



Introduction to Strategic and Service Plans 2015 to 2018

August 11, 2016



Children, Youth and Families Thrive

Our Community

The Halton Children's Aid Society (Halton CAS) is located in the Regional Municipality of Halton, which is comprised of Burlington, Oakville, Milton and Halton Hills (Acton/Georgetown).

Halton Region is one of the fastest growing regions in Canada, with population estimated to reach 600,000 in 2016 including a child population of over 173,000.

Within Halton, the Town of Milton remains the fastest-growing community in Canada and attracts 25% of new immigrants. Milton is one of our more diverse communities and we will continue to provide outreach to diverse community groups.

We are predicting a 2% annual increase in referrals over the next three years. Although the majority of our current work is in Oakville and Burlington (53%), we are forecasting increased service demands in North Halton.



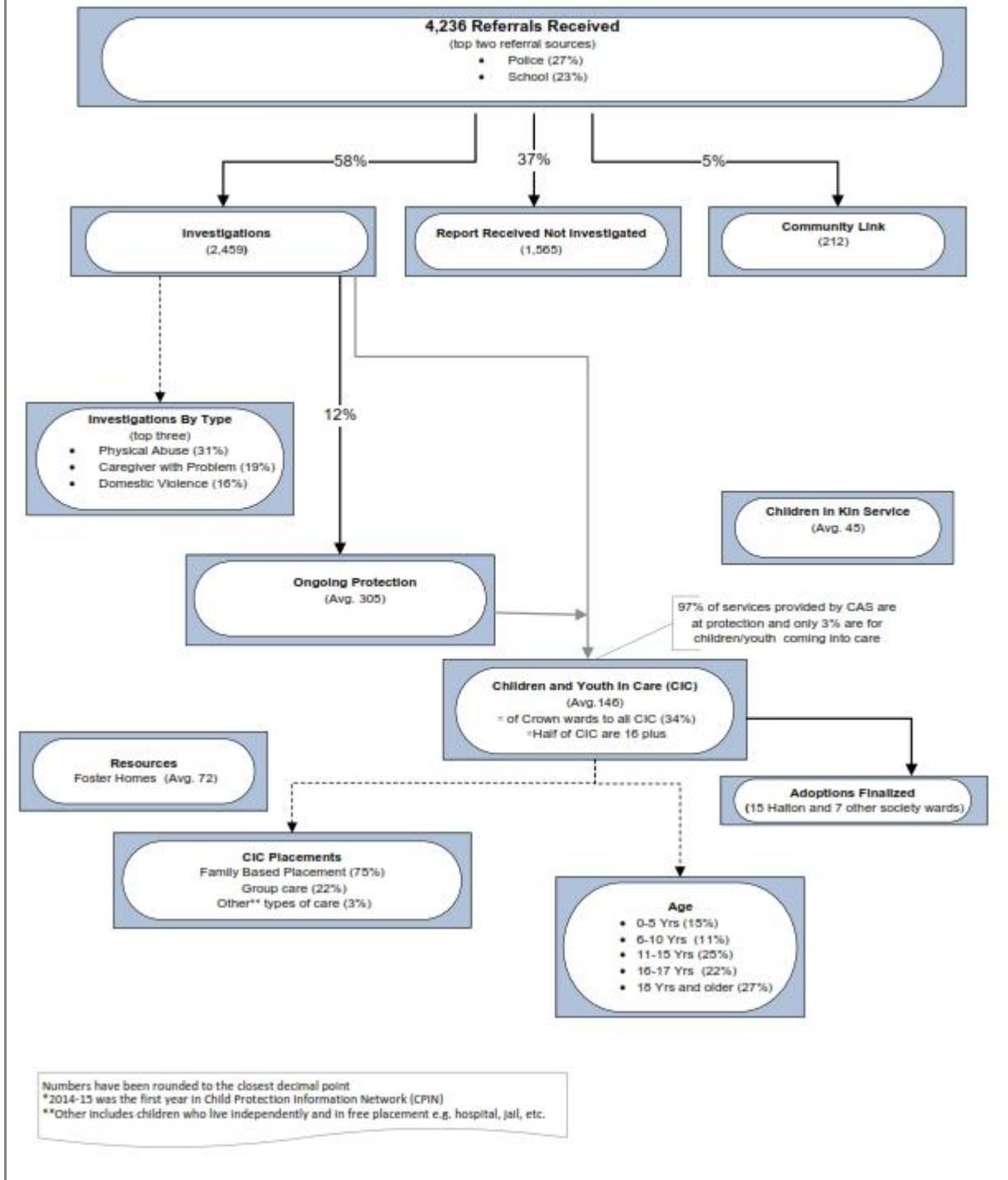
Our Society

The Halton CAS is over 100 years old, part of the provincial Child Welfare system and one of 46 Children's Aid Societies in Ontario. We are funded by the Ministry of Children and Youth Services (MCYS) and are a member of the Ontario Association of Children's Aid Societies (OACAS). The Children's Aid Foundation of Halton raises funds to provide additional services that enhance the lives of the children and youth we serve such as educational support, camp and recreational programs and youth transitioning to adulthood.

