



**CAS SDG: Strategic Action Plan - April 2024 to March 31, 2025**

**Strategic Priority 1: Truth and Reconciliation, anti-oppression and anti-racism practices are embedded within our organization**

**Outcomes:**

- a. Our organizational culture, Board of Directors, employees and resource families are inclusive and reflect and value diversity.
- b. Through our values and practices, we influence attitudes and ultimately the referrals we receive so they are based on child safety, not judgment or bias — countering the over-representation of Indigenous, racialized and other marginalized groups.
- c. We have prioritized the advancement of the Ontario Association of Children’s Aid Societies’ commitments for Truth and Reconciliation and equity in child welfare.
- d. Our services and connections respect the culture, traditions, race and social identity of each child, youth and family we serve.
- e. Our connections with First Nations, Inuit and Métis representatives, families, communities and cultures support the distinct identities and cultures of Indigenous children and families we’re involved with.
- f. We provide French-language services at all levels of our organization.

**Note:** Detailed work plans are in place for Truth and Reconciliation, Equity, Diversity and Inclusivity and French Language Services.

<b>Initiatives</b>	<b>Actions</b>	<b>Measures of success</b>	<b>Senior Lead</b>	<b>Review October 2024</b>	<b>Review March 2025</b>
1. Commit to courageous leadership	<ul style="list-style-type: none"> <li>a. Lead conversations within teams as per the planning of the EDI committee</li> <li>b. When courageous conversations occur if disproportionalities/disparities are addressed, shared learning takes place within management</li> <li>c. Cesar attends senior management and management meetings as well</li> </ul>		Angela		



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	as acts as an advisor to the board				
2. Establish an EDI community table	CO-lead the development of the community action plan.				
3. Develop an indigenous services model	a. Develop Jordan’s Principal Program b. Develop Post Majority Care Process				
4. First Nations Inuit and Metis children and Youth will know who they are, where they come from, and will have a positive connection to their Indigenous identity and culture	a. Seasonal events and activities will be organized and attended by service recipients who self-identify as First Nations, Inuit and Metis.		Angela	<p>Home comings for five young Indigenous people took place over the summer period.</p> <p>Weekly youth groups led by Glenn Swamp that include activities (building sweat lodge, cooking, drumming, etc.).</p> <p>Hosted our annual June Indigenous Peoples Day attended by over 100 family members.</p> <p>September 30<sup>th</sup> Orange Shirt Day event recognized with the raising of two flags (Haudenosaunee Confederacy and Two River Wampum belt) at the agency and our second annual community event at Lamoureux Park.</p>	<p>Position of Indigenous Practice Lead has been filled – dedicated role to organize cultural events and activities for children and families.</p> <p>Weekly youth groups led by Glenn Swamp that include activities (building sweat lodge, cooking, drumming, etc.).</p> <p>Weekly activities hosted in Akwesasne or surrounding areas such as Ottawa are circulated to staff to pass along to families and foster/kin/Customary Care parents.</p> <p>The Native North American Traveling College was attended by staff and management.</p> <p>Land Acknowledgement committee working on four identified actions</p> <ul style="list-style-type: none"> <li>- May Akwesasne Tour Day (Staff, management, Board)</li> </ul>



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				Land Acknowledgement Committee completed a Land Apology and Action statement	- June 22 <sup>nd</sup> Indigenous Peoples Day (for children and families)
5. Eligible children, youth and families are identified to receive French Language Services on first contact at the front door.	<p>a. Intake department will practice l'Offre Active and will develop more questions to identify eligibility on the first call.</p> <p>b. Management team will develop a guide with questions for assigned workers to verify eligibility before going out for the first visit with families</p>	Track the percentage of improvement (26.3% in 2022) of eligible children, youths and families serviced by an identified FLS employees	Julie	<p>The Intake Department has developed and asks better questions to catch eligibility at the front door; the number of families eligible for services in French has increased.</p> <p>There are continuous conversations regarding eligibility in department meetings, management meetings and with employees in supervision;</p> <p>When workers find out that a family is eligible on their first visit, there is an effort to re-assign to an FLS worker from the start.</p> <p>The percentage of FLS eligible families receiving services from a FLS worker has increased by 20% to 88%.</p>	<p>The percentage of families eligible for French Language services receiving services from an FLS worker has been stable in this quarter.</p> <p>The FLS committee co-chairs continue to coach supervisors on eligibility.</p> <p>Supervisors were asked to identify why a family is eligible for services in CPIN. (e.g. grandmother speaks French, kids attend French school, etc.)</p>



