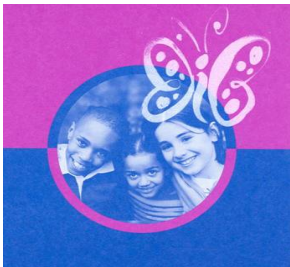




Toronto Child and Youth Advocacy Centre



Thistletown
Regional Centre
SAFE-T Program

*A Community Response to Child Abuse
Investigation, Treatment, Advocacy and
Support*



Realizing a Vision

“A long and winding road”

Purpose of Presentation

- Provide an overview of development of the Toronto CYAC to set the stage for interactive conversation
 - Recognize you come from different contexts and are at different stages of development
 - Respond to your questions to draw out what's informative and useful from Toronto's experience

Presentation Outline

- Building foundations
- CYAC development
- Some key challenges and how we responded
- Going live – putting on the finishing touches
- Concluding observations

Early Journey – a partnership; a vision; a plan; a “big stall”

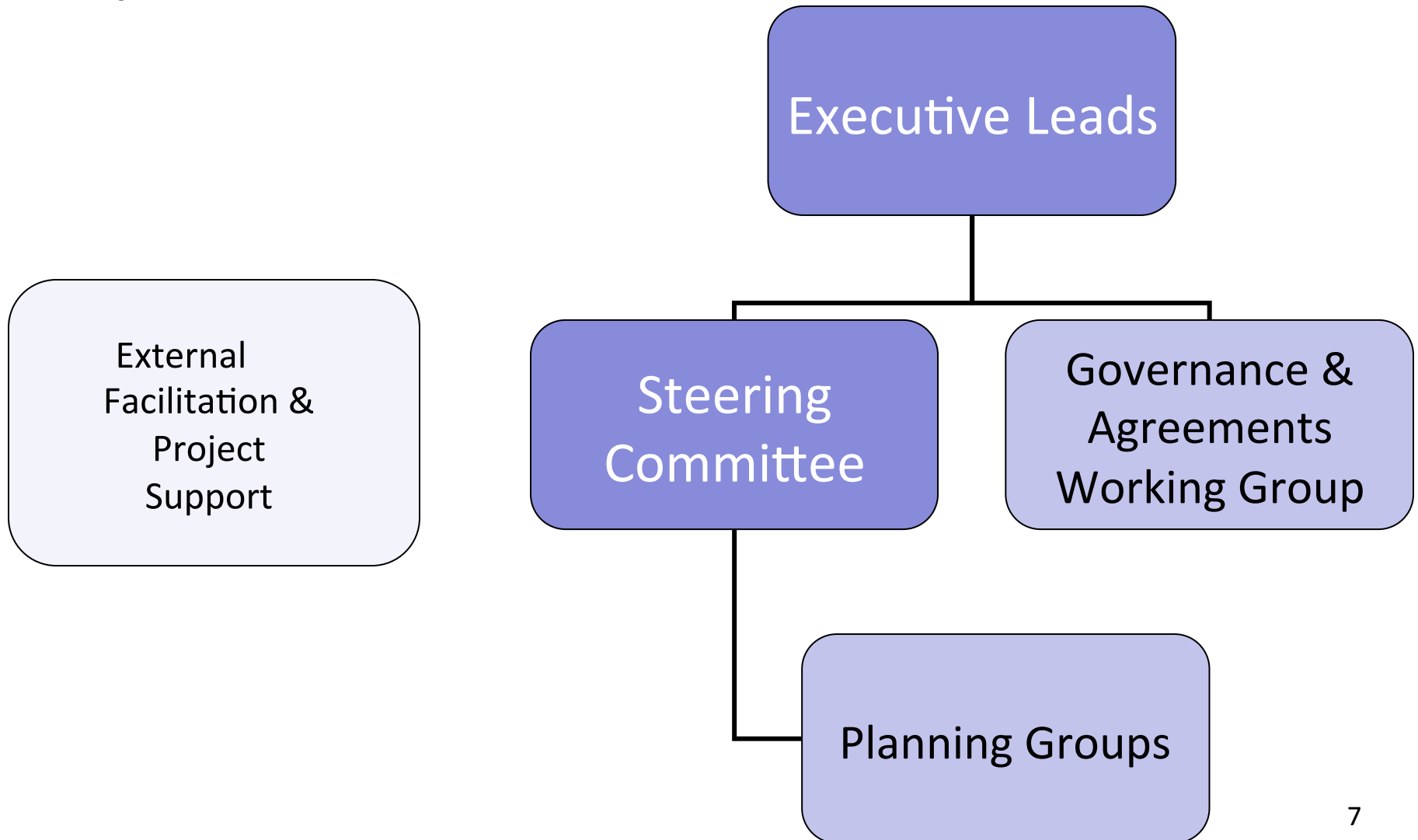
- History of collaboration
 - *Protocol for Joint Investigations of Child Physical & Sexual Abuse*
- Investigative Partnership Committee (IPC) 2005
 - Four Toronto children’s aid societies and Toronto Police Service (TPS)
 - Engagement with community partners leads to recommendation for Toronto CAC
- 2007, CAC business plan produced a preliminary model
- 2009, TPS Validation Study with IPC validates and refines organization and service model and sets out a partner plan for self-financing CAC
- Search for a site location

