<b>Identify opportunities to improve service delivery</b>	<b>Increase staff capacity to achieve improvement to requirements</b>	<b>Support structure to manage administrative requirements</b>
<p>Build internal capacity by:</p> <ul style="list-style-type: none"> <li>• Continuing to invest and develop in Signs of Safety/Family Finding</li> <li>• Ensure service model for youth and high risk youth effectively responds to needs</li> <li>• Support provincial initiatives such as               <ul style="list-style-type: none"> <li>○ Residential services</li> <li>○ Shared Services</li> <li>○ Equity issues</li> </ul> </li> </ul>	<p>Develop a strategy to manage all the quality improvements and oversight requirements.</p> <ul style="list-style-type: none"> <li>• Identify mechanism to manage and track Ministry, sector and local improvement requirements.</li> <li>• Identify internal priorities for surveys, reviews, audits and evaluation capacity</li> <li>• Evaluate outcome of QIP processes and adjust based on results</li> <li>• Develop support strategies for supervisors to meet requirements</li> </ul>	<p>Ensure the following</p> <ul style="list-style-type: none"> <li>• Develop improved Human Resource Information System to support an integrated resources management system</li> <li>• Continue the support of provincial advocacy on improvements to CPIN</li> <li>• Continue the investments provincial in business harmonization and access to reports initiatives</li> <li>• Continue to build skills with in the administrative staff group</li> <li>• Develop improved capacity for record management and administrative supports</li> </ul>
<p>Going Forward...</p> <ul style="list-style-type: none"> <li>• Increase service capacity with current structure and resources</li> </ul>	<p>Going Forward...</p> <ul style="list-style-type: none"> <li>• Adjust to support new oversight</li> <li>• Build opportunities to evaluate service outcomes</li> </ul>	<p>Going Forward...</p> <ul style="list-style-type: none"> <li>• Continue to improve CASO staff functioning of CPIN</li> <li>• Continue to contribute to reporting development</li> <li>• Enhance other system to support requirements.</li> </ul>

## Manage and Reduce Risk

In response to these risks, CASO has developed some management strategies. These are:

<b>Support change in Leadership</b>	<b>Complete Business continuity improvements</b>	<b>Maintain positive relationships and supports within the organization</b>
Recruit, orient and welcome new Executive Director: <ul style="list-style-type: none"> <li>• Review organization decision making structures</li> <li>• Support and develop the leadership</li> <li>• Continue to engage and maintain community stakeholders and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a continuity plan for the web and electronic platforms at CASO: Telephone system</li> <li>• Develop a second access system for frontline workers to do their work should one system fail</li> <li>• Test system quarterly</li> <li>• Develop policies and procedures on privacy and use of electronic systems</li> <li>• Complete continuity of service plan</li> <li>• Review model housing of staff</li> </ul>	Identify and implement opportunities to improve the agency culture: <ul style="list-style-type: none"> <li>• Continue Sustainability Work Group with supervisors to develop and monitor work plan</li> <li>• Implement Healthy Minds survey and training on maintaining health</li> <li>• Continue to improve on health and safety issues</li> <li>• Build capacity of supervisors to respond to the changed environment</li> </ul>
Going Forward... <ul style="list-style-type: none"> <li>• Develop Strategic Planning Process</li> </ul>	Going Forward... <ul style="list-style-type: none"> <li>• Continue improvements to system</li> </ul>	Going Forward... <ul style="list-style-type: none"> <li>• Continue key strategies for the next year</li> </ul>