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**Strategic Priority 2: Strengthen and preserve families**

**Outcomes:**

- a. Families are engaged effectively, receive tailored support and experience minimal disruption.
- b. Children and youth are rarely removed from their homes and, when that is required, are away for limited periods of time and maintain family connections.
- c. Families are confident seeking support to keep children and youth safe at home.
- d. Our partners understand their roles and assume shared responsibility for strengthening and preserving families based on the principles of the child welfare redesign.
- e. Our partners work together to ensure timely access to services; address critical gaps in services; and intervene early to keep children and youth with their families.

Initiatives	Actions	Measures of success	Senior Lead	Review – October 2023	Review – March 2024
1. Refine and implement an organizational partner engagement strategy with intent to rebuild relationships, educate on child welfare redesign and resume work to jointly address challenges and gaps	a. Present Duty to Report to key partners/front line staff		Rachel and Angela	Duty to Report presentations were delivered to the following community partner agencies: <ul style="list-style-type: none"> <li>• French Catholic school board</li> <li>• City of Cornwall – Children's Services</li> <li>• Inspire</li> <li>• Child's Secret Garden Day Care</li> <li>• Camp Kagama</li> <li>• Job Zone</li> <li>• Centre de leadership en petite enfance, Soleil des petits – Rose des Vents</li> <li>• Tri-County Literacy – Day Care program</li> </ul>	Duty to Report presentations were delivered to the following community partner agencies: <ul style="list-style-type: none"> <li>• Inspire Community Support Services</li> <li>• Conseil Economique et Social d'Ottawa-Carleton</li> <li>• Equipe Psycho-Sociale</li> </ul>



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				<ul style="list-style-type: none"> <li>CESOC</li> </ul>	
2. Length of time of a removal to back home from where they were removed from	For all children returned to their caregivers between April 2022 and September 2022 measuring the length of time of all children since they were removed from their parents. Then compare by measuring April 2023 to September 2023.		Nathalie	For 2022, 21 children were returned home for that period, while 25 were returned home in 2023. The length of time of a removal to back home was 140 days, while the number of days is 153.	Complete



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**Strategic Priority 3: Children and youth in care reach their full potential**

**Outcomes:**

- a. Children and youth in care celebrate their identities and connect to their cultures.
- b. More resource families are available to provide quality care and support for children and youth.
- c. Youth leaving care have relationships with their families and broader social networks.
- d. Youth graduate high school and complete the highest level of education needed to pursue their career goals.
- e. Youth leave care feeling empowered and confident about their futures.

Initiatives	Actions	Measures of success	Senior Lead	Review – October 2023	Review – March 2024
1. Implement Ready, Set, Go program	a. Report on a portrait of youth who are part of the RSG program with completed agreements, plans and budgets		Rachel and Angela	Completed 56 agreements, plans and budgets in the last six months.  Completing check ins this fall with higher risk young people since meeting in April.	Currently 50 youth receiving services through Ready Set Go (RSG). 24 RSG Agreements were re-signed since October 2023. All 50 youth have updated plans and budgets over the past six months.  Readiness Meetings are completed at every birthday and high-risk youth receive check ins approximately every six months to review progress.
2. Outcome related results for 2 indicators – employment and financial savings	a. Identify how many youth have a savings tool with savings built over the year b. Identify how many youth have been successfully employed		Rachel and Angela	Present to Board in November.	Present to Board in May



