

CHILDREN'S AID SOCIETY OF TORONTO

Response to Recommendations Arising from Brandon's Story

Recommendations	Work that has been completed	Actions/next steps planned
<p>1. The Children's Aid Society of Toronto should direct staff to comply with regulatory requirements, Standards 1, 3 and 5 of the Ontario Child Protection Standards, and its own policy regarding timely commencement and completion of investigations and safety assessments.</p>	<p>The Toronto Society launched a Quality Improvement Plan (QIP) dashboard in May 2021 to track compliance across several key indicators in real time and maintain historical compliance reports to be used for accountability tracking and performance management purposes. This dashboard is accessible to workers, supervisors, and directors/executive team. It is an expectation that staff and supervisors view the dashboard on a regular/ongoing basis and that directors maintain oversight for their respective departments. Directors follow up with supervisors on a case-by-case basis when areas of non-compliance are noted.</p> <p>Prior to the launch of the dashboard (between March 2019-May 2021), supervisors were provided with quarterly compliance reports to assist them in tracking their staff's compliance across key indicators/Standards.</p> <p>Compliance across standards/QIP indicators has been set as a performance expectation for all protection workers and supervisors and is included in their performance appraisals.</p> <p>The Executive Team reports quarterly to the Toronto Society's Board of Directors on QIP outcomes. QIP performance is reviewed regularly at the Quality and Outcomes Sub Committee of the Board.</p>	<p>The Toronto Society launched an online policy platform (Navex) in 2021. All policies that contain information pertaining to Standards 1, 3 and 5 will be reviewed to ensure they are current in the online system (begin September 2022).</p> <p>A plan and timeline will be developed to send the Standards/policies to staff/supervisors with an expectation that they review and confirm that they have been reviewed. The plan will be to send one Standard per month, beginning in January 2023.</p> <p>In addition to reviewing Standards/policies online, it will be an expectation that supervisors review Standards at team meetings, (one per month, beginning in January 2023), as demonstrated through the item being on their team meeting agenda and reflected in minutes which are posted and accessible to branch directors.</p> <p>To ensure that staff and supervisors understand the Standards, the associated practice notes, and what is expected of them, subject matter experts will be engaged to develop questions and discussion prompts to be used at team meetings in conjunction with the review of the Standard.</p> <p>The Toronto Society is launching Peer Learning Sessions for new supervisors (supervisors promoted January 2020 or later). The role of the</p>

	<p>In addition to the dashboard, Directors receive quarterly compliance reports for their respective departments and follow-up with supervisors regarding any areas of concern.</p> <p>New supervisor orientation sessions have been developed and launched in June 2022. The Intake/Investigation module cover Standard #5 in detail.</p> <p>In January 2017, the Ontario Association of Children’s Aid Societies (OACAS) launched the Child Welfare Pathways to Authorization Series. In the Child Welfare Pathways to Authorization Field Guide, it states “For staff re-entering the field after some absence: Any absence from the field of greater than 5 years will require Refresher courses. A Prior Learning Assessment will be used to determine areas where the staff member may be exempt from Refresher training (this includes existing staff who are exempt in 2017).”</p> <p>The Toronto Society adheres to this directive, and also expects supervisors to assess the worker’s ability to perform their job as it relates to their role, offering additional training, if necessary.</p> <p>The Toronto Society has also implemented a practice whereby any child protection worker who is away from service for more than two years will complete the Society’s Clinical Framework and Equity training upon their return to practice.</p>	<p>supervisor in overseeing/managing compliance with Standards will be integrated into the content that is discussed during these groups. Peer learning sessions will be launched in October 2022 and run once monthly for a period of nine months then repeat as new supervisors are hired.</p> <p>The Toronto Society will continue to pull compliance statistics on a quarterly basis to demonstrate progress and outcomes. Reports are provided to Directors for follow-up with supervisors.</p> <p>The Ombudsman report will be discussed at an upcoming Service Directors meeting (fall 2022) so that Directors are aware that a case review was conducted and know the key findings/recommendations.</p> <p>A review of current historical compliance data will be conducted to assess progress over time.</p>
<p>2. The Children’s Aid Society of Toronto should direct staff to comply with Standard 7 of the Ontario Child Protection Standards regarding assessment of referrals</p>	<p>The Toronto Society adheres to the OACAS’s regulation whereby staff who are entering/returning to protection roles after a period of absence (5 years or longer) are required</p>	<p>The Toronto Society launched an online policy platform (Navex) in 2021. All policies that contain information pertaining to Standard 7 will be reviewed to ensure they are current in the</p>

