Agency Service Management Plan
2015-16 / 2016-17

Family & Children's Services of Guelph and Wellington County

STRATEGIC DIRECTIONS	2015-2017 PRIORITIES
Prevention and Early Help	Signs of Safety Kinship Family Finding
Leadership for Change	Leadership Development
Service Excellence Through Organizational Effectiveness	Child Protection Information Network Data-Informed Decision Making Communications

VISION

Guelph-Wellington is a supportive community where children and youth are safe, secure and nurtured in permanent loving families.

MISSION

We work together with children, youth, their families and the community for the safety and well-being of children and youth.

WE VALUE

- The right of children and youth to be safe and secure
- The diversity of families
- Positive Space that is inclusive
- Professional practice that begins with a strength-based approach
- An open and transparent organization
- Innovation and creativity
- Social justice and the importance of advocacy
- Working together to create positive change in our community

SERVICE PRINCIPLES

Successful child protection is:

➢ **Safe children**
  o It is our responsibility to keep children safe when their families are unable to.

➢ **Supportive Relationships**
  o We build respectful relationships with families, children and community partners.

➢ **Strong Advocacy**
  o We advocate effectively so that families and children get the help they need

➢ **Involved Families**
  o Families are experts about themselves. They must be involved in planning for their children.

➢ **Planning for Permanency**
  o Children need a lifelong commitment from adults so they can feel secure about who they are and who loves them.

➢ **Supportive Communities**
  o Community comes in all shapes and sizes. Being surrounded by a strong, healthy community helps families take care of their children.

➢ **Respect and Honour**
  o People are not treated equally in our society. We are committed to working in ways that lessen the impact of oppression. Our legal power to keep children safe can be very intimidating. We must use our child protection power in ways that respect families and children.

1.   PREVENTION AND EARLY HELP

Priority Areas	Outcomes Include relevance to PIs and CPIN	Activities	Measurement of Success (where appropriate, identify methods of measurement, baseline, target, and lead)	2015/2016 Q4 Review
SIGNS OF SAFETY (SOS)	Families, children and youth will receive the best child protection services that we can deliver by having all staff and community partners trained and using Signs of Safety.	• Train remaining staff in Signs of Safety working towards full implementation by 2017 • Management Steering Committee to lead implementation • Deepen and sharpen practice of all supervisors to lead SOS implementation on their team (team consultations, peer consultation, implementation consultation, practice, practice, practice!) • Deepen and sharpen SOS practice of all workers in their work with families and children (with supervisor, build group supervision, building SOS Practice Leads expertise) • Build a long term Evaluation Plan that connects SOS with Performance Indicators	• Supervisors report increased confidence in leading their team SOS practice (Casey Foundation Report) • Workers feel increased confidence in their SOS practice (Internal Evaluation) • Obtain a baseline for families feelings about the responsiveness by our agency to the need of their families (Casey Foundation Report) • Caregivers, Children, and their networks report having increased clarity on what it will take to keep kids safe in to the future (Casey Foundation Report) • Long term measurement plan will be developed for Outcomes that line up with relevant Provincial Performance Indicators (ie. Re-openings)	• Training is complete for service staff and a plan is in place for ongoing training. • A Signs of Safety Management Steering Committee and also a Staff Leadership Committee have been established which meets monthly • Supervisors have attended advanced training in Toronto • The agency has hosted a mini gathering where good work has been presented and workers shared and learned from each other • Several staff/supervisors attended the International Gathering in Minnesota • Evaluation (internal evaluation and Casey Family Foundation research) involving Staff, Supervisors and Families has been completed. Evaluation will be ongoing each year with Signs of Safety being incorporated into a full scale Quality Assurance Review process that aligns both our provincial standards, performance indicators and Signs of Safety in 2017/18 • We have developed an internal training team • Attempting to find and support family networks is happening on many files with the continued aim of becoming a standing part of the work we do with all ongoing files

