



Operational Plan

2018/2019

APPROVED

JUNE 6, 2018

WECAS Operational Plan 2018/2019

Table of Contents

1. Executive Summary	1
• Our Vision & Mission Statement	2
• Fig 1.1 – WECAS Strategy Map	3
2. Who We Serve – Our Top Priority	
• Context in Which Our Services are Delivered	4
• WECAS Service Users/Disproportionality Rates	6
• Indigenous Commitments and Reconciliation	8
3. Strategic Goals, Objectives and Measures	9
• Organizational Goals	10

1. Executive Summary

2018/2019 marks the 119th Anniversary of the Society and our continuing mandate to protect vulnerable children and act as a barometer of the health and well-being of the families in our community. As of January 2018, this commitment has extended to youth 16 and 17 years old in need of protection.

The agency has received the final report as the result of the End-to-End Review conducted by the Ministry of Children and Youth Services. The report outlines key findings identified through the assessment of 78 performance expectations, informed by a review of over 400 documents and interviews with 80 individuals from across the society, the Board of Directors and community stakeholders. The documentation reviewed and the interviews conducted supported the finding that WECAS is an outcomes-oriented, strengths-based organization with a culture of improving client outcomes and a focus on permanency and community engagement in its service delivery approach. Our goal is excellence in our service delivery and this cannot be done without partnerships with community providers, foster parents, volunteers and donors. The commitment of our Board of Directors, management and frontline staff in our mission is evident throughout the documentation of our outcomes in the End-to-End report. The final report states:

WECAS is a leader in the community and important children's service system partner. The society engages with community partners to identify systemic issues, find shared solutions, and address issues through collaboration and coordination of service. Staff are dedicated to their profession and are encouraged to collaborate with each other and their supervisors to overcome barriers and find solutions to improve outcomes for children, youth and families. The society's strength-based service delivery approach puts the needs of children, youth and families first.

We have enjoyed successes, but continue to increase our efforts to work with our diverse population. We have created a Diversity Outreach Coordinator position to enable us to dedicate the time required to engage our community and begin to position the agency to continue on an Anti-Oppressive Practices (AOP) journey. We continue to thoroughly examine our data and examine the question of overrepresentation of certain populations. We must ensure that our staff at all levels of the organization engage with each other and our families, children in care, foster parents, volunteers, service providers etc. in a manner consistent with Anti-Oppressive practices. We have to acknowledge that our staff is not representative of the community we serve and begin to take efforts to examine our hiring practices.

The organization is slated to deploy the Child Protection Information Network (CPIN) in the Fall of 2018. WECAS has begun to work on Change Management concepts and the process of 'data cleansing' for the purposes of the Data Migration work still to come. The implementation of CPIN will be the priority for the organization in this operational plan year and is a significant change management project for the organization. This change to a new records management system will create financial and staffing pressures on the short term and will have long-term implications as we sustain CPIN post deployment.

WECAS continues to include and support the Youth Advisory Committee (YAC) in their many initiatives, projects and events. YAC is an active group of organized and committed youth in care who focus on, and advocate for all youth in care locally and provincially. This past year, the Committee has continued to participate in leadership and advocacy roles at the local and provincial levels and proven to be a valuable part of the overall experience of children in care. Along with their many successes, this past year they have also been awarded the Mayor's Youth Leadership Award, which is a true testament to their hard work, perseverance and dedication.

OUR VISION : “Our Children, Our Future”

To strive for an excellent service delivery system that ensures the child is at the centre of the decision making process, we must follow what we believe in. Our vision guides what our strategic priorities are and where we will invest both staffing and financial resources.

The Vision has three distinct components:

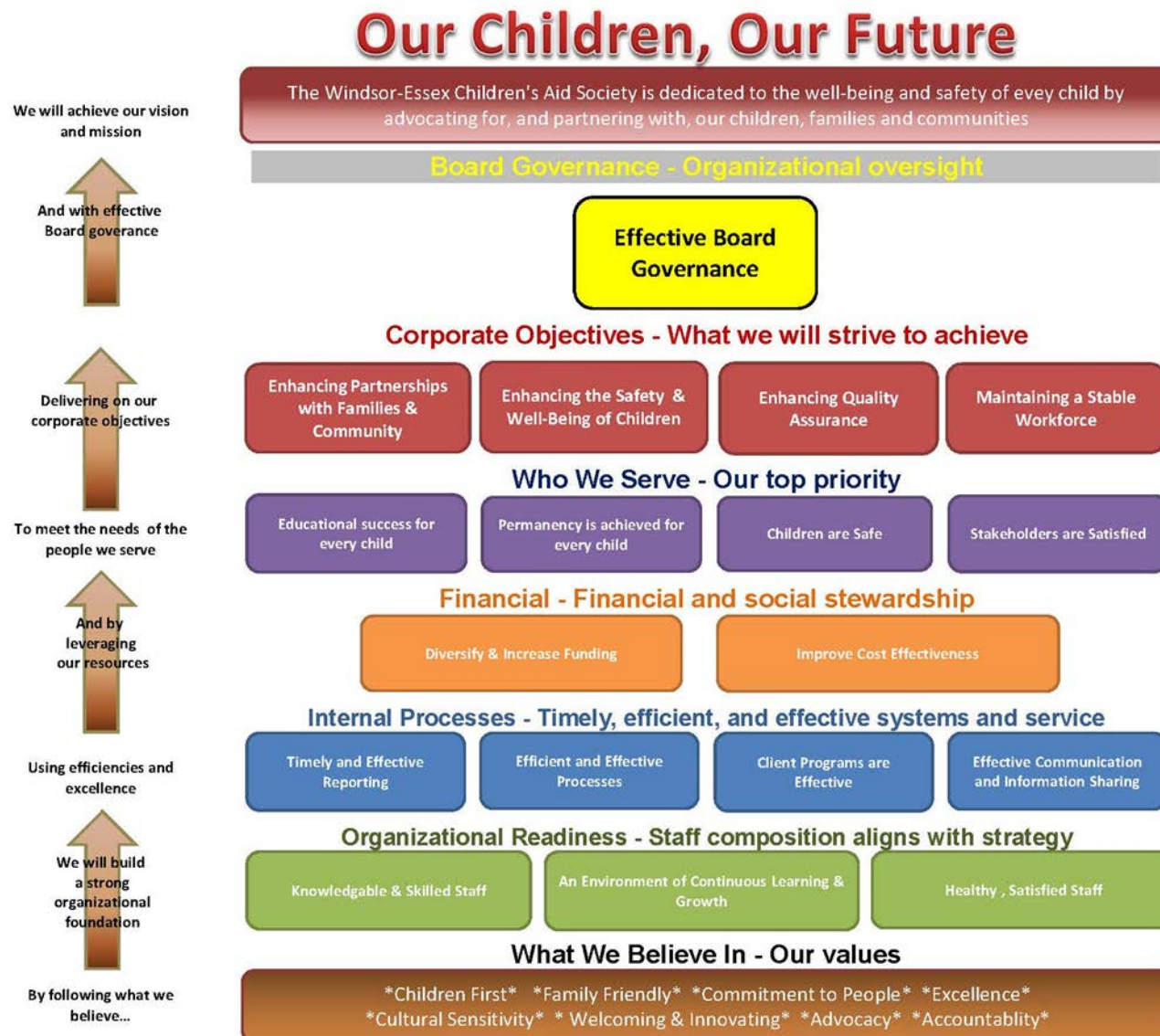
- **OUR** - reflects the collective responsibility of the Society, parents and families, the community, other service providers and so forth in working collectively and collaboratively to ensure the best for the community’s children. It denotes responsibility and accountability for the well-being of children.
- **CHILDREN** - defines the focus and a clear direction for the organization in terms of intent, priority and responsibility. It also represents the fact that all children are involved in the Vision because any child, at any point in time, could have a need for the programs and services of WECAS.
- **FUTURE** - articulates our horizon and our hopes. It identifies that each child’s life is vital to the future of our community.

OUR MISSION STATEMENT:

We are dedicated to the well-being and safety of every child by advocating for, and partnering with, our children, families and communities.



Fig. 1.1 WECAS Strategy Map



2. Who We Serve – Our Top Priority

Context in which our Services Are Delivered

Windsor Essex CAS provides child welfare services throughout the Region of Windsor-Essex County, which consists of the City of Windsor and the municipalities of Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington, and Tecumseh. According to the 2016 Census Windsor Essex County profile, the land area is 1851km². The following are some key socio-demographic variables that characterize the Region, and have significant impact on the provision of services and the complexity of cases that we deal with.