Re-ignition – making Toronto's CYAC a reality

- Justice Canada funding
- Re-engagement of partners around implementation in spring 2011
 - Core question: What do we need to do to make a CYAC a reality
 - KTA Inc.* involvement as external facilitators and advisors
- Key first steps
 - Realizations – great concept but not an implementable plan; new fiscal and political realities
 - Agreement on a structure to drive process
 - Repositioning relationships from IPC lead to all partners having equal voice around the table

*Toronto-based management consulting firm with governance expertise

An effective structure for planning & implementation



How decisions are made – and by who

Executive Leads Committee
•Key decision-makers in partner organization

- Provide ongoing direction to and oversight to Steering Committee
- Review/approve recommendations from the Steering Committee
- Ensure effective ongoing communication, issue management and governmental/stakeholder relations

The Executive Leads are accountable to their respective agency.

Steering Committee
•Key to operationalizing in partner organization

- Direct and support and CYAC planning and implementation activities
- Serve as a central point for resolution and escalation of issues
- Identify working groups/leads and approve terms of reference
- Review and bring forward recommendations to the Executive Leads
- Ensure that implementation stays on track and is proceeding in a timely fashion

The Steering Committee is accountable to the Executive Leads Committee and their respective agency.

A well structured, systematic and adaptable process key to success

- Evidence-informed throughout
 - CAC research on key issues: organization and governance, partnerships and relationships; leadership, management and decision-making; policies and procedures; start-up and implementation
 - Core messages:
 - Just do it ...
 - Ongoing leadership and advocacy from the top
 - Separate community-based entity works best
 - Incremental approach works, but need clear vision and core partners at the outset
 - Biggest struggle finding relevant data demonstrating CAC 'value proposition'

Development strategy

- Recast and adapt the plan – tackled tough issues; consolidated in new business plan formally signed off by all partners
 - Vision
 - Organizational and governance model
 - Management structure
 - Multi-stakeholder funding plan
- Leverage community support and government funding
 - Community on-board first – major donors
 - Provincial Government – good idea but ... show me the evidence
- Proof of concept through piloting multi-disciplinary services model – joint investigations and role of advocate
 - Demonstrated improved service and strengthened professional front-line support for services as one location
- Phased implementation approach - second best solution

Commitment to a common vision

- Broadened the vision to include children and youth and clarified role of Centre
- Agreement that the Toronto CYAC will be:
 - A Centre where under one roof children and youth who are victims of abuse receive the very best integrated, child-focused investigation, treatment, advocacy and support services possible
 - A Collective Voice to promote a community response to protecting our children
 - A Leader in promoting excellence in child abuse services, prevention, research, training, and education
- Time spend on crafting a common vision has sustained a vision driven approach throughout the process