1. PREVENTION AND EARLY HELP

Priority Areas	Outcomes Include relevance to PIs and CPIN	Activities	Measurement of Success (where appropriate, identify methods of measurement, baseline, target, and lead)	2015/2016 Q4 Review
KINSHIP SERVICE	Children and youth living with Kin Families will experience quality care and permanency so that they can succeed in life.	Develop a coordinated approach to Kinship services that will include: • Feedback from staff regarding current kinship service practice and suggested improvements • Surveys of kinship families to identify satisfaction with supports and services • Collection of baseline data • Development of a plan for kinship service delivery that addresses recommendations from consultations with staff and management and the Baldwin inquiry and incorporates learning from the data review • Implementation of plan or pilot project • Development of Evaluation Plan	• The agency expects to see an increase in the satisfaction rate reported by kinship families as a result of changes made in this program • Earlier permanency is achieved for children in kinship service • Fewer placement changes occur for children in kinship service	• Decisions have been made about where the responsibility for Kinship Service will sit and positions have been moved to accommodate doing Kinship Assessments • An Access Coordinator position was created and filled effective April 2016. This position will move forward on developing a coordinated approach to Kinship Service practice as outlined in 'Activities' • Permanency Support (Family Finding) staff have received SAFE Homestudy training.
FAMILY FINDING	All service staff will use Family Finding principles and approaches to find, engage and sustain networks to support children and youth in achieving earlier permanency.	• The two Family Finders will train and coach service staff so that all service staff are using family finding in their work • Family Finding training will be offered to those service staff not yet trained • Informal learning events will occur to share what is working and to discuss and problem-solve challenges	• Surveys indicate that Family Finding approaches have been used in all cases of new admissions to care • All teams have accessed Family Finding staff for help and support on cases • Data collected on cases where Family Finding is used show increased connections, networks and permanency • With Family Finding being utilized by all Service Staff there will be an increased level of family networks at the front end for all children and youth served by the agency	• In February Kevin Campbell came to Guelph to provide additional training on Family Finding for all service staff. • A researcher from Harvard completed a report in March 2016 on the implementation of Family Finding in the organization • Data has been collected on cases where Family Finding is used show increased connections, networks and permanency • The Permanency Project longitudinal research (Laurier) continues and is in its 3rd year. This research is exploring the outcomes for children and youth where family finding was used.

2. LEADERSHIP FOR CHANGE

Priority Areas	Outcomes Include relevance to PIs and CPIN	Activities	Measurement of Success (where appropriate, identify methods of measurement, baseline, target, and lead)	2015/2016 Q4 Review
LEADERSHIP DEVELOPMENT	The best outcomes for those families, children and youth served by the agency will be provided by having a well-trained and supported leadership team working with staff. By creating a leadership culture where talent is promoted and valued the agency will benefit in the near and far future.	**Leadership Training** • Supervisors will be asked to identify themselves for Schulich training	A minimum of 8 supervisors will complete the Schulich Training within the next two years	• Six supervisors have attended training at the Schulich School of Business in the past fiscal year.
		• Senior managers will be asked to identify themselves for Rotman training	One Director will participate in the Rotman program over the next year	• One Director participated in the Rotman School of Management program in the past fiscal year.
		• A training plan with a focus on leadership will be developed as part of our training calendars • High potential employees at all levels of the organization will be identified as future leaders	At least 3 opportunities will be developed and offered for staff to participate in workshops/webinars/in-service opportunities that focus on leadership based on feedback from Management group	• All available supervisors attended a two day conference with Eileen Munro – the conference focused on leadership and organizational alignment necessary to implement Signs of Safety • Several supervisors went to the International Signs of Safety Gathering in Minnesota • The Management team has been focusing on growing leadership skills in various ways including group discussion and reflection on various leadership articles and best practice on at monthly management meetings
		Performance Reviews • A new performance review model will be developed and implemented for all staff	A new approach to performance reviews will be piloted for management staff that will highlight leadership behaviours along with specific tasks and duties of supervisors All managers will receive a performance appraisal during year one of this plan All non-management staff will receive a performance appraisal over the next two years; 50% in year one and 50% in year two	• All Performance Appraisals in Corporate Services and Human Resources were completed in 2015/16. • There has been an improvement in the number of completed annual performance appraisals but more work needs to be done to increase this number. • The Service Management team has spent some time reviewing the performance appraisal process, trying to move from a "tick box" activity to a meaningful process about growth and development of everyone that works in the Service Department. This has resulted in some experimentation with different performance appraisal processes resulting in positive feedback from staff and management. • We have framed the performance appraisal process in the context of building a culture of performance, leadership and continuous learning