Population

- ☐ According to the 2016 Census, Windsor Essex has a population of 398,953 people. Between 2011 and 2016, Windsor Essex's population grew by 2.6%.
- ☐ For purposes of our budget planning allocation, there were 81,735 children and youth 0–17 years living in Windsor Essex in 2016. Windsor-Essex County, therefore, has about 3.05% of Ontario's 2,681,780 young people 0–17 years.

Indigenous Population

- ☐ According to the 2016 Census, 2.5% of people living in Windsor Essex (9,870) reported having an Aboriginal Identity (FNMI). Of these, 2195 are 0–14 years, making up 3.3% of the Windsor Essex population for this age group.

Immigration and Visible Minorities

- ☐ In 2016, immigrants comprised 21.9% of Windsor Essex's population. Moreover, out of all immigrants counted in 2016 (85,810), 54.9% were under the age of 25.
- ☐ In 2016, 18.1% of the Windsor Essex population were visible minorities. Indeed, at 26.9% the City of Windsor had the third highest percentage of visible minorities in Ontario (behind only Toronto and Ottawa-Gatineau). Arab is the top visible minority in our area at 26%.
- ☐ Between November 4, 2015 and December 31, 2016 the Windsor area has welcomed 1,220 government-assisted refugees from Syria.

Language

- ☐ According to the 2016 Census, English was the language most often spoken at home by 83.7% of Windsor-Essex residents, down slightly from 84.5% in 2011. In addition, French is the language most spoken at home by 0.7% of Windsor-Essex residents. 9.7% of Windsor-Essex residents indicated they can hold a conversation in both English and French.
- ☐ Of non-official languages spoken in Windsor Essex, Arabic was the language most often spoken at home. Of the 94,195 people who speak Arabic at home in Ontario, 9.2% (8,640) live in Windsor Essex.

Employment, Income, and Household

- ❑ In 2016, 16.5% of people in Windsor Essex were living in low income, according to the LIM-AT¹. This compares to 14.4% in Ontario. Alternatively, 8.9% of people in Windsor Essex were living in low income, according to the LICO-AT². This compares to 9.8% in Ontario.
- ❑ In 2017, unemployment in the City of Windsor ranged from a high of 6.9% to a low of 4.9%. Unemployment in December was 6.1% compared to 5.5% in Ontario.
- ❑ In 2016, 18.4% of families in Windsor Essex were headed by a lone parent versus 17.1% in Ontario.

Child Characteristics

- ❑ In 2016, the poverty rate was 22.6% for children and youth 0–17 years in Windsor Essex compared to 18.4% in Ontario, according to the LIM-AT. Alternatively, the poverty rate was 11.0% for children and youth 0–17 years in Windsor Essex compared to 11.5% in Ontario, according to the LICO-AT.
- ❑ In 2017, youth unemployment (ages 15–24 years) in the City of Windsor ranged from a high of 15.2% to a low of 8.8%. Youth unemployment in December was 10.2% compared to 9.6% in Ontario.
- ❑ In the Mental Health Commission of Canada’s 2013 report, 23.4% of Canadian youth 9–19 years were living with at least one mental health issue. That’s equivalent to 12,597 young people in Windsor Essex within that age range.

¹ The Low-income measure, after tax (LIM-AT) considers all persons in a household to have low income if their adjusted household income falls below half of the median adjusted income.

² Low-income Cut-offs, after tax (LICO-AT) refers to an income threshold below which economic families or persons not in an economic family would likely have spent a larger share of their income than average on the necessities of food, shelter and clothing.

WECAS service users - Indigenous (FNMI) and Black/African/Canadian/Caribbean (BACC) population

Graphs below describe the overrepresentation of Indigenous children and BACC families and children involved with WECAS. The reduction of these numbers will be a measure as to our success in reducing numbers of families and children involved in the system.