received during ongoing case management.

to complete new worker authorization or refresher training so that they are well-equipped to manage protection cases and their knowledge of Standards is current.

The Toronto Society adheres to this directive, and also expects supervisors to assess the worker's ability to perform their job as it relates to their role, offering additional training, if necessary.

In situations where a referral received during ongoing service results in a new investigation, service teams utilize the tools referenced below to assist in the management and tracking of compliance with investigation Standards.

The Toronto Society launched a Quality Improvement Plan (QIP) dashboard in May 2021 to track compliance across several key indicators in real time and maintain historical compliance reports to be used for accountability tracking and performance management purposes. This dashboard is accessible to workers, supervisors, and directors/executive team. It is an expectation that staff and supervisors view the dashboard on a regular/ongoing basis and that directors maintain oversight for their respective departments. Directors follow up with supervisors on a case-by-case basis when areas of non-compliance are noted.

Prior to the launch of the dashboard (between March 2019-May 2021), supervisors were provided with quarterly compliance reports to assist them in tracking their staff's compliance across key indicators/Standards.

online system (begin September 2022).

A plan and timeline will be developed to send the Standards/policies to staff/supervisors with an expectation that they review and confirm that they have reviewed. The plan will be to send one Standard per month, beginning in January 2023.

In addition to reviewing Standards/policies online, it will be an expectation that supervisors review Standards at team meetings, (one per month, beginning in January 2023), as demonstrated through the item being on their team meeting agenda and reflected in minutes which are posted and accessible to branch directors.

To ensure that staff and supervisors understand the Standard, the associated practice notes, and what is expected of them, subject matter experts will be engaged to develop questions and discussion prompts to be used at team meetings in conjunction with the review of the Standard.

The Toronto Society is launching Peer Learning Groups for new supervisors (supervisors promoted January 2020 or later). The role of the supervisor in overseeing/managing compliance with Standards will be integrated into the content that is discussed during these groups. Peer learning sessions will be launched in October 2022 and run once monthly for a period of nine months then repeat as new supervisors are hired.

The Toronto Society will continue to pull compliance statistics on a quarterly basis to

	<p>Compliance across standards/QIP indicators has been set as a performance expectation for all protection workers and supervisors and is included in their performance appraisals.</p> <p>The Executive Team reports quarterly to the Toronto Society's Board of Directors on QIP outcomes. QIP performance is reviewed regularly at the Quality and Outcomes Sub Committee of the Board.</p> <p>In addition to the dashboard, Directors receive quarterly compliance reports for their respective departments and follow-up with supervisors regarding any areas of concern.</p>	<p>demonstrate progress and outcomes. Reports are provided to Directors for follow-up with supervisors.</p>
<p>3. The Children's Aid Society of Toronto should direct staff to comply with Standard 2 of the Ontario Child Protection Standards regarding interviewing family members in private.</p>	<p>New supervisor orientation sessions have been developed and were launched in June 2022. The Intake/Investigation module covers Standard #2 in detail.</p> <p>The Toronto Society adheres to the OACAS's regulation whereby staff who are entering/returning to protection roles after a period of absence (5 years or longer) are required to complete new worker authorization or refresher training so that they are well-equipped to manage protection cases and their knowledge of Standards is current.</p> <p>The Toronto Society adheres to this directive, and also expects supervisors to assess the worker's ability to perform their job as it relates to their role, offering additional training, if necessary.</p>	<p>The Toronto Society launched an online policy platform (Navex) in 2021. All policies containing information pertaining to Standard 2 will be reviewed to ensure they are current in the online system (begin September 2022).</p> <p>A plan and timeline will be developed to send the Standards/policies to staff/supervisors with an expectation that they review and confirm that they have reviewed. The plan will be to send one Standard per month, beginning in January 2023.</p> <p>In addition to reviewing Standards/policies online, it will be an expectation that supervisors review Standards at team meetings, (one per month, beginning in January 2023), as demonstrated through the item being on their team meeting agenda and reflected in minutes which are posted and accessible to branch directors.</p>