The CAS serves Burlington, Halton Hills, Milton and Oakville. We have developed a strong community-based service delivery model with 91% of our community protection staff working in 38 community placements such as schools, hubs of service, police services and counselling agencies across the Region. Such a model allows us to intervene early and work with our partners to help children, youth and families. It is not only the right thing to do, but it is also cost-effective as expenses are shared amongst the community partners.



Service Flow at Halton Children's Aid Society 2014-15*

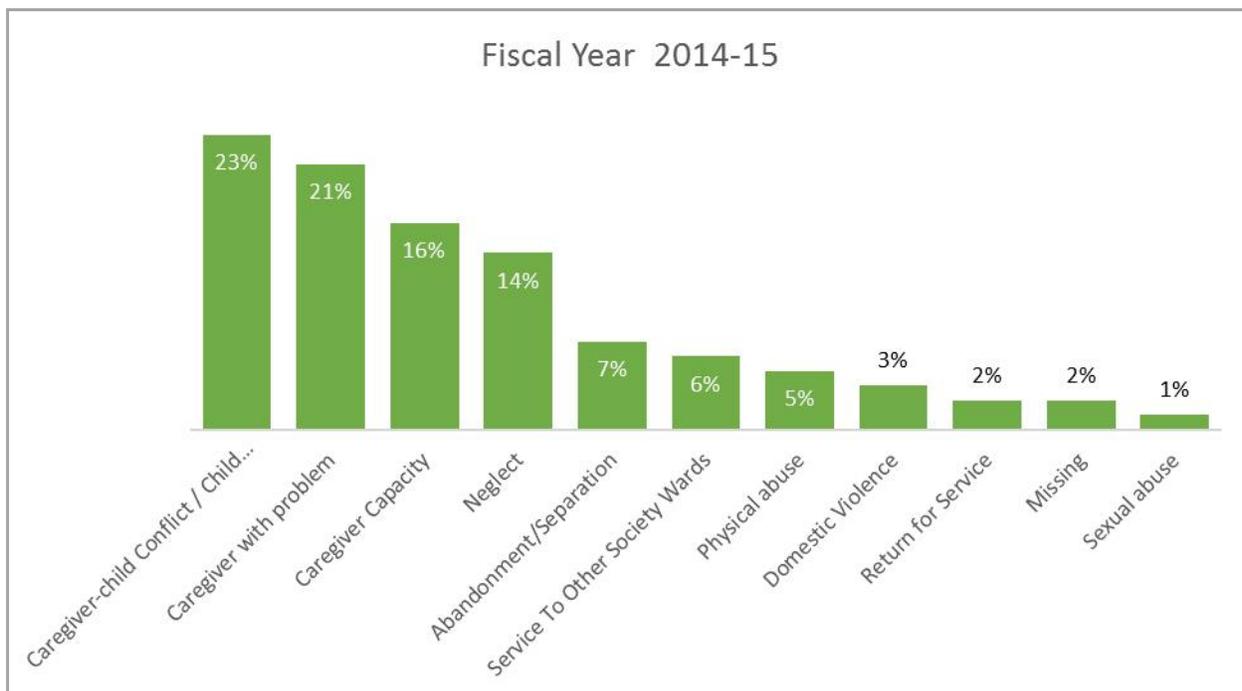


In addition to Child Welfare services, we support youth 16 to 24 who are homeless, or at risk of becoming homeless, through Bridging the Gap. We also provide support and oversight to the Our Kids Network (OKN), a Halton-wide partnership of organizations and agencies. OKNs mission is to promote healthy development, security and safety of all children, youth and families through collective action.

During fiscal year 2014/2015, 5,482 children and youth received assistance from the Halton CAS.