Definition of Disproportionality

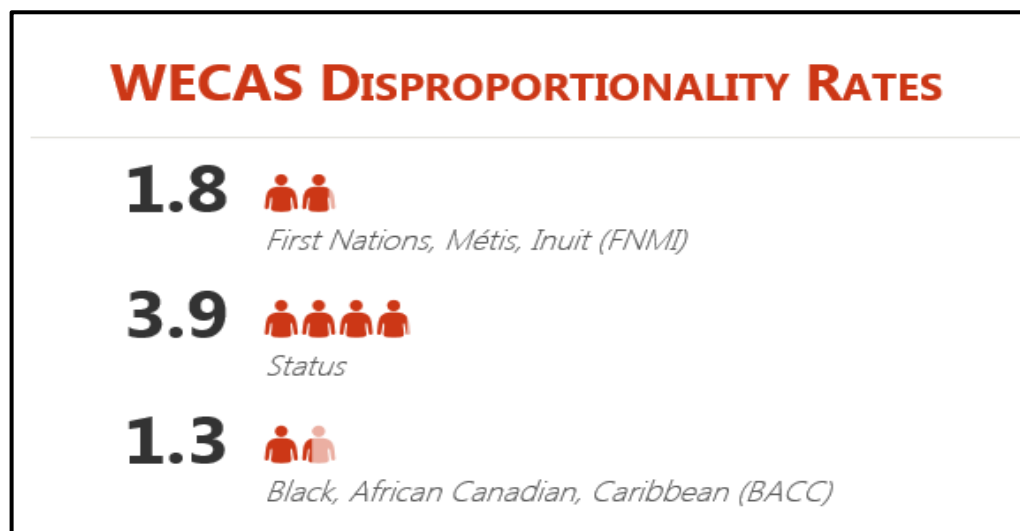
Researchers have examined the overrepresentation of FNMI children (e.g., Trocmé et al., 2004) and BACC children in the Canadian child welfare system (e.g., King et al., 2017). *Racial Disproportionality* occurs when a group of people “are represented in the child welfare system at a higher rate than their representation in the general population” (OACAS, *One Vision One Voice*, 2016, p. 16). The rate is calculated by dividing the percentage of people in a given group receiving services by their percentage in the general population. Rates are classified according to the chart on the right.

Disproportionality	Rate
Comparable (none)	Under 1.50
Moderate Disproportion	1.50 – 2.49
High Disproportion	2.50 – 3.49
Extreme Disproportion	3.50 and over

Ongoing Protection at WECAS

We estimated the disproportionality rates for FNMI and BACC primary caregivers and children (0–15 years) receiving ongoing protection services (Figure 3.1). The FNMI and BACC rates are relatively proportionate to the general population. However, when looking specifically at those with Status, the disproportionality is substantial.

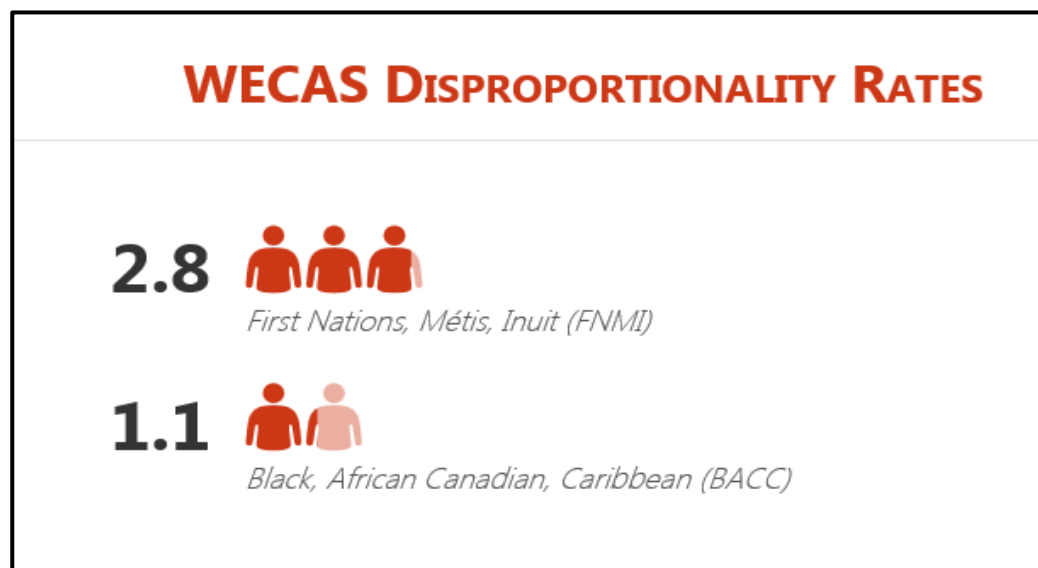
Fig 3.1 Disproportionality Rates for FNMI, Status, and BACC Primary Caregivers and Children (0–15 years)



Children in Care at WECAS

Due to the age grouping at Statistics Canada, we calculated disproportionality rates with children in care ages 0–14 years (Figure 4). Status information was not available specific to this age group, and thus was not possible to include in this report. The findings for BACC children in care are proportionate to the population; however, the FNMI are moderately disproportionate.

