

Catholic  
Children's Aid Society  
of Hamilton



Société d'aide à l'enfance  
catholique  
de Hamilton



# Strategic Plan 2024 - 2027

# BRIGHTER FUTURES

## STRATEGIC PLAN 2024 - 2027



### Vision

Children and youth are safe, secure, and thriving in their families and communities.

### Mission

Guided by Catholic values and teachings, we serve and offer bilingual (English/French) services to children, youth, and families within the Hamilton community to protect their safety and well-being, strengthen families, and nurture lifelong relationships.



# OUTCOMES



Children and youth are safe, have a strong sense of well-being, and experience a range of positive life outcomes.

Children, youth, and families from Indigenous, Black, Latino, 2SLGBTQ+, and other equity-deserving communities are not overrepresented in CCASH.

The voices of children, youth, and families are listened to, valued, and acted upon.

More children are safely remaining with their families and communities.

Children and youth receive care and services that are responsive and affirming to their unique identities.

Families are provided access to the resources and supports they need to raise safe, happy, and healthy children.

Strong partnerships with community are in place which includes the Catholic community to empower and strengthen families.

Youth in care are supported and launched successfully into adulthood and independence, with lifelong connections to family and community.

Children and youth achieve permanency within their kin, kith, and community networks.

Children, youth, and families have access to the spiritual care they need.

# EXCELLENCE IN ALL WE DO



## STRATEGY #1

**Provide child-centred, trauma-informed, faith-inspired services.**

### PRIORITIES

- Integrate voices/experiences of children, youth, families, and communities into all assessment, planning, and service delivery decisions that impact them.
- Incorporate holistic needs, lived experiences, and identities of service recipients into all service provision.
- Embed trauma-informed principles, processes, programs, and tools into all interventions and services.
- Strive to ensure children, youth, and families participate in culturally affirming and identity empowering services.
- Incorporate spiritual care and faith-based resources into service delivery.
- Work with youth, community partners to co-create resources and individualized plans that support youth leaving care to live independently.

## STRATEGY #2

**Support families to strengthen capacity to provide safe, stable, nurturing environments for their children.**

### PRIORITIES

- Strive to ensure children and youth remain safely within their own family network and community first or alternative family-based environment if this is not possible.
- Connect families to services and strengthen support networks to enhance children and youth's safety and prevent need for out of home placement.
- Engage with Indigenous, Black, Latino, 2SLGBTQ+, and other equity-deserving communities to support recruitment, onboarding, retention of resource caregivers.

## STRATEGY #3

**Place equity and dignity of human person at centre of all services to children, youth, families, and communities.**

### PRIORITIES

- Dismantle agency and systemic processes, policies, and practices that contribute to inequities and marginalization of Indigenous peoples and equity-deserving communities.
- Nurture strength-based, transparent, and reciprocal relationships with Indigenous, Black, Latino, 2SLGBTQ+ and equity-deserving communities.
- Implement Calls to Action for Child Welfare from Truth and Reconciliation Commission (TRC) report; 11 Race Equity Practices from One Vision, One Voice; and CCASH Equity Audit recommendations.

## STRATEGY #4

**Partner with service providers and communities for collective impact.**

### PRIORITIES

- Work with community providers to achieve a shared vision for child and youth well-being.
- Continue to seek new community partnerships and strengthen existing relationships to meet evolving, diverse, and complex needs of children, youth, families, and communities.

# PREPARED AND RESILIENT TEAM



## STRATEGY #1

**Cultivate a culture where all staff feel connected to the CCASH vision, their work, and to one another.**

### PRIORITIES

- Foster inclusive and inspiring leadership where staff feel heard, actively engaged, appreciated, and empowered to contribute fully.
- Support staff to achieve a healthy work-life balance, optimizing their mental, emotional, spiritual, and physical well-being.
- Foster a workplace that is respectful, diverse, and inclusive, where individuals of different backgrounds, perspectives, and experiences have a strong sense of belonging.

## STRATEGY #2

**Engage, empower, and support staff to thrive.**

### PRIORITIES

- Continue to attract, retain, and support a diverse team of highly qualified, committed, and caring staff and foster families.
- Deliver personalized and meaningful work, learning, and professional development experiences for all leaders and staff.
- Provide ongoing training for child welfare professionals to equip them with the necessary skills to successfully deliver trauma-informed services.
- Explore and integrate progressive digital and technological solutions to continually advance service and operational effectiveness and efficiency.

# PUBLIC AND STAKEHOLDER CONFIDENCE



## STRATEGY #1

**Extend and strengthen outreach, advocacy, and communication.**

### PRIORITIES

- Educate, inspire, connect with, and engage the broader public, donors, and other stakeholders through regularly sharing compelling stories of impact in the lives of children, youth, families, and communities.
- Facilitate two-way, timely, and culturally appropriate communication with agency staff and foster, kin, and adoptive families, partners, broader communities, and the public.
- Contribute to local and provincial advocacy campaigns with partners, policymakers, the public, and other interested communities, to advance constructive change and support for child welfare.

## STRATEGY #2

**Practice proactive and accountable fiscal and operational management and continuous improvement.**

### PRIORITIES

- Optimize the efficient and effective distribution and management of financial and human resources in alignment with CCASH's strategic priorities.
- Continue to expand and diversify fundraising efforts to support achievement of our mission.
- Facilitate regular feedback processes to capture and act on concerns and ideas from staff, service recipients, and communities.
- Collect and utilize performance data to inform and advance decision-making, continuous improvement, risk management, and the celebration of agency progress.



'Equity Deserving Communities' refers to groups of people who historically and currently face discrimination and systemic barriers including attitudinal, social, historic and environmental barriers associated with ethnicity, age, disability, nationality, race, economic status, gender, sexual orientation. These barriers lead to disparities in access to resources, opportunities, and rights. These communities include:

- Black communities
- Racialized communities
- 2SLGBTQIA+ communities
- Women and gender minorities
- Religious / faith / ethnical communities
- People with disabilities
- Economically disadvantaged people

'Indigenous Peoples' refers to people who are First Nations (North American Indian), Métis and/or Inuk (Inuit). A person may be included in more than one of these three specific groups.