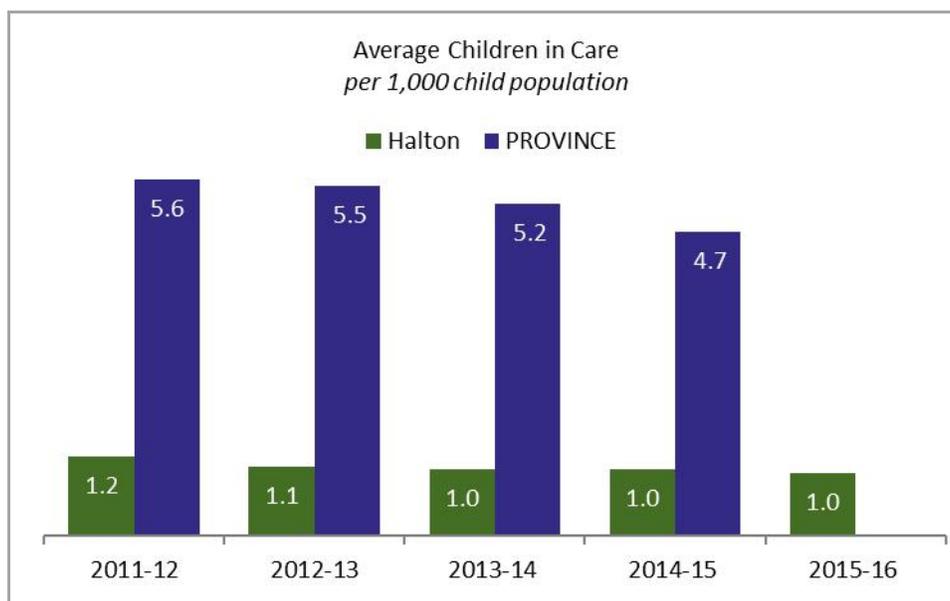


The top three reasons children and youth came into care were (i) caregiver-child conflict/child behaviour, (ii) caregiver with problem and (iii) caregiver capacity. Combined, these three are approximately 60% of the reasons for admission to care.



Our goal is permanency for all children and youth and permanency begins at home. If they are not safe in their home, we engage their families and support systems to keep them in familiar environments where they have established relationships. We only bring children and youth into care when there are no other options available. Once in care, if returning home is not an option, we look at permanency arrangements such as adoption, guardianship, customary care and kinship.

Even with the volume growth in investigation and ongoing protection in the past five years, there has been a significant decrease (18%) in the average number of children in care. We anticipate this pattern will continue going forward. The Society's average number of children in care per 1,000 is significantly lower than the province.

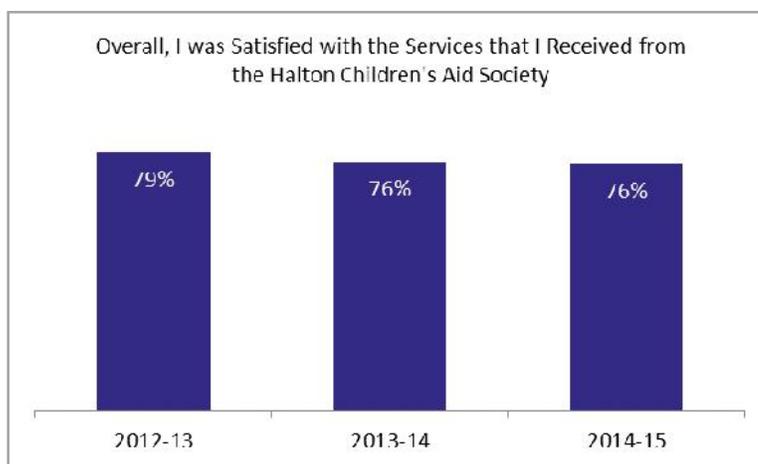


Client Feedback

The Halton CAS has been collecting feedback since 2012. We seek feedback via mail surveys for every case closed at investigation and ongoing protection.

The survey results show clients appear to be largely satisfied with the service they received from the Halton CAS. In 2013-14 and 2014-15 an overall satisfaction rate was 76%.

We analyze these results to look for trends with the intent of improving services. Our goal is to increase satisfaction by 5% each year.



The Halton CAS has also conducted surveys with our community partners in the past few years. Survey results show our stakeholders appear to be satisfied (68%) and uncertain (26%) with our service. We are in the planning phase to do more targeted stakeholder feedback surveys starting with resource parents in 2016/17.

Our Future

The Halton CAS recently completed a detailed strategic planning process. The Strategic and Service Plans define our highest level priorities enabling us to align our efforts to achieve even greater levels of success for children, youth, families and community partners.

The Board of Directors' Strategic Planning and Quality Assurance Committee assumed the lead and engaged a consulting firm to facilitate the process. We sought input from approximately 125 stakeholders including consumers, youth in care, resource parents, community partners, staff and board members. We received feedback through interviews, focus groups and surveys.

We are proud of what our efforts have achieved and of the five overarching goals that will drive service delivery ensuring children, youth and families thrive.

1. Improve Safety, Permanency and Well-Being
2. Grow and Strengthen Strategic Partnerships
3. Engage and Support our Workforce
4. Align Internal Systems to Support Service Delivery
5. Optimize Funding

The Halton CAS Strategic and Service Plans will guide our performance in key areas with measures tied to our objectives including provincial Performance Indicators.