Fig 3.2 Disproportionality Rates for Children in Care (0–14 years)



Indigenous Commitments and Reconciliation

At a gathering called “A Moment on the Path” hosted by OACAS, a public apology was made to the Indigenous community for the harmful role child welfare played in the Sixties Scoop and continued role in the current over-representation of Indigenous children in the system. The Ontario non-Indigenous Children’s Aid Societies have unanimously agreed to prioritize Reconciliation with Indigenous communities through the following key commitments:

- Reduce the number of Indigenous children in care.
- Reduce the number of legal files involving Indigenous children and families.
- Increase the use of formal customary care agreements.
- Ensure Indigenous representation and involvement at the local Boards of Directors.
- Implement mandatory, regular Indigenous training for staff.
- Embed Jordan’s Principle in service practice and the interagency protocol.
- In consultation with Indigenous communities, develop a unique agency-based plan to better address the needs of the children and families from those communities.
- Continue to develop relationships between the local agency and the local Indigenous communities.
- Assist those individuals wanting to see their historical files by accessing and providing the information they request.

Each CAS’s journey towards Reconciliation with its local Indigenous communities will reflect the unique local histories and current realities. WECAS has already begun to address the nine commitments and implement changes that will support the path toward reconciliation. Staff at several levels are involved in meetings with sister agencies as well First Nations within our Zone. The conversations center around collaboration and seamless services to Indigenous families in the Zone.

WECAS has made significant progress in developing more positive relationships with the First Nation, Métis and Inuit communities (FNMI) in our region. The most recent move towards Reconciliation was the contracting of services through the local Friendship Center for an Indigenous Family Wellness Worker (FWW) for FNMI families open to WECAS. The FWW works specifically with FNMI families in an effort to provide more culturally appropriate services, groups and support. Furthermore, our agency has been working diligently over the last several years to provide workers with specific Indigenous/FNMI learning opportunities. Our goal is to continue offering similar training events over the next 3-5 years until all our front line workers have received this level of training.

In June 2017, the Society created a Diversity Outreach position to build internal capacity in anti-oppressive service provision and to enhance relationships with community partners. The Diversity Coordinator will continue to develop relationships with the Indigenous community, support the implementation of programs and training which build capacity within the organization, and advise on policy, protocols and governance models to promote service excellence and equitable outcomes for Indigenous children, families and communities.

3. Strategic Goals, Objectives, and Measures

Progress on Goals and Objectives

The 2018/2019 Operational plan remains grounded in key goals and objectives set forth in our Strategic Plan of 2010 and that inform our strategy map. Progress will be reported to the Board of Directors ongoing through the Balanced Score Card (BSC), Quality Improvement Plans (QIP) and board reporting and presentations. The driving force this year will be the implementation of CPIN while adapting to new legislation and responding to new Ministry directives/expectations around identity based data collection, as well as a focus on the overrepresentation of First Nations and African Canadian families in service. The following section provides a list of the objectives and measures.

2018-2019 OPERATIONAL PLAN

ORGANIZATIONAL GOALS

WHO WE SERVE – OUR TOP PRIORITY	FINANCIAL & SOCIAL STEWARDSHIP	TIMELY, EFFICIENT & EFFECTIVE SYSTEMS & SERVICE	STAFF COMPOSITION ALIGNS WITH STRATEGY
✓ Educational success for every child	✓ Diversify & Increase Funding	✓ Timely & Effective Reporting	✓ Knowledgeable & Skilled Staff
✓ Permanency is achieved for every child	✓ Improve Cost Effectiveness	✓ Efficient & Effective Processes	✓ Environment of Continuous Growth & Learning
✓ Children are Safe		✓ Client Programs are Effective	✓ Healthy, Satisfied Staff
✓ Stakeholders are satisfied		✓ Effective Communication & Information sharing	

