



STRATEGIC DIRECTIONS	OBJECTIVES
<b>Prevention and Early Help</b>	<ul style="list-style-type: none"> <li>• Increase effective programs and services that support prevention and early help.</li> <li>• Expand our advocacy to increase resources for prevention and early help</li> <li>• Broaden the scale, scope and effectiveness of our community partnerships</li> </ul>
<b>Leadership for Change</b>	<ul style="list-style-type: none"> <li>• Increase collaboration on key advocacy issues.</li> <li>• Expand awareness in the community about the importance of significant social factors that contribute to a family's ability to care for their children and youth.</li> </ul>
<b>Service Excellence Through Organizational Effectiveness</b>	<ul style="list-style-type: none"> <li>• Strengthen the culture of service excellence</li> <li>• Enhance evaluation, measurement and reporting through process and practice innovation</li> <li>• Align strategy and organizational structure to meet goals and objectives.</li> </ul>

<b>VISION</b>	Guelph-Wellington is a supportive community where children and youth are safe, secure and nurtured in permanent loving families.
<b>MISSION</b>	We work together with children, youth, their families and the community for the safety and well-being of children and youth.
<b>WE VALUE</b>	<ul style="list-style-type: none"> <li>▸ The right of children and youth to be safe and secure</li> <li>▸ The diversity of families</li> <li>▸ Positive Space that is inclusive</li> <li>▸ Professional practice that begins with a strength-based approach</li> <li>▸ An open and transparent organization</li> <li>▸ Innovation and creativity</li> <li>▸ Social justice and the importance of advocacy</li> <li>▸ Working together to create positive change in our community</li> </ul>

## SERVICE PRINCIPLES

### Successful child protection is:

- **Safe children**
  - It is our responsibility to keep children safe when their families are unable to.
- **Supportive Relationships**
  - We build respectful relationships with families, children and community partners.
- **Strong Advocacy**
  - We advocate effectively so that families and children get the help they need
- **Involved Families**
  - Families are experts about themselves. They must be involved in planning for their children.
- **Planning for Permanency**
  - Children need a lifelong commitment from adults so they can feel secure about who they are and who loves them.
- **Supportive Communities**
  - Community comes in all shapes and sizes. Being surrounded by a strong, healthy community helps families take care of their children.
- **Respect and Honour**
  - 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

Strategic Objectives/Outcomes	Priority Areas	Activities	Measurement of Success/Indicators
<p>Increase effective programs and services that support prevention and early help.</p> <p>Expand our advocacy to increase resources for prevention and early help.</p> <p>Broaden the scale, scope and effectiveness of our community partnerships.</p>	<p>Begin a movement that mobilizes all community partners and funders working with families on the key role that Adverse Childhood Experiences (ACEs) play in the outcomes for children – transfer sense of urgency from child welfare, to the whole community</p> <p>Obtain permanent funding for Parent Outreach Worker Positions</p>	<ul style="list-style-type: none"> <li>• Lead Community Conversation in understanding Adverse Childhood Experiences (ACEs)               <ul style="list-style-type: none"> <li>○ Hold a community Event introducing community to the concept of ACEs</li> <li>○ Work together with other partners in creating a “call to action” around preventing ACEs identifying each agency’s role in the effort – creating a new lens through with all partners may carry out their mandate</li> </ul> </li> <li>• Apply as a partner for a Trillium Community Impact Grant</li> <li>• Appeal to government ministries for ongoing funding for Parent outreach worker positions</li> </ul>	<p>A community event on ACEs has been held</p> <p>A community plan is in place with improved collaboration through the lens of ACEs</p> <p>We have a long term sustainable plan for funding of the Parent Outreach Worker(POW) program</p>
<p>Expand our advocacy to increase resources for prevention and early help.</p>	<p>Communications Strategy and Planning</p>	<ul style="list-style-type: none"> <li>• Development of communication strategies and work plan that will address a variety of organizational needs:               <ul style="list-style-type: none"> <li>○ to recruit foster families, adoptive families and volunteers</li> <li>○ to inform public of their duty to report child abuse</li> <li>○ to increase awareness that we are a charitable organization</li> <li>○ to dispel myths about our work</li> </ul> </li> </ul>	<p>Communications strategy and work plan is developed and implemented</p> <p>Key messages have been developed and are being utilized in agency materials, on social media, website and at events</p>