		<p>To ensure that staff and supervisors understand the Standard, the associated practice notes, and what is expected of them, subject matter experts will be engaged to develop questions and discussion prompts to be used at team meetings in conjunction with the review of the Standard.</p> <p>The Toronto Society is launching Peer Learning Groups for new supervisors (supervisors promoted January 2020 or later). The role of the supervisor in overseeing/managing compliance with Standards will be integrated into the content that is discussed during these groups. Peer learning sessions will be launched in October 2022 and run once monthly for a period of nine months then repeat as new supervisors are hired.</p> <p>During investigations, workers will include strategies/considerations for how they plan to engage the child(ren) using a trauma-informed lens in their investigation plan contact log. At ongoing services, considerations will be documented in a supervision contact log. This practice will be discussed with teams in conjunction with their review of the investigation Standards.</p>
<p>4. The Children’s Aid Society of Toronto should direct staff to consider interviewing family members, particularly children, in settings outside the home if it would allow for privacy and encourage more open communication.</p>	<p>Child-Centered Practice training is being developed/launched. This training will be mandatory for all service staff and supervisors and will focus on centering the child’s voice and Katelynn’s Principle.</p>	<p>Consideration of interviewing family members, particularly children, in settings outside of the home will be discussed as part of the six-week case review (for ongoing cases) and during supervisor consultations (for investigation cases). Considerations discussed and rationale for decisions will be documented in a supervision contact log. This practice will be discussed with teams in</p>

		<p>conjunction with their review of investigation and ongoing service Standards.</p> <p>The case worker and supervisor will make appropriate decisions to ensure adequate privacy for children/youth during the interview process. This should be done in consideration of the age of the children, nature of the allegations, and availability of private space to conduct the interview.</p> <p>In situations where the service team believes it would be beneficial to interview a child in an out of home setting, but barriers exist (for example, parental consent), the team will consider utilizing anti-Black Racism or Indigenous consultations, case conferencing, and Signs of Safety mappings to develop strategies to reduce these barriers. Consideration of these strategies will be clearly documented in contact logs in the ongoing or investigation case.</p> <p>The Toronto Society launched an online policy platform (Navex) in 2021. Policies pertaining to the expectation that all family members are interviewed, and all children interviewed/seen during ongoing service, will be reviewed to ensure they are current in the online system (begin September 2022).</p> <p>A plan and timeline will be developed to send the Standards/policies to staff/supervisors with an expectation that they review and confirm that they have reviewed. The plan will be to send one Standard per month, beginning in January 2023.</p>
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<p>5. The Children’s Aid Society of Toronto should direct staff to comply with Standard 7 of the Ontario Child Protection Standards, requiring workers to meet with children in private and promote adoption of strategies and alternative approaches to encourage children to communicate with workers in private.</p>	<p>Child-Centered Practice training is being developed/launched. This training will be mandatory for all service staff and supervisors and will focus on centering the child’s voice and Katelynn’s Principle.</p>	<p>The Toronto Society launched an online policy platform (Navex) in 2021. All policies that contain information pertaining to Standard 7 will be reviewed to ensure they are current in the online system (begin September 2022).</p> <p>A plan and timeline will be developed to send the Standards/policies to staff/supervisors with an expectation that they review and confirm that they have reviewed. Plan will be to send</p>