ORGANIZATIONAL GOALS	GOALS	ACTION STEPS	OUTCOMES																				
<table border="1"> <tr><td>TP</td><td>FS</td><td>TS</td><td>SC</td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td>✓</td><td></td></tr> <tr><td>✓</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	TP	FS	TS	SC							✓		✓								Collaborate with community partners and support implementation of the multidisciplinary response team to child abuse	<ul style="list-style-type: none"> Ensure the distribution of the procedures and guidelines of the Windsor Essex Child & Youth Advocacy Center Provide community training and consultation on the new response model to child abuse 	<ul style="list-style-type: none"> Staff report enhanced coordination with multidisciplinary team of professionals and partner agencies Increased number of referrals as police and staff become more aware
TP	FS	TS	SC																				
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<table border="1"> <tr><td>TP</td><td>FS</td><td>TS</td><td>SC</td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td>✓</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	TP	FS	TS	SC									✓								Increase compliance on Standard 5 - Concluding a child protection investigation	<ul style="list-style-type: none"> Strategize with supervisors and staff on mechanisms to increase compliance Continuous monitoring of compliance rating 	<ul style="list-style-type: none"> The current compliance rating of 49.4% will increase by 20% by the end of 2018
TP	FS	TS	SC																				
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Page 11 of 33

2018-2019 OPERATIONAL PLAN

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TP	FS	TS	SC			
				Ensure the Family Well Being (FWB) program is providing service users optimal support for the help/assistance they need	<ul style="list-style-type: none"> Determine number of clients served in individual and group 2016/2017 versus 2017/2018 Client satisfaction survey to be conducted in June 2018 Evaluate a percentage of files that received services from FWB re: goal outcome 	<ul style="list-style-type: none"> Client satisfaction survey completed Make determination on the most effective use of FWB staff resources
✓		✓				
✓						

2018-2019 OPERATIONAL PLAN

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TP	FS	TS	SC			
			✓	Strengthen kinship finding program	<ul style="list-style-type: none"> Continue to provide ongoing training until April 2018 Attendance of Kinship Supervisor at all Permanency Planning meetings Create process that will chart all children coming into care documenting steps to find kin 	<ul style="list-style-type: none"> Supervisors report staff are observed to have a comfort and proficiency in family finding methods Increase number of kin placements by 10%
✓			✓			
✓						

TP	FS	TS	SC	Increase compliance in 6 month formal case review and evaluation (Standard 7)	<ul style="list-style-type: none"> Develop a committee comprised of both Family Service Management Staff and Family Service ongoing Staff to review current practice Change the due date of the documentation to occur within five months versus six months Consideration to be given to changing the format for the plan of service to a shortened version 	<ul style="list-style-type: none"> Current compliance of 18% will be increased by 20%
✓		✓				

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TP	FS	TS	SC																				
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TP	FS	TS	SC																				
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ORGANIZATIONAL GOALS	GOALS	ACTION STEPS	OUTCOMES
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Page 16 of 33

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Page 17 of 33

TP	FS	TS	SC			
	✓			Increase awareness and engagement in Foundation's Legacy Program		<ul style="list-style-type: none"> Launch a formalized awareness campaign to educate financial advisors and legal professionals of the Foundation's Legacy Program Schedule appointments and co-ordinate meetings with firms and individual professionals as required Provide each entity with Legacy Packages and a brief orientation on the work of the Society and the programs funded by the Foundation via community support Keep abreast of networking opportunities offered by the Windsor Estate Planning Council
						<ul style="list-style-type: none"> Speak to 50-75 financial advisors and legal professionals about the Foundation's Legacy Program

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TP	FS	TS	SC			
	✓			Strengthen and clarify the working relationship between the Windsor-Essex Children's Aid Society and the Windsor-Essex Children's Aid Foundation	<ul style="list-style-type: none"> Establish a Memorandum of Understanding Review similar agreements established by other Societies and Foundations Finalize document and present to both Boards for consideration and approval 	<ul style="list-style-type: none"> A clear defined document that will reflect the roles of both Boards in terms of donations and gift options including tax implications and receipting procedures
		✓				

TP	FS	TS	SC			
				Enhance recruitment and retention in the volunteer program	<ul style="list-style-type: none"> Deliver 5 targeted presentations to groups that cater to future/current Retirees Continue to use social media and traditional media to raise awareness of the need to volunteer Continue to provide monthly Volunteer Information Sessions 	<ul style="list-style-type: none"> Increase in overall volunteer complement by a net gain of 10% or 23 volunteers bringing the total to 250