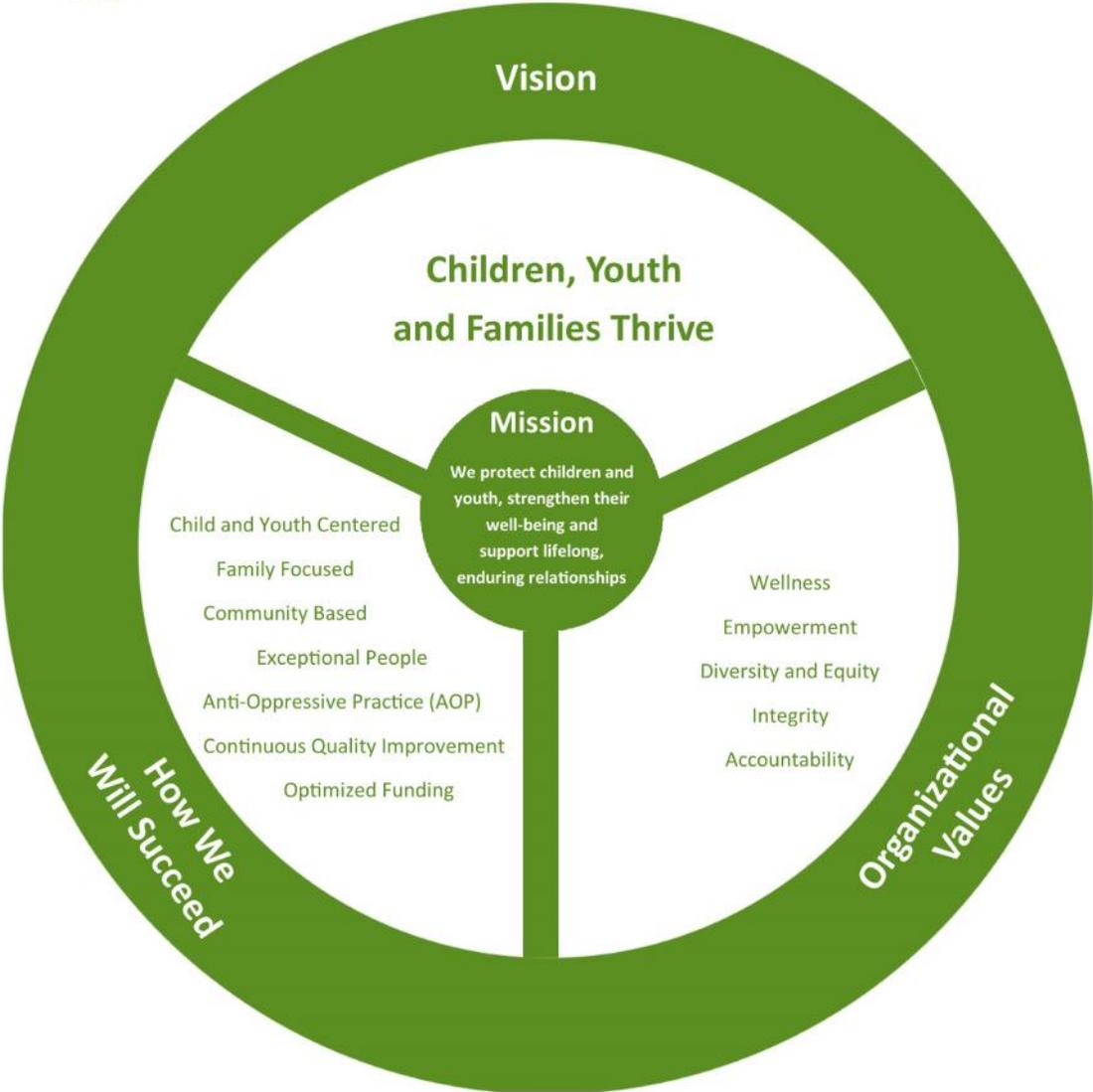
We are committed to evaluating our progress, which will be reported to the Board of Directors bi-annually and updated annually on our website.

The Halton CAS Aspirational Compass provides a visual expression of our Vision, Mission and Organizational Values and demonstrates how we will succeed.





Aspirational Compass



Children, Youth and Families Thrive



The OACAS recently announced a Call to Action representing a significant turning point for Child Welfare in Ontario. The Call to Action contains eight broad Priority Areas for collective change toward an improved and culturally-responsive Child Welfare sector in Ontario. These Priority Areas will:

- address service delivery issues;
- build human resources competence;
- optimize the structure of the system;
- enhance governance;
- fully implement a provincial information system;
- enhance data collection and public reporting;
- act on recommendations from the Truth and Reconciliation Commission; and
- develop services that are culturally appropriate.

The Strategic and Service Plans (2015 to 2018) positions the Society to champion the Call to Action and provides a roadmap for success. We remain committed to continuous quality improvement to achieve best outcomes for children, youth and families.