## 2. LEADERSHIP FOR CHANGE

Strategic Objectives/Outcomes	Priority Areas	Activities	Measurement of Success/Indicators
<p>Increase collaboration on key advocacy issues</p> <p>Expand awareness in the community about the importance of significant social factors that contribute to a family’s ability to care for their children and youth</p>	<p>Key leadership and active involvement in key areas that impact children and families the organization serves</p>	<ul style="list-style-type: none"> <li>• Leadership and active participation in the following:               <ul style="list-style-type: none"> <li>○ Toward Common Ground – a community planning initiative seeking to establish common planning and advocacy approaches across the community beginning with the impact of Adverse Child Events (ACES) and community forum</li> <li>○ Indigenous Community Leaders Group</li> <li>○ Housing and Homelessness initiatives – 20,000 Homes Campaign</li> <li>○ Poverty Task Force</li> <li>○ Brant Hub Development</li> <li>○ Addiction Strategy</li> <li>○ Human Trafficking</li> </ul> </li> </ul>	<p>Key Staff participate at community tables and provide leadership to initiatives when appropriate and required.</p> <p>Information is shared within the organization on intranet (CASI), at staff and team meetings</p> <p>There is active representation at all tables</p> <p>Human trafficking funding proposal has been submitted and funding has been secured for pilot project to address this issue is in place</p>

### 3. SERVICE EXCELLENCE THROUGH ORGANIZATIONAL EFFECTIVENESS

Strategic Objectives/Outcomes	Priority Areas	Activities	Measurement of Success/Indicators
<p>Strengthen the culture of Service Excellence</p> <p>Enhance evaluation, measurement and reporting through process and practice innovation</p> <p>Align strategy and organizational structure to meet goals and objectives</p>	<p>Improve support to Kin Families and the effectiveness of strong and supported networks around children and youth</p>	<ul style="list-style-type: none"> <li>• Complete a formal evaluation of kin family experiences</li> <li>• Implement qualitative and/or structural changes based on results of 2016/17 reviews and 2017/18 evaluation</li> </ul>	<p>We have completed a survey of all kin families and have rolled up the results to inform our continued change efforts with kin</p> <p>We have improved compliance with Kin Standards</p>
<p>Align strategy and organizational structure to meet goals and objectives</p>	<p>Increase the number of foster homes especially homes for teens</p>	<ul style="list-style-type: none"> <li>• Recruitment initiatives for general recruitment</li> <li>• Specific recruitment initiatives for teen homes</li> <li>• Meet with partners to come up with innovative approaches for recruitment</li> <li>• Explore the possibility of the agency joining the Homes for Kids recruitment collaboration</li> </ul>	<p>Supervisors in charge of recruitment indicate an increase in recruitment activities throughout the year</p> <p>Agency statistics indicate an increase in number of homes serving teens</p> <p>Agency statistics indicate an increase in number of homes for children of all ages</p>
<p>Strengthen the culture of service excellence</p> <p>Increase collaboration on key advocacy issues</p>	<p>Youth Engagement and Networking</p>	<ul style="list-style-type: none"> <li>• Increase the amount of networking or “family finding” work done with youth who are aging out of care</li> <li>• Increase avenues for youth to provide us with feedback</li> <li>• Explore best practices from other organizations or other training/educational opportunities for staff to deepen their understanding of how to work with youth to build their networks.</li> </ul>	<p>Supervisors report that their staff feel more competent with utilizing different network and engagement techniques with the youth that they work with.</p> <p>Youth report to their workers that they have more people who they can call to celebrate the positives in their life as well as for support during difficult times.</p> <p>Supervisors report that staff have fewer crisis situations with older youth because youth have other positive networks to pull from.</p>
<p>Align strategy and organizational structure to meet goals and objectives</p>	<p>Strategic Planning – develop/renew current strategic plan</p>	<ul style="list-style-type: none"> <li>• Working with Board of Directors: <ul style="list-style-type: none"> <li>○ Research current approaches</li> <li>○ Work with Chair and past chair of the board to develop process</li> <li>○ Review process with Governance Committee</li> <li>○ Engage a Strategic Planning consultant</li> </ul> </li> </ul>	<p>New Strategic Plan is implemented in 2018</p> <p>Stakeholders have been consulted and have informed the Strategic Plan</p>
<p>Enhance evaluation, measurement and reporting through process and practice innovation</p>	<p>Performance Management Process</p>	<ul style="list-style-type: none"> <li>• Develop integrated Performance Appraisal process and procedure with alignment to provincial child welfare leadership competencies and Signs of Safety model</li> </ul>	<p>Performance appraisal processes are aligned throughout the organization</p> <p>Implementation of new PA Process by end of 2017</p> <p>PA’s 100% complete for all employees by end of Q3 2017/18</p>
<p>Align strategy and organizational structure to meet goals and objectives</p>	<p>Succession Plan Model</p>	<ul style="list-style-type: none"> <li>• Align succession plan model with Performance Appraisal process: <ul style="list-style-type: none"> <li>○ introduce organizational development process to review, retain and build talent</li> <li>○ identify opportunities and gaps</li> <li>○ establish appropriate employee development plans</li> </ul> </li> </ul>	<p>Senior Management uses this information to inform organizational development planning in Q4</p>