3. SERVICE EXCELLENCE THROUGH ORGANIZATIONAL EFFECTIVENESS

Priority Areas	Outcomes Include relevance to PIs and CPIN	Activities	Measurement of Success (where appropriate, identify methods of measurement, baseline, target, and lead)	2015/2016 Q4 Review

CHILD PROTECTION INFORMATION NETWORK (CPIN)	By developing a comprehensive plan for the implementation of CPIN our staff will be supported and prepared for a new and comprehensive data collection system and organizational changes required will be completed.	• A CPIN Implementation Committee will be established in the spring of 2015
		• An Implementation Plan will be developed by the committee using the best practices used by CAS's who have implemented to date
			• Committee is formed Q1 of first year
			• Environmental scan completed through visits to those agencies using CPIN, collecting information available from those agencies (Q3 of first year)
			• Implementation plan will be developed in Q4 and will include target dates for the following:
			  - Data clean up
			  - Finance data readiness/changes
			  - Training Plan
			  - Identify business processes that will change
			  - Technology needs list/ready
			• Implementation plan will include resources needed for implementation
				• A CPIN Committee has been established.
				• Data clean-up work continues.
				• Development of an implementation plan was put on hold since our date for implementation of CPIN has been deferred.

DATA INFORMED DECISION-MAKING	Decisions that are made to improve outcomes for children, youth and families will be informed by data collected internally in the community and provincially.	• To identify and make available data that is collected internally, locally, and provincially • Supporting staff throughout the organization to access, analyse, and make decisions using this data	• A portal is created on the agency intranet (CASi) where all staff are able to access internal, local, and provincial data • Staff are trained on the use of data in decision-making • Staff are using data to inform their decision-making • Agency continues to expand its use of "Practice and Research Together"	• The portal on the agency intranet (CASi) has been created and reports are broadly available. • More work needs to be done on staff engagement and training staff • A Data Informed Decision-Making plan has been developed and reviewed by Senior Management • This project was put on hold during Q4 of F15-16 because of competing priorities of key management staff but will resume in F16-17.

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COMMUNICATIONS	The collaborative work done in the provision of services to children, youth, and families will be enhanced by improved communication with the broader community and community partners.	**Communication of Agency Services** • A communication committee will be formed to coordinate the "outside" communication needs of the Agency. These areas will include: performance indicators, fund development, volunteer and foster family/adoptive family recruitment and the executive director's office	• Annual agency-wide communications workplans will be developed and implemented • Participation in the OACAS Provincial Communications Network will be improved • Key messages will be identified • A plan will be developed and implemented for informing staff of communication priorities and key messages	• An active Communications Committee has been formed with a Terms of Reference and the Committee meets monthly. • Discussion continues at meetings around workplans and key messages. • A member of the Communications Committee regularly participates in OACAS Provincial Communications Group meetings. • A page has been created on the agency Intranet to inform staff of communications priorities and key messages; work on this will continue over the coming year.
		Community Involvement • Opportunities will be provided for managers to represent the Agency on community committees and initiatives that support our work on early help and permanency	Management Staff who represent the agency on community committees will report back at All Management meetings on issues that affect the work of our agency	• A list detailing who sits on community committees has been developed and is being maintained. • Reports from individuals serving on community committees have been scheduled into the Service Management meeting calendar