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3. Foster recruitment strategy tied to results for diversity increase	a. Host and attend community events with targeted diverse populations		Angela	We had a total of 14 applicants as a result of attending community events including: Muslim community gathering, RibFest, Cornwall Culture Festival, Poutine Festival, Pride Parade, Benson Centre hockey forum	<p>Shifted focus on more general recruitment due to the current low numbers of foster homes overall.</p> <ul style="list-style-type: none"> <li>- Delivered postcards to restaurants</li> <li>- Banners at sports arenas in Cornwall and SDG</li> <li>- Library session “come meet with Erin and she will answer all of your questions about fostering”</li> <li>- Increase presence on social media</li> </ul>
4. Develop an education strategy with our educational liaison to target youth who require a graduation path	<p>a. Graduation paths are developed for each student who has not graduated high school</p> <p>b. Post secondary plans are developed for those attending</p>		Angela	<p>Graduation paths using REACH meetings in partnership with the schools have been completed for every youth who has not graduated high school, with the exception of one student due to that student’s personal situation at this time.</p> <p>Post secondary plans are developed in conjunction with the education liaison and the school’s student success center</p> <p>Those students who have not graduated high school and are not currently enrolled/attending school are all involved with our educational liaison in planning for a return to school. These students are not easy to engage, so it will take continued</p>	<p>Creative graduation plans are completed for every youth who has not graduated high school, which includes but is not limited to tutoring supports, paid co-op placements, the PLAR Program etc., except for one student due to their personal situation at this time.</p> <p>Those students who have not graduated high school and are not currently enrolled or attending school continue to be offered meetings with the Education Liaison to develop a return to school/graduation plan. These students are not easy to engage, or they are more interested in going directly into the work force currently. It will take continued efforts and creativity to engage them in</p>



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				<p>efforts and creativity to work out a plan.</p>	<p>furthering their learning and developing plans on how to receive their high school diploma.</p> <p>Post-secondary plans have been created in conjunction with the Student Success Centre and our Ontario Education Championship Team to support the success of young people in their post-secondary education. These post-secondary plans include more frequent contact and creative planning from the CYFW assigned.</p>





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**Strategic Priority 4: Embrace change and innovate as we advance our mission**

**Outcomes:**

- a. Our service delivery model helps maintain continuity of relationships between our agency and children, youth and families as long as needed.
- b. As a learning organization, we offer our employees training and opportunities to enhance their skills and capacity.
- c. We provide support so our employees can maintain healthy work-life balances while also being responsive to the needs of children, youth and families.
- d. Our planning and decision-making are guided by the experiences of children, youth and families, and by qualitative and quantitative data.
- e. Our Board of Directors and senior leaders work to ensure we have the resources and capacity to fulfill our mission.

Initiatives	Actions	Measures of success	Senior Lead	Review – October 2023	Review – March 2024
1. Measure of worker changes (before and after picture)	Measure and compare the worker changes in assessment and ongoing for the periods of April 2022 – September 2022 to April 2023 –September 2023	A decrease in worker changes in the in-home stream would indicate that the structure change has achieved one of the intended outcomes	Nathalie	Given the volume increase that happened at the time the structure changes were made, we made a decision to shift our decision from a one worker role to an assessor/ongoing worker which would not decrease the worker change results.	Abandoned. We went back to the previous structure.
2. Ensure ongoing training for employees to continue to develop	Identify the number of hours of training for front line staff in onboarding and other types of	All front-line employees participated in the full	Julie	<b>Between April 1 and September 30, 2023</b> , the agency offered 11 training sessions totaling 161 hours of training.	<b>Between Oct 1, 2023 and March 31, 2024</b> , the agency offered 11 training sessions for a total of 166 hours of training.



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their skills in their new roles.	training from April 2023-March 2024	onboarding plan and skill development training from April 2023-March 2024		There were 270 participants in training sessions (some staff attended multiple training sessions), and a total of 2,064 hours of training took place during this period.	There were 700 participants (some staff took more than one session) for a total amount of 3,161 total attendance hours.
3. Support employees to maintain a healthy work/life balance while being responsive to the needs of children, youth and families.	A) Measure and compare the number of absences related to sick time for employees across the organization	Measure the number of: <ul style="list-style-type: none"> <li>- Incidental sick days</li> <li>- Short-term disability claims</li> <li>- Long-term disability claims</li> </ul> From April 2023-September 2023 and compared to same period in 2022.	Julie	<p><b><u>Sick Time</u></b></p> <p>From <b>April 1, 2023, to September 30, 2023</b>, there were 240 unique sick time entries across all staff members totaling 1,533.25 sick hours taken. These requests were made by 87 unique employees.</p> <p><b><u>Short-Term Disability Time</u></b></p> <p>From <b>April 1, 2023, to September 30, 2023</b>, there were 16 unique staff members on Short-Term Disability. Total time lost to STD absences totaled 4,366 hours.</p> <p>This represents an increase of 2,224 hours of additional time off work for our staff in the same period.</p>	<p><b><u>Sick Time:</u></b></p> <p>From <b>October 1, 2023, to February 29, 2024</b>, there were 248 unique sick time entries across all staff members totaling 1,563.50 sick hours taken. These requests were made by 93 unique employees. When this data is extrapolated to March 31, 2024, we are left with the following statistics: <b>298 sick time requests by 112 staff for a total of 1,876 hours.</b></p> <p>When compared to our data collected from April 1, 2023, to September 30, 2023, we can see the following changes in volume:</p> <p><b>58 Additional Sick Time Requests</b>  <b>25 Additional Employees Using Sick Time</b>  <b>342.75 Additional Hours of Sick Time Used</b></p>



