



# Children's Aid Society of Toronto

Strategic Plan  
2023-2025




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# Introducing the 2023-25 Strategic Plan



Welcome to the Children's Aid Society of Toronto's (CAST's) 2023-25 Strategic Plan.

With our Agency's 2018-2023 Strategic Plan coming to an end in parallel to the ongoing search for the next permanent CEO, the CAST Board of Directors has made the decision to adopt the existing plan's three Strategic Pillars and further refine the Key Performance Indicators (KPIs) to complement those pillars.

The renewed 2023-2025 Strategic Plan was co-developed by the CAST Board of Directors, Executive Team and Strategic Leadership Team and will be in operation for 18-24 months.

# The Three Strategic Pillars

The Strategic Pillars from the 2018–2023 Strategic Plan will be adopted and maintained for the 2023–2025 plan. The three pillars are:

1

## Strengthen Client-Centred Services and Supports

Provide client-centred services and supports that incorporate the voices of children and youth and enable children, youth and families to achieve good outcomes.

2

## Work Collaboratively

Develop strategic partnerships with families, community agencies and government at the governance, management, and Service levels to support integrated and seamless Service delivery.

3

## Champion Equity, Diversity and Inclusion\*

Pursue a culture of Equity, Diversity and Inclusion to eliminate disparity and disproportionality in Service outcomes.

\* Previously Diversity, Equity and Inclusion

# Key Performance Indicators

While our Agency will carry forward the 2018-2023 Strategic Pillars for the renewed 2023-25 Strategic Plan, the existing Key Performance Indicators (KPIs) have been further refined based on the following considerations:

- Each KPI may be related to more than one Strategic Pillar allowing work to have a broader impact while eliminating siloed interventions.
- KPIs will each have a goal, measurement, lead, and measurement reporting frequency.
- KPIs will consider the broad identities of children and youth in care, including but not limited to, race, religion, gender identity and ability.
- KPIs will be designed to proactively address historical Service barriers and gaps.
- New KPIs will be developed to ensure children and youth are supported from the moment they enter care.
- Given the poor outcomes of youth growing up in care, KPIs will have a focus on supporting children/youth transitioning from care with particular attention paid to education, finances and healthcare.

*"Children and youth leaving care are more likely to experience a range of negative outcomes, such as homelessness, mental health concerns, unemployment, lack of education, and involvement in the justice system."*

Ministry of Children, Community and Social Services

## Key Performance Indicators (KPIs)

### KPI-1

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Improve educational outcomes for children and youth in care to support graduation rates.

#### MEASURE

All school aged children/youth will have an educational plan within 60 days of admission in care.

#### REPORTING LEAD

Service Lead and Information Management

#### TARGET

100%

#### REPORTING FREQUENCY

Quarterly

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Strengthen Client-Centred Services and Supports



Champion Equity, Diversity and Inclusion \*

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*"Every time a youth moves, they lose four to six months of academic progress and then struggle to make up the loss over time."*

Canadian Child Welfare Research Portal

## Key Performance Indicators (KPIs)

### KPI-2

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Youth to have timely access to financial entitlements to ensure they have the financial supports to prepare for independence.

#### MEASURE

All youth exiting care to be provided financial entitlement details at the time they leave care.

#### REPORTING LEAD

Finance Lead and Service Lead

#### TARGET

100%

#### REPORTING FREQUENCY

Quarterly



Strengthen Client-Centred Services and Supports

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*“For every 1,000 youth in Canadian foster care, only eight go on to graduate with a post-secondary education. One of the largest barriers to entry for children in foster care is the financial burden that comes along with post-secondary education.”*

Ontario Undergraduate Student Alliance

## Key Performance Indicators (KPIs)

### KPI-3

Children and youth to have access to health services in the community to meet physical, emotional and mental health needs.

#### MEASURE

Children and youth leaving care will be connected to Health Services at time of discharge.

#### REPORTING LEAD

Health Services, Service Leads and Information Management

#### TARGET

100%

#### REPORTING FREQUENCY

Quarterly



Strengthen Client-Centred Services and Supports



Champion Equity, Diversity and Inclusion \*



Work Collaboratively

Access to adequate health services continues to be a barrier to marginalized children and youth.



## Key Performance Indicators (KPIs)

### KPI-4

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Children and youth leaving care will have access to their identification.

#### MEASURE A

CAST will develop a strategy so children and youth leaving care will be provided their identification.

#### MEASURE B

Children and youth will be provided their identification at the time of discharge.

#### REPORTING LEAD

Service Leads and Information Management

#### TARGET

100% for applicable children/youth

#### REPORTING FREQUENCY

Quarterly (post-Digital Wallet launch)



Strengthen Client-Centred Services and Supports

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It is imperative that youth who leave care have all of their identification in order, which will help prevent unnecessary challenges in their independence.

## Key Performance Indicators (KPIs)

### KPI-5

Targeted partnerships to address Service/resource gaps and issues.

#### MEASURE

Intentional partnerships that will promote discussion and co-training for agencies that have consistently high referral rates. (e.g. Toronto Police Services, hospitals, Toronto District School Board).

#### REPORTING LEAD

Manager Strategic Partnerships

#### TARGET

3 new partnerships by March 2025

#### REPORTING FREQUENCY

Quarterly



Strengthen Client-Centred Services and Supports



Champion Equity, Diversity and Inclusion \*



Work Collaboratively

CAST will ensure its partnerships are intentional and that Service volumes, outcomes, risk aversion and impacts are all measured and communicated.

## Key Performance Indicators (KPIs)

### KPI-6

Extend Equity Dashboard to be available to staff and used to inform Service delivery.

#### MEASURE

Equity Dashboard to include equity informed indicators including race, gender identity, ability, and religion.

#### REPORTING LEAD

Information Management and EDI

#### TARGET

Equity Dashboard to be launched in March 2024.

#### REPORTING FREQUENCY

Quarterly



Strengthen Client-Centred Services and Supports



Champion Equity, Diversity and Inclusion \*



Work Collaboratively

These equity informed indicators will provide a better understanding of who the Agency is serving and inform better Service delivery.

## Key Performance Indicators (KPIs)

### KPI-7

## Priority and Permanency of Kinship placement.

### MEASURE A

Kinship placement will be used more than foster care placement.

### REPORTING LEAD

Service Directors and Information Management

### TARGET

Determine baseline; then increase year-over-year

### REPORTING FREQUENCY

Quarterly

### MEASURE B

Permanency for children will be obtained within the legislative requirement.

- 1 year permanency children < 2 years of age
- 2 years permanency children/youth >2 years of age



Strengthen Client-Centred Services and Supports



Champion Equity, Diversity and Inclusion \*




Work Collaboratively

*"Kin Caregivers provide higher levels of permanency and children experience less re-entry into foster care when living with kin. Relatives are more likely to provide a permanent home through guardianship, custody or adoption."*

Journal: Trauma, Violence and Abuse

# Next Steps



Looking ahead, the CAST Executive Team and Strategic Leadership Team will be working closely with the Board of Directors to monitor and report back on the results of the updated Strategic Plan. Stay tuned for more information and updates.

Should you have any questions related to the Strategic Plan, strategic pillars and/or KPIs, please reach out to [communications@torontocas.ca](mailto:communications@torontocas.ca).