		<p>one Standard per month, beginning in January 2023.</p> <p>In addition to reviewing Standards/policies online, it will be an expectation that supervisors review policies at team meetings, (one per month beginning in January 2023), as demonstrated through the item being on their team meeting agenda and reflected in minutes which are posted and accessible to branch directors.</p> <p>To ensure that staff and supervisors understand the Standard, the associated practice notes, and what is expected of them, subject matter experts will be engaged to develop questions and discussion prompts to be used at team meetings in conjunction with the review of the Standard.</p> <p>The Toronto Society is launching Peer Learning Groups for new supervisors (supervisors promoted January 2020 or later). The role of the supervisor in overseeing/managing compliance with Standards will be integrated into the content that is discussed during these groups. Peer learning sessions will be launched in October 2022 and run once monthly for a period of nine months then repeat as new supervisors are hired.</p> <p>Consultation with the Information Management team will take place (September-December 2022) to develop a strategy for accessing data re: private interviews with children/youth during investigation and ongoing services as an added level of transparency and accountability measure.</p>
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<p>6. The Children’s Aid Society of Toronto should train staff in methods and strategies for interviewing children that encourage co-operation and reduce resistance.</p>	<p>Child-Centered Practice training is being developed/launched. This training will be mandatory for all service staff and supervisors and will focus on centering the child’s voice and Katelynn’s Principle.</p> <p>New protection workers and workers returning to/entering protection roles after a period of absence (5 or more years) are required to attend Child Welfare Worker Authorization or refresher training. Strategies for interviewing children is covered in this training.</p>	<p>During investigations, workers will include strategies/considerations for how they plan to engage the child(ren), using a trauma-informed lens, in their investigation plan contact log. At ongoing services, considerations will be documented in a supervision contact log. This practice will be discussed with teams in conjunction with their review of the investigation Standards.</p> <p>Where barriers exist, workers shall seek guidance/consultation from a supervisor or others (e.g. ABR or Indigenous Practice Lead) with the goal of developing strategies to engage the child/youth, and document these strategies in a contact log. Consultations should not be used to seek reinforcement for the rationale to not interview children and departures from interviews with children/youth should only be used in exceptional circumstances, grounded in clear clinical rationale.</p>
<p>7. The Children’s Aid Society of Toronto should direct staff to plan and strategize for situations when a child is reluctant to participate in an interview during an investigation, and document in detail their attempts to meet privately with children and the strategies employed.</p>	<p>Child-Centered Practice training is being developed/launched. This training will be mandatory for all service staff and supervisors and will focus on centering the child’s voice and Katelynn’s Principle.</p> <p>The Toronto Society launched trauma-informed practice training in September 2021. This training is mandatory for all service staff and supervisors. Training includes the following learning objectives:</p> <ol style="list-style-type: none"> 1. Explain and identify types of trauma 2. Create linkage to Signs of Safety in Trauma Informed Practice and engage clients with holistic conversations 	<p>During investigations, workers will include strategies/considerations for how they plan to engage the child(ren), using a trauma-informed lens, in their investigation plan contact log. At ongoing services, considerations will be documented in a supervision contact log. This practice will be discussed with teams in conjunction with their review of the investigation Standards.</p> <p>Contact logs will clearly identify attempts to meet with children privately, strategies that were employed, and future strategies that will be explored if private interviews are unsuccessful.</p>