### 3. SERVICE EXCELLENCE THROUGH ORGANIZATIONAL EFFECTIVENESS

Strategic Objectives/Outcomes	Priority Areas	Activities	Measurement of Success/Indicators
<p>Strengthen the culture of service excellence</p> <p>Enhance evaluation, measurement and reporting through process and practice innovation</p> <p>Align strategy and organizational structure to meet goals and objectives</p>	<p>Quality Assurance</p> <p>Increase understanding across agency of Data Informed decision making</p>	<ul style="list-style-type: none"> <li>• Further development and implementation of Data Informed Practice Work Plan including:               <ul style="list-style-type: none"> <li>○ Use of monthly, quarterly and yearly reports to look at trends</li> <li>○ critically examine which data helps inform our service outputs and outcomes</li> </ul> </li> <li>• Finalize Quality Measures process in Family Service to pilot an auditing tool that will help workers, agency and the public know when good work has been done and begin to identify from that good work, what might be contributing to improved outcomes</li> </ul>	<p>Family Service and Children Service Departments are working together to monitor and advance the use of data to inform service and agency decisions. This will include the use of QIP and Provincial PI's to assist in the evaluation of outcomes.</p> <p>The management team is using data from reports regularly to inform planning and decision making</p> <p>A Quality Measurement process is established with work plan, timelines, who is involved and desired outcomes from the process articulated</p>
<p>Align strategy and organizational structure to meet goals and objectives</p>	<p>CPIN Preparation</p>	<ul style="list-style-type: none"> <li>• CPIN Project Plan</li> </ul>	<p>A CPIN implementation project plan is in place which includes identification of staffing requirements, deadlines/milestones identified for F2018-19, solutions to facilities constraints, and total cost impact for Fiscal 2018-19</p>
<p>Strengthen the culture of service excellence</p>	<p>CPIN Preparation</p>	<ul style="list-style-type: none"> <li>• File Scanning and uploading</li> <li>• Centralizing all client records</li> <li>• Other data migration preparation</li> </ul>	<p>All hard copy Family Service files, microfiche files, and other legacy records systems have been imported to current client data base (CWIS/eForms) by end of Q3. This will be completed as a significant step to preparation for final client records data migration to CPIN.</p>
<p>Align strategy and organizational structure to meet goals and objectives</p>	<p>CPIN Preparation</p>	<ul style="list-style-type: none"> <li>• Finance and Children's Services departments will work cooperatively to develop a revised reimbursement system for Foster Parents.</li> </ul>	<p>By end of Q1 a concept will be complete</p> <p>By end of Q2 meetings with foster parents for feedback has taken place.</p> <p>By end of Q3 a change implementation plan is developed, updates to documentation (policies, procedures and handbooks) and information/training sessions for foster parents has occurred</p> <p>By end of Q4 a new reimbursement system is implemented</p>