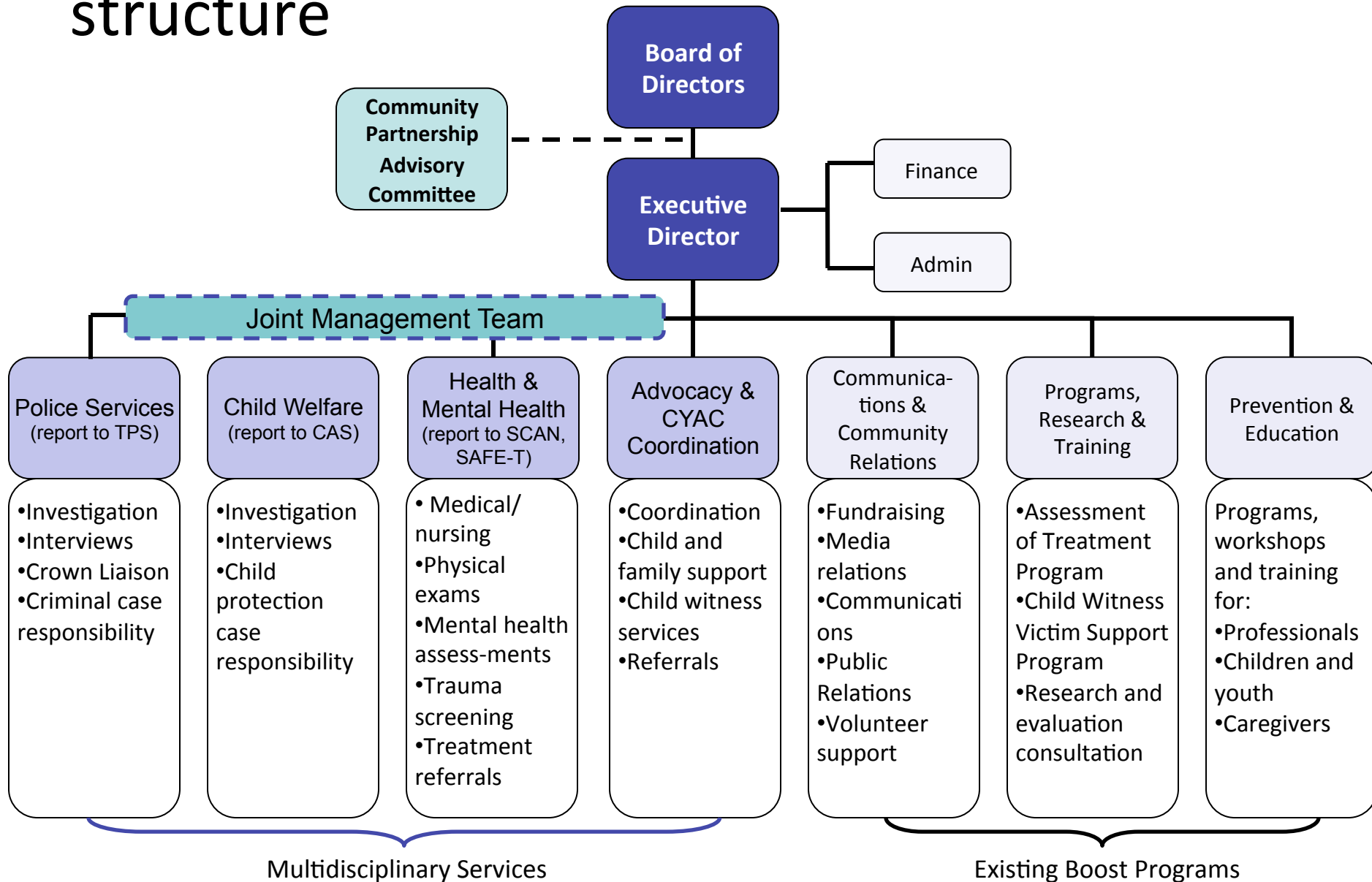
CYAC Organization and Governance – a challenging, high-risk issue