	<p>3. Demonstrate knowledge and skills in serving clients who have experienced trauma using a Trauma Informed Practice approach</p> <p>4. Develop competencies in cultural safety and cultural humility</p> <p>As of August 22, 2022, 69% of service staff and 68% of service supervisors have completed the training.</p>	<p>Where barriers exist, workers shall seek guidance/consultation from a supervisor or others (e.g. Anti-Black Racism lead or Indigenous Practice Lead) with the goal of developing strategies to engage the child/youth using a trauma-informed lens and document these strategies in a contact log.</p>
<p>8. The Children’s Aid Society of Toronto should ensure that, during ongoing child protection proceedings, the courts are informed if private visits with a child have not taken place and the reasons for this omission.</p>	<p>The Toronto Society established a Legal/Services Committee in 2020 that looks at issues that involve the intersection of legal and clinical service. One of the items the group is examining is the use of early and ongoing case consultations between service staff and legal to identify areas of worry and develop strategies to address in a proactive way.</p>	<p>Case-by-case consultations will need to take place between workers and supervisors to determine at what point an absence of private visits or other Standards that are not being met poses a worry that would prompt the service team to raise this with their lawyer.</p> <p>A plan will be developed to inform service staff of the expectation that they inform legal counsel if private visits have not taken place on a case that is before the court, and/or if other Standards have not been met that impact child safety, and the reasons for this.</p> <p>The Toronto Society legal team will discuss this item at an upcoming all-counsel meeting (September-October 2022) to come up with a plan for how they will convey this information to the court.</p>
<p>9. The Children’s Aid Society of Toronto should direct staff to comply with Standard 7 of the Ontario Child Protection Standards regarding the timing, completion, review and revision of service plans, as well as requirements for including specific goals, objectives and activities, references to those responsible and timeframes for completion.</p>	<p>The Toronto Society launched a Director-led “cohort review analysis” process in July 2022. This process involves directors doing a deep dive into cases to review a specific aspect of service.</p> <p>Compliance/timely completion of service plans is incorporated as an objective in service staff and supervisor performance appraisals. Supervisors and/or Directors will follow-up with a</p>	<p>A clinical learning session will be developed and presented to service staff and supervisors that focuses on the development of service plans. This expectation falls on both the worker who is developing the plan in collaboration with the family and the supervisor who is approving it.</p> <p>The learning session will focus on creating objectives/activities using Specific, Measurable,</p>

	<p>performance management plan as needed.</p>	<p>Achievable, Relevant and Time-Bound (SMART) principles, centering the voice of the child and the family’s identity, updating activities as they are completed in accordance with the family’s progress and adding to the plan as new areas of need emerge (to occur at a minimum, when the Service Plan is due or at the point of a new investigation/verification of new concerns). Methods for engaging the family in the planning process and providing them with details of the plan will also be discussed to promote greater transparency and accountability. Target date for the learning session is Spring 2023.</p> <p>There is still work to be done in the timely completion of service plans as per Standard 7. This will be monitored using the QIP dashboard and will be included in quarterly reporting for director oversight and follow-up.</p> <p>Consideration will be given to adding this item to the Director cohort review analysis in 2023.</p> <p>A review of current historical compliance data will be conducted to assess progress over time.</p>
<p>10. The Children’s Aid Society of Toronto should specifically direct supervisors to review service plans to ensure that they are complete and consistent with the requirements of Standard 7.</p>	<p>The Toronto Society launched a Director-led “cohort review analysis” process in July 2022. This process involves directors doing a deep dive into cases to review a specific aspect of service.</p> <p>Compliance/timely completion of service plans is incorporated as an objective in service staff and supervisor performance appraisals. Supervisors and/or Directors will follow-up with a performance management plan as needed.</p>	<p>A clinical learning session will be developed and presented to service staff and supervisors that focuses on the development of service plans. This expectation falls on both the worker who is developing the plan in collaboration with the family and the supervisor who is approving it.</p> <p>The learning session will focus on creating objectives/activities using Specific, Measurable, Achievable, Relevant and Time-Bound (SMART) principles, centering the voice of the child</p>