TP	FS	TS	SC	<p>By June 30, 2018 quality assurance measures will be implemented that lead to a stronger Volunteer workforce</p>	<ul style="list-style-type: none"> • Volunteer Satisfaction Survey to be administered to ALL volunteers to assess; screening/placement process; preparedness for volunteer role; role satisfaction; communication; support and training; etc. • Training Calendar developed for Volunteers 	<ul style="list-style-type: none"> • Volunteers will feel valued and retention levels will increase • Maintain a complement of 250 volunteers
		✓				

TP	FS	TS	SC	Improved delivery of the Volunteer Transportation Program	<ul style="list-style-type: none"> Complete an analysis of the current transportation system by April 1, 2018 that includes: <ul style="list-style-type: none"> ➤ Review of all transportation request types and reasons for approving these drives ➤ Review of costs associated with each type of drive ➤ Review current approval processes 	<ul style="list-style-type: none"> A standardized approach and change in policy to the approval of drive requests Cost savings will be realized with greater monitoring.
	✓					

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TP	FS	TS	SC	
				Future Child Abuse Prevention programs will be tailored to meet the need of the community and in particular the education sector
✓		✓		
✓		✓		
				<ul style="list-style-type: none"> Speakers Bureau Committee will meet regularly to review current public education plan Society will work with OACAS and CASs across the province to deliver Child Abuse Prevention Month, including the Go Purple Campaign Work with the School Board Liaison Committee to review the status and impact, if any, of Kids on The Block not running in the schools since September 2017 Develop a school survey to determine any prevention education needs that may exist
				<ul style="list-style-type: none"> Tools available (presentation and materials) to deliver key messages and information regarding “Identifying Child Abuse & Duty to Report” to the professional community Endeavour to provide 60 presentations to the community

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TP	FS	TS	SC	Children in care will receive optimal service as measured in the Crown Ward Review	<ul style="list-style-type: none"> Develop a tracking and monitoring system that will ensure greater compliance with respect to the legislative and compliance expectations. 	<ul style="list-style-type: none"> Obtain Full/High Compliance on 90% or greater with respect to Annual Crown Ward Review 2018
TP	FS	TS	SC	Improve transition of youth to CCSY program.	<ul style="list-style-type: none"> Establishment of a best practice committee 	<ul style="list-style-type: none"> Survey conducted to establish that Youth are better prepared for independence, as confirmed by youth, worker and community partners
✓						
✓						
✓						
✓						

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TP	FS	TS	SC	Promote job satisfaction and well-being throughout the organization	<ul style="list-style-type: none"> Continue staff recognition initiatives (i.e. 'You're Awesome ballots') Increase opportunities for staff communication with the Senior Team Support activities of the joint social committee 	<ul style="list-style-type: none"> Complete staff satisfaction survey Staff report increased levels of feeling valued Staff report understanding of roles and collaboration among departments
			✓			
		✓				
TP	FS	TS	SC	Development of a comprehensive foster home recruitment and retention plan	<ul style="list-style-type: none"> Meet with community providers to review opportunities for collaboration 	<ul style="list-style-type: none"> A net increase of foster home and foster treatment homes (an addition of 15 -25 foster homes over an 18-month period and an increase of 2-4 treatment foster homes)
✓	✓					
		✓				

2018-2019 OPERATIONAL PLAN

ORGANIZATIONAL GOALS

WHO WE SERVE – OUR TOP PRIORITY	FINANCIAL & SOCIAL STEWARDSHIP	TIMELY, EFFICIENT & EFFECTIVE SYSTEMS & SERVICE	STAFF COMPOSITION ALIGNS WITH STRATEGY
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✓ Permanency is achieved for every child	✓ Improve Cost Effectiveness	✓ Efficient & Effective Processes	✓ Environment of Continuous Growth & Learning
✓ Children are Safe		✓ Client Programs are Effective	✓ Healthy, Satisfied Staff
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ORGANIZATIONAL GOALS	GOALS	ACTION STEPS	OUTCOMES
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TP	FS	TS	SC	Improve and enhance tracking of absences and scheduling in order to better manage and study patterns and reduce staff time spent on data entry.	<ul style="list-style-type: none"> Support staff with implementation of Absence Tracking and scheduling system (Navision) 	<ul style="list-style-type: none"> Completion of project Management to have increased visibility on number of absences Reduce amount of staff resources dedicated to task
		✓				
	✓	✓	✓			
			✓			
		✓				
TP	FS	TS	SC	Enhanced services to support frontline work by ensuring a properly functioning phone system	<ul style="list-style-type: none"> Monitor implementation of phone system upgrade Provide staff training 	<ul style="list-style-type: none"> Reliable phone system User friendly system Elimination of “dropped calls” Enhanced reporting to monitor our customer service
		✓				
			✓			
		✓				