- Progressively structured conversation and process of over multiple meetings with partner agreement at each stage
 - Started with range of options to be considered: new agency, program of existing agency, reconfiguration of existing agency
 - Defined comprehensive set of assessment criteria in review of options
 - very detailed, transparent process ensuring all voice were heard and consensus on the assessment results prior to a final decision

Leveraging an existing agency: Boost Child Abuse Prevent & Intervention

- Full agreement on reconfiguration of Boost as Toronto CYAC
 - build on asset and reputation of highly regarded agency
 - incorporate multidisciplinary service as a distinct cluster of services under its own management and accountability structure;
 - realign Boost governance from community to community/partner Board – four partner positions; appoint their own representatives
 - foster leverage with government and community on funding

An innovative governance and management structure



Joint Management Team

- Comprised of senior onsite leaders from Partner Agencies and chaired by Executive Director – Boost
- Responsibilities include:
 - development of procedural norms, strategic leadership, and day-to-day direction and coordination of the delivery of the multidisciplinary child abuse services
 - problem-solving and dispute resolution between the multidisciplinary service providers
 - planning and overseeing the implementation of training for CYAC staff, collection and sharing of information and, best practice and policy development
 - participation in the evaluation of services and assessing the feasibility of new program developments
- Accountability
 - collectively to the Executive Director and Board of the CYAC; however each on-site partner is accountable to their own organization.

Community Partners Advisory Committee (formerly Executive Leads)

- Keeps organizational leaders engaged and accountable
- Committee of senior executives from agencies engaged in the creation of the Toronto CYAC to provide ongoing collaborative advice and support to the CYAC through:
 - continuing cooperation in the establishment, implementation and advancement of the CYAC as a centre of leadership in excellence in child abuse services, research, training and education
 - serving as a forum for guidance on matters related to the CYAC, including serving as a forum for the resolution of issues
 - advising and working with the CYAC Board of Directors on the future development of the CYAC
 - supporting collective actions to enhance public awareness and understanding of the needs of abused children and their families
 - advise CYAC Board on 3-year review
- Will meet at least twice yearly with the CYAC Board

Closing the deal

- Remaining task is to translate partner policy agreement into legally binding agreements to enable CYAC to begin operations June 2013
- *Governance and Agreements Working Group* with support of facilitator and legal advisors responsible for development of agreements
 - Service partner executive leads sit on working group
- Concluding two agreements
 - Cooperation Agreement among all the service partners
 - Service agreements between CYAC and individual partner service providers

Cooperation Agreement

- Purpose is to establish a formal agreement among the partners providing services at the CYAC
- Scope of agreement:
 - Services and obligations
 - Governance and management including Board, JMT and CPAC responsibilities
 - Term and termination of agreement
 - Information, disclosure and confidentiality (Record Keeping and Disclosure Protocol)
 - Communications (Communications Protocol)
 - Dispute resolution, including continuation of services in case of disputes
 - Indemnification and remedies
 - Amendment

Service Agreements

- Linked to Cooperation Agreement but is intended to address specific service relationship with individual service partners
 - Allows changes in service specifics without opening up Cooperation Agreement
- Scope of agreement
 - Detailed description of services and service obligations
 - Management and accountability
 - Performance standards
 - Costs and expenses
 - Compliance with laws, policies and protocols
 - Intellectual property
 - Insurance and indemnification
 - Dispute resolution

New chapter dawning

- Toronto CYAC to open June 2013
 - Secured phase 1 funding
 - Renovations underway
 - Service teams and leaders identified and joint training underway
 - Developing evaluation and data collection framework

Final personal thoughts

- What has mattered most
 - Staying focused on the vision and end goal – CYAC is a better way!
 - Passion and commitment up and down the line – genuine excitement from being part of something new
 - Recognizing and hearing all voices
 - Community support and leadership
 - Sustained leadership involvement - facing up to the tough issues in open and respectful way
 - Good process
 - Continually nurturing the partnership at all levels – staying on top of issues and rapid problem-solving
 - Persistence and adaptability – staying positive and being solution focused
 - External facilitation and support when needed