		<p>and the family's identity, updating activities as they are completed in accordance with the family's progress and adding to the plan as new areas of need emerge (to occur at a minimum, when the Service Plan is due or at the point of a new investigation/verification of new concerns). Methods for engaging the family in the planning process and providing them with details of the plan will also be discussed to promote greater transparency and accountability. Target date for the learning session is Spring 2023.</p> <p>There is still work to be done in the timely completion of service plans as per Standard 7. This will be monitored using the QIP dashboard and will be included in quarterly reporting for director oversight and follow-up.</p> <p>Consideration will be given to adding this item to the Director cohort review analysis in 2023.</p> <p>A review of current historical compliance data will be conducted to assess progress over time.</p>
<p>11. The Children's Aid Society of Toronto should direct staff to comply with Standards 6 and 7 of the Ontario Child Protection Standards in conducting timely monthly and transfer visits with families.</p>	<p>There is currently a Director group that is working on developing practice guidelines for transfer visits. Timeline for this work to be complete is December 2022.</p> <p>The Toronto Society launched a Quality Improvement Plan (QIP) dashboard in May 2021 to track compliance across several key indicators, (including monthly visits), in real time and maintain historical compliance reports to be used for accountability tracking and performance management purposes. This dashboard is accessible to workers, supervisors, and directors/executive team. It is</p>	<p>The Toronto Society launched an online policy platform (Navex) in 2021. All policies that contain information pertaining to Standards 6 & 7 will be reviewed to ensure they are current in the online system (begin September 2022).</p> <p>A plan and timeline will be developed to send the Standards/policies to staff/supervisors with an expectation that they review and confirm that they have reviewed. Plan will be to send one Standard per month, beginning in January 2023.</p>

	<p>an expectation that staff and supervisors view the dashboard on a regular/ongoing basis and that directors maintain oversight for their respective departments. Directors follow up with supervisors on a case-by-case basis when areas of non-compliance are noted.</p> <p>Prior to the launch of the dashboard (between March 2019-May 2021), supervisors were provided with quarterly compliance reports to assist them in tracking their staff's compliance across key indicators/Standards.</p> <p>Compliance across standards/QIP indicators has been set as a performance expectation for all protection workers and supervisors and is included in their performance appraisals.</p> <p>The Executive Team reports quarterly to the Toronto Society's Board of Directors on QIP outcomes. QIP performance is reviewed regularly at the Quality and Outcomes Sub Committee of the Board.</p> <p>In addition to the dashboard, Directors receive quarterly compliance reports for their respective departments and follow-up with supervisors regarding any areas of concern.</p>	<p>In addition to reviewing Standards/policies online, it will be an expectation that supervisors review policies at team meetings (one per month, beginning January 2023), as demonstrated through the item being on their team meeting agenda and reflected in minutes which are posted and accessible to branch directors.</p> <p>To ensure that staff and supervisors understand the Standard, the associated practice notes, and what is expected of them, subject matter experts will be engaged to develop questions and discussion prompts to be used at team meetings in conjunction with the review of the Standard.</p> <p>The Toronto Society is launching Peer Learning Groups for new supervisors (supervisors promoted January 2020 or later). The role of the supervisor in overseeing/managing compliance with Standards will be integrated into the content that is discussed during these groups. Peer learning sessions will be launched in October 2022 and run once monthly for a period of nine months then repeat as new supervisors are hired.</p> <p>The Toronto Society will continue to pull compliance statistics on a quarterly basis to demonstrate progress and outcomes. Reports are provided to Directors for follow-up with supervisors.</p> <p>Consultation with the Information Management team will take place (September-December 2022) to determine what enhancements can be made to the dashboard and/or what reports can be accessed</p>
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		<p>to track compliance re: timely completion of transfer visits.</p> <p>A review of current historical compliance data will be conducted to assess progress over time.</p>
<p>12. The Children’s Aid Society of Toronto should direct staff to:</p> <ul style="list-style-type: none"> • Make timely requests for and grant timely approvals of departures from standards prior to the time the standard must be met, rather than retroactively; • Justify all departures based on the best interests of the child, in accordance with the Ontario Child Protection Standards; and • Prepare proper and timely documentation of departure requests and approvals, including fulsome and clear reasons justifying departures based on the best interests of the child, plans for meeting the standard at a later date, and identification of the safety factors in place to mitigate any relevant risks of harm to the child when departing from the standard. 		<p>The Standard for Approved Departures will be reviewed with service supervisors during a management meeting to take place in the fall of 2022.</p> <p>Consultation with the Information Management team will take place (September-December 2022) to determine what enhancements can be made to the dashboard and/or what reports can be accessed to better track departures and incorporate these statistics into quarterly reporting.</p> <p>A clinical learning session will be developed for service staff and supervisors to review the Standard pertaining to Approved Departures. The session will cover timing of departures, what constitutes a clinical departure, and what needs to be covered in an Approved Departure contact log (clinical reason based on best interests of the child, plan to meet the Standard at a later date, identification of safety factors in place to mitigate any risk or harm to the child). Target date for this session is Spring 2023.</p>
<p>13. The Children’s Aid Society of Toronto should implement a policy requiring supervisors to consult with and obtain approval from a director before a second consecutive departure is granted from the requirements to interview a child during an investigation, conduct a monthly family</p>		<p>Consultation with the Information Management team will take place (September-December 2022) to determine what enhancements can be made to the QIP dashboard to more accurately track departures, including the frequency and types.</p>