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				<p>These 16 cases involved absences for family issues, surgeries, injuries, medical conditions, mental health concerns, and cancer diagnosis.</p> <p><b><u>Long-Term Disability Time</u></b></p> <p><b>From April 1, 2023, to September 30, 2023</b>, there were 6 unique staff members on Long-Term Disability. This includes 3 existing claims and 3 new claims. 2 claims were closed during this period. Total time lost to LTD absences totaled 2,387.00 hours.</p>	<p><b><u>Short-Term Disability Time:</u></b></p> <p><b>From October 1, 2023, to February 29, 2024</b>, there were 19 unique staff members on Short-Term Disability. Total time lost to STD absences totaled 4,582 hours. When this data is extrapolated to March 31, 2024, we are left with the following statistics: <b>5,498 hours of short-term disability time taken by 23 staff members.</b></p> <p>When compared to our data collected from April 1, 2023, to September 30, 2023, we can see the following changes in volume:</p> <p><b>3 Additional Short-Term Disability Requests</b>  <b>1,132 Additional Hours of Short-Term Disability Time Used</b></p> <p><b><u>Long-Term Disability Time:</u></b></p> <p><b>From October 1, 2023, to February 29, 2024</b>, there were 7 unique staff members on Long-Term Disability. This includes 3 existing claims and 4 new claims. 3 claims were closed during this period. Total time lost to LTD absences</p>



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	<p>B) Engage Union in discussions to develop the proposal for 4-day work week</p>	<p>B) By fall 2023 we will have a draft plan to pilot in the winter of 2024</p>		<p><b><u>Engage Union in discussions to develop the proposal for 4-day work week</u></b></p> <p>This opportunity was presented to staff in Spring 2023 with an opportunity for staff to express interest in this pilot program. To date, only one staff (non front-line) has</p>	<p>totaled 2,661.50 hours. When this data is extrapolated to March 31, 2024, we are left with the following statistics: <b>3,194 hours of long-term disability time taken by 8 employees.</b></p> <p>When compared to our data collected from April 1, 2023, to September 30, 2023, we can see the following changes in volume:</p> <p><b>2 Additional Long-Term Disability Requests</b>  <b>807 Additional Hours of Long-Term Disability Time Used</b></p> <p>No update for March 2024.</p>



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	C) Measure the number of hours of Overtime required to meet the service needs	C) Establish a baseline of OT hours submitted by staff in this period and compare it to the same period in 2022 and for further comparison for the rest of 2023-24		<p>moved to a 4-day work week through this pilot program.</p> <p>We have two other employees working reduced work-weeks. One is for educational purposes (4-day schedule) and one was not through the pilot program (3-day schedule).</p> <p><b><u>Measure the number of hours of Overtime required to meet the service needs</u></b></p> <p><b>From April 1, 2023, to September 30, 2023</b>, there were 1,037 unique overtime entries across all staff members totaling 2,350.87 overtime hours banked. These requests were made by 73 unique employees.</p> <p>This is an increase of 214 overtime requests for a total of 782.12 extra overtime hours being requested by staff members for the same six-month period. The reduction in employees making these requests seems to indicate that fewer employees are needing to work a greater number of</p>	<p><b><u>Measure the number of hours of Overtime required to meet the service needs:</u></b></p> <p><b>From October 1, 2023, to February 29, 2024</b>, there were 490 unique overtime entries across all staff members totaling 897.67 overtime hours banked. These requests were made by 68 unique employees. When this data is extrapolated to March 31, 2024, we are left with the following statistics: <b>588 overtime requests made by 82 employees for a total of 1,077 hours.</b></p> <p>When compared to our data collected from April 1, 2023 to September 30, 2023, we can see the following changes in volume:</p>



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				hours across the organization now compared to 2022.	<p>235 Fewer Overtime Requests</p> <p>3 Additional Employees Claiming Overtime</p> <p>491.75 Fewer Hours of Overtime Required</p>