

## 2022/23 BUSINESS PLAN

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### Introduction

This document represents the 2022 – 2023 Business plan for the Children's Aid Society of London & Middlesex (CASLM). It highlights the mandate, strategic priorities, key activities, and performance indicators of the organization for the upcoming year. The plan also demonstrates how the Children's Aid Society of London & Middlesex continues to improve our child protection services in the communities of London & Middlesex.

### Mandate and Key Functions/Activities

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

They are legislated to perform certain functions under the provisions of Section 35 (1) of the *Child, Youth and Family Services Act, 2017 (CYFSA)*<sup>1</sup>. The mandate of CASs, as described in this section of the *CYFSA*, includes the following functions:

- investigate allegations or evidence that children may be in need of protection;
- protect children where necessary;
- provide guidance, counselling and other services to families for protecting children or for the prevention of circumstances requiring the protection of children;
- provide care for children assigned or committed to its care under this Act;
- supervise children assigned to its supervision under this Act;
- place children for adoption under Part VIII (Adoption and Adoption Licensing); and,
- perform any other duties given to it by this or any other Act.

This legislation and the supporting regulations, directives and standards prescribe specific and detailed requirements for what services CASs must provide, how they must provide these services, including services to FNIM children and families and French language services, as well as the timelines in which these mandatory services must be provided.

Children's Aid Societies provide critical and essential services to the most vulnerable members of our society – infants, children and youth who are at risk of or are experiencing physical, sexual and/or emotional abuse, neglect or abandonment. CASs are mandated to intervene if a caregiver cannot adequately care for or provide for a child.

Children's Aid Societies protect and safeguard most children while they remain with their families in the community. This family-based support takes the form of intensive assessments and service plans,

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<sup>1</sup> Child, Youth and Family Services Act, 2017

contacts with numerous other professionals and service providers, as well as ongoing supervision of the child while he/she remains in the family home. These are complex cases in which child protection concerns have been verified and there are risks of, or actual, abuse and neglect. As such, the work must be performed by skilled, qualified child welfare staff. Serving these children in the context of the home – when it is safe to do so – is consistent with the legislative and regulatory mandate and with the policy direction of government.

## Vision, Mission, Strategic Direction

### *Our Vision*

All children and youth grow and thrive in their families, cultures, and communities.

### *Our Mission*

We work collaboratively with families and communities to promote the safe and healthy development of children and youth.

### *Our Strategic Direction*

[Strategy Map 2021-2025](#)

## Strategic Directions, Focus and Goals

### *Strategic Direction: Children, Youth and Families*

FOCUS	GOAL
We will partner with families to ensure that their children and youth are safe and supported within their unique cultures and communities.	<ul style="list-style-type: none"> <li>• Eliminate disparities of outcomes for Indigenous, racialized, and other marginalized children, youth and families served by CASLM.</li> <li>• Continue to reduce the number of children entering care and the duration of time in care.</li> <li>• The voice of children, youth and families will be prioritized.</li> <li>• Youth are well prepared when leaving care.</li> </ul>

### *Strategic Direction: Our Community*

FOCUS	GOAL
We will strengthen and expand cultural and community partnerships to support the safety and well-being of children, youth and families.	<ul style="list-style-type: none"> <li>• Inform and engage the community on collective opportunities to protect and prevent separation of children and youth from their families.</li> <li>• Collaborate with the community to address the social conditions that negatively impact families.</li> <li>• Ensure informed service and organizational planning through community engagement.</li> </ul>

**Strategic Direction: Our Organization**

FOCUS	GOAL
We will achieve positive service outcomes by supporting and engaging staff, care providers and volunteers.	<ul style="list-style-type: none"> <li>• Support the well-being of staff, volunteers and care providers.</li> <li>• Create a culture of equity and inclusion.</li> <li>• Staff, care providers, volunteers and Board Members reflect the diverse community we serve.</li> <li>• Preserve long-term financial sustainability through the effective stewardship of available funds.</li> </ul>

**Performance Measurement**

Children’s Aid Societies understand the importance of measuring performance and outcomes for children and their families.

CASLM monitors its performance against strategic goals with the use of measurements identified in our operational plan. CASLM is in the process of updating its operational plan and measures.

Child welfare agencies, along with research partners, the OACAS, the MCCSS and other provincial stakeholders, will continue their work to develop indicators that effectively measure progress toward key outcome areas of safety, permanency and well-being. Agencies are committed to examining their results in order to achieve additional insight into sector and local agency’s strengths and where to focus continuous improvement strategies.

CASLM is required to publicly report on 5 Provincial Performance Indicators (PIs):

- Recurrence of Child Protection Concerns in a Family after an Investigation
- Recurrence of Child Protection Concerns in a Family after Ongoing Services were Provided
- Days of Care by Placement Type
- Time to Permanency
- Quality of the Caregiver-Youth Relationship

The most recent available results can be found here and are from 2017-18 which was the last year indicators were required. A revised set of indicators is being developed by the Ministry:

[London and Middlesex Performance Indicator Summary](#)