<p>visit, or meet with a child in private.</p>		<p>Consultation with the Information Management team will take place (September-December 2022) to determine what systems can be developed to identify: children who have not been seen for more than 30 days, in-home monthly visits that have not occurred for more than 30 days, and children who were not interviewed privately during an investigation for reporting and follow-up by Directors.</p> <p>Consultation with Service Directors will be sought to discuss what role they can play to increase oversight and accountability with their supervisors in their approval of Departures.</p>
<p>14. The Children’s Aid Society for Toronto should remind supervisors of the importance of complying with Standard 7 of the Ontario Child Protection Standards regarding the timing of supervision sessions.</p>	<p>The Toronto Society launched a Quality Improvement Plan (QIP) dashboard in May 2021 to track compliance across several key indicators, (including six-week supervision reviews), in real time and maintain historical compliance reports to be used for accountability tracking and performance management purposes. This dashboard is accessible to workers, supervisors, and directors/executive team. It is an expectation that staff and supervisors view the dashboard on a regular/ongoing basis and that directors maintain oversight for their respective departments. Directors follow up with supervisors on a case-by-case basis when areas of non-compliance are noted.</p> <p>Prior to the launch of the dashboard (between March 2019-May 2021), supervisors were provided with quarterly compliance reports to assist them in tracking their staff’s compliance across key indicators/Standards.</p>	<p>The Toronto Society launched an online policy platform (Navex) in 2021. All policies that contain information pertaining to the timing of Supervision requirements will be reviewed to ensure they are current in the online system (begin September 2022).</p> <p>A plan and timeline will be developed to send the Standards/policies to staff/supervisors with an expectation that they review and confirm that they have reviewed. Plan will be to send one Standard per month, beginning in January 2023.</p> <p>In addition to reviewing Standards/policies online, it will be an expectation that supervisors review policies at team meetings, (one per month, beginning in January 2023), as demonstrated through the item being on their team meeting agenda and reflected in minutes which are posted and accessible to branch directors.</p>