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TP	FS	TS	SC			
				Create a guiding framework to support and shape the culture of equity, inclusion, anti-racism and anti-oppression in which board members and staff at all levels of the organization have a clear sense of their roles and responsibilities	<ul style="list-style-type: none"> Research relevant legislation, OACAS guiding documents and Ministry directives Review internal policies which are related and revise as required (i.e. Mutual Respect, Workplace Discrimination, etc.) Environmental scan of existing policies of other CAS's in Ontario Seek stakeholder input on policy from members of equity-seeking groups (via internal AO/AR committees and external community partners) 	<ul style="list-style-type: none"> Development of Equity and Inclusion Policy to be endorsed by Board Of Directors All staff will have read policy AOP training to be part of the both Winter and Spring Calendar in continued effort to have 100% of staff trained
			✓			
		✓				

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TP	FS	TS	SC			
			✓	Enhance capacity of WECAS staff to provide services in an affirmative and anti-oppressive manner	<ul style="list-style-type: none"> Restructure internal AO committees to function as advisory groups Liaise with community stakeholders to identify training and learning needs Create internal training and internal/external communication plan Create specific plan to meet training component of the Indigenous Commitments 	<ul style="list-style-type: none"> New training curriculum for staff New and/or updated protocols with stakeholders
			✓			
✓						

TP	FS	TS	SC
		✓	
✓			

Enhance accessibility of WECAS services for French-language families

- Active engagement in regional and provincial French Language Services (FLS) Working Group and Strategic Council
- Complete FLS inventory tool and address identified gaps
- Liaise with French Language service providers in region

- Development of bilingual messaging on voice mail system (work hours and after hours)
- Establishment of an internal French Language resource group
- Enhanced French content on website

ORGANIZATIONAL GOALS	GOALS	ACTION STEPS	OUTCOMES
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Page 30 of 33

2018-2019 OPERATIONAL PLAN

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TP	FS	TS	SC	Reduction of OPR placements	<ul style="list-style-type: none"> All children in care files will be reviewed in permanency planning meeting Meeting to occur with providers to establish more placement options 	<ul style="list-style-type: none"> More children placed in family based care 38 children in OPR on average
✓						
✓		✓				
✓						
TP	FS	TS	SC	Deployment of the Child Protection Information Network (CPIN)	<ul style="list-style-type: none"> Deploy staff as trainers and 'superusers' to support users Monitor and report costs of deployment Engage in ongoing change management discussions Add to screener/administrative unit 	<ul style="list-style-type: none"> Successful deployment of CPIN Enhanced screening department Successful migration of data
		✓	✓			
		✓	✓			
			✓			

2018-2019 OPERATIONAL PLAN

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TP	FS	TS	SC	Enhanced and culturally appropriate services to the Indigenous community	<ul style="list-style-type: none"> Creation of scorecard, including targets Quarterly reporting to the Board of Directors Standing agenda item at senior and staff meetings 	<ul style="list-style-type: none"> Ability to report and demonstrate success on 8 commitments to the Indigenous Community
		✓				
✓						
		✓				
TP	FS	TS	SC	Increase in number of Crown Wards who graduate from post-secondary	<ul style="list-style-type: none"> Continue to promote programs and funding initiatives available to our youth Develop a mechanism to track Crown Wards at risk of not graduating 	<ul style="list-style-type: none"> Increase the graduation rate from 47% (2015)
✓						

2018-2019 OPERATIONAL PLAN

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TP	FS	TS	SC			
		✓		Maintain excellence in service delivery	<ul style="list-style-type: none"> Support the Board of Directors in the completion of a new strategic plan Complete regular updates with program supervisor Consider recommendations of the End-to-End Review 	<ul style="list-style-type: none"> Address expectations from the End-to-End Review
		✓				
✓		✓				