	<p>Compliance across standards/QIP indicators has been set as a performance expectation for all protection workers and supervisors and is included in their performance appraisals.</p> <p>The Executive Team reports quarterly to the Toronto Society's Board of Directors on QIP outcomes. QIP performance is reviewed regularly at the Quality and Outcomes Sub Committee of the Board.</p>	<p>To ensure that staff and supervisors understand the Standard, the associated practice notes, and what is expected of them, subject matter experts will be engaged to develop questions and discussion prompts to be used at team meetings in conjunction with the review of the Standard.</p> <p>The Toronto Society is launching Peer Learning Groups for new supervisors (supervisors promoted January 2020 or later). The role of the supervisor in overseeing/managing compliance with Standards will be integrated into the content that is discussed during these groups. Peer learning sessions will be launched in October 2022 and run once monthly for a period of nine months then repeat as new supervisors are hired.</p> <p>The Toronto Society will continue to pull compliance statistics on a quarterly basis to demonstrate progress and outcomes. Reports are provided to Directors for follow-up with supervisors.</p> <p>A review of current historical compliance data will be conducted to assess progress over time.</p>
<p>15. The Children's Aid Society of Toronto should require supervisors to keep case notes of supervision sessions, including detailed justifications for any delayed sessions.</p>	<p>Supervisory contact logs are recorded in CPIN and are tracked on the QIP dashboard to monitor compliance regarding the 6-week supervision review requirement.</p> <p>Compliance outcomes for 6-week supervisor case reviews are included in quarterly reports that are sent to Directors for their oversight and follow-up. While the rationale for not meeting the 6-week supervision requirement is not</p>	<p>Staff, supervisors and directors will continue to review the QIP dashboard regarding the 6-week supervision requirement to ensure that reviews are occurring as per Standard.</p> <p>Director oversight and follow-up will occur when the supervision Standard is not being met.</p> <p>Performance management processes will be put into place in situations where the Standard is not being met.</p>

	<p>documented as part of the client record; these conversations take place between supervisors and directors when compliance is an issue.</p> <p>This Standard is integrated into staff and supervisor performance appraisals.</p>	<p>The Toronto Society is launching Peer Learning Groups for new supervisors (supervisors promoted January 2020 or later). The importance of the 6- week supervisor case review and other critical decision points will be integrated into the content that is discussed during these groups. Peer learning sessions will be launched in October 2022 and run once monthly for a period of nine months then repeat as new supervisors are hired.</p>
<p>16. The Children’s Aid Society of Toronto should use Brandon’s story as a training tool for supervisory staff, to reinforce the need to keep the best interests of the child central to its service provision, as well as the importance of carefully weighing the direct observations of CAS workers and other professionals in the field when assessing whether a child is at immediate risk of harm.</p>	<p>Child-Centered Practice training is being developed/launched. This training will be mandatory for all service staff and supervisors and will focus on centering the child’s voice and Katelynn’s Principle.</p>	<p>Information from this case will be used as a training tool in a variety of spaces, including existing and new training and service staff and supervisor meetings. All service staff meetings are being launched in September 2022 and will be held on a quarterly basis. Service supervisor meetings are held twice per month.</p> <p>Examples from this case will be integrated into the upcoming clinical learning session that will be focused on approved departures (target date December 2022).</p> <p>The Ombudsman report will be discussed at an upcoming Service Directors meeting so that Directors are aware that a case review was conducted and know the key findings/recommendations.</p>
<p>17. The Children’s Aid Society of Toronto should use Brandon’s story as a training tool for staff to reinforce the need to keep the best interests of the child central to its service provision.</p>	<p>Child-Centered Practice training is being developed/launched. This training will be mandatory for all service staff and supervisors and will focus on centering the child’s voice and Katelynn’s Principle.</p>	<p>Information from this case will be used as a training tool in a variety of spaces, including existing and new training and service staff and supervisor meetings. All service staff meetings are being launched in September 2022 and will be held on a quarterly basis. Service supervisor meetings are held twice per month.</p>

		<p>Examples from this case will be integrated into the upcoming clinical learning session that will be focused on approved departures (target date December 2022).</p> <p>The Ombudsman report will be discussed at an upcoming Service Directors meeting so that Directors are aware that a case review was conducted and know the key findings/recommendations.</p>
<p>18. The Children’s Aid Society of Toronto should report back to my Office in six months’ time on its progress in implementing my recommendations, and at six-month intervals thereafter until such time as I am satisfied that adequate steps have been taken to address them.</p>		<p>A tracking form will be developed to track progress/outcomes for the 17 stated recommendations. Target date for the first report back to the Ombudsman office is February 28, 2023.</p>