



STRATEGIC DIRECTIONS	OBJECTIVES
Prevention and Early Help	<ul style="list-style-type: none"> • Increase effective programs and services that support prevention and early help. • Expand our advocacy to increase resources for prevention and early help • Broaden the scale, scope and effectiveness of our community partnerships
Leadership for Change	<ul style="list-style-type: none"> • Increase collaboration on key advocacy issues. • 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.
Service Excellence Through Organizational Effectiveness	<ul style="list-style-type: none"> • Strengthen the culture of service excellence • Enhance evaluation, measurement and reporting through process and practice innovation • Align strategy and organizational structure to meet goals and objectives.

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	<ul style="list-style-type: none"> ▸ 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**
 - 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 Legend: Done ● In Progress ● Not Started ●	Q4 Update
<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>	<ul style="list-style-type: none"> • Lead Community Conversation in understanding Adverse Childhood Experiences (ACEs) <ul style="list-style-type: none"> ○ Hold a community Event introducing community to the concept of ACEs ○ 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 	<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>A well-attended ACEs event was held in June 2017. Senior leaders from various public sector organizations as well as funders, government representatives, and elected officials were present to participate in the day.</p> <p>Jean Clinton (renowned expert in ACE’s) was keynote speaker with many other speakers and information was shared about the cause and impact of ACEs as well as concrete recommendations of how to reduce and treat ACEs</p> <p>The day led to significant interest by government decision makers including elected officials to find ways to support our efforts resulting in permanent funding for the Parent Outreach Workers.</p> <p>Toward Common Ground, a collaboration of community partners who provide leadership by identifying collective needs and opportunities have identified ACEs as an important area to do broader community planning. A group of interested organizations including ours and the Toward Common Ground Manager have continued to meet since the day in June to develop a Theory of Change and plan as to how our community can better address Adverse Child Experiences.</p>
	<p>Obtain permanent funding for Parent Outreach Worker Positions</p>	<ul style="list-style-type: none"> • Apply as a partner for a Trillium Community Impact Grant • Appeal to government ministries for ongoing funding for Parent outreach worker positions 	<p>We have a long term sustainable plan for funding of the Parent Outreach Worker(POW) program. ●</p>	<p>Our agency was a key architect in an advocacy campaign to increase (by \$100K) core funding to the Guelph Neighbourhood Support Coalition which serves as the architecture for agency partners and communities leaders to provide organized informal and formal supports through the Parent Outreach Worker Program. We were successful in getting this funding after a public delegation to City Council</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"> • Development of communication strategies and work plan that will address a variety of organizational needs: <ul style="list-style-type: none"> ○ to recruit foster families, adoptive families and volunteers ○ to inform public of their duty to report child abuse ○ to increase awareness that we are a charitable organization ○ to dispel myths about our work 	<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>	<p>The Communications Committee has been very active this year around communications, fund development, and public relations. Key messages have been developed and are being used regarding all of the areas identified as important.</p> <p>We have worked with CBaSE at the University of Guelph who have developed a comprehensive report on how we can improve our communications in a variety of areas. The Communications Committee will be looking at how to implement their recommendations.</p> <p>Work has been done to get Board members more engaged around fund development.</p>

2. LEADERSHIP FOR CHANGE

Strategic Objectives/Outcomes	Priority Areas	Activities	Measurement of Success/Indicators Legend: Done ● In Progress ● Not Started ●	Q4 Update
<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"> ● Leadership and active participation in the following: <ul style="list-style-type: none"> ○ 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 	<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><i>Toward Common Ground (TCG):</i> The ACES event has been held with active participation in organization and support for the event from the F&CS Executive Director (as TCG chair) and the F&CS Director of Service, Family Services.</p> <p>LHIN funding has been secured for addiction crisis beds under TCG leadership working with other community partners.</p>
		<ul style="list-style-type: none"> ○ Indigenous Community Leaders Group ○ Training for staff on the impact of residential schools ○ Partnering with Zone CASs to respond to 8 Provincial commitments made to Indigenous leaders in Ontario at a September 2017 Retreat with CAS leadership and Indigenous leadership 	<p>Indigenous partnerships are reported as feeling strong by our indigenous leaders ●</p> <p>Indigenous leaders have increased confidence that our agency is improving in our ability to serve indigenous kids and families. ●</p>	<p><i>Indigenous Leaders Community Group:</i> F&CS Executive Director and Director of Services attend and have been part of this for several years. Wellington, Waterloo and beyond have been working to address reconciliation and to find ways to support Indigenous children and families differently and to support the Indigenous community to lead the work.</p> <p>Indigenous Trauma and Resilience training was planned in Q4 but will be delivered in 18/19 Q1 - it will be provided to all staff as mandatory training as part of our response to the Truth and Reconciliation recommendations and</p>
		<ul style="list-style-type: none"> ○ Housing and Homelessness initiatives – 20,000 Homes Campaign, Wellington County Youth Homelessness Committee ○ Poverty Task Force 	<p>Measurement of homelessness for youth and families is being tracked as part of the 20,000 Homes initiative which we are involved in. Such tracking indicates an increase of homeless individuals being housed however there continue to be issues related to those individuals maintaining housing. We are participating in a new Point in Time count in April of 2018. ●</p>	<p><i>Housing and Homeless:</i> We are involved with the 20,000 homes initiative with F&CS representation on the leadership team. Work is being done to look at homelessness in the county and a committee focusing on intersectionality of identities has been formed and our agency has representation at this committee.</p>
		<ul style="list-style-type: none"> ○ Brant Hub Development 	<p>A hub in the east side of Guelph is developed. ●</p>	<p><i>Brant Hub:</i> We continue to actively support the development of a Brant Hub and are working with the Guelph Community Health Centre and Kindle to bring this project to fruition.</p>
		<ul style="list-style-type: none"> ○ Addiction Strategy 	<p>Staff feel they have a clear place to get up to date information about addictions and evidence informed approaches to supporting families and youth dealing with addictions issues. ●</p> <p>The community is confident that F&CS is supporting families in effective ways making use of community supports and services. ●</p>	<p><i>Wellington Guelph Drug Strategy:</i> F&CS Supervisor Lorrie Curtis is on this community committee and has been doing a series of Lunch and Learns for staff as well as communicating Drug Strategy initiatives, events and training to staff. We have actively participated in the Stop the Stigma Campaign for the past two years.</p>
		<ul style="list-style-type: none"> ○ Human Trafficking 	<p>Human trafficking funding proposal has been submitted and funding has been secured for pilot project to address this issue is in place. ●</p>	<p><i>Human Trafficking:</i> Our application for funding was unsuccessful. Women-in-Crisis received funding and F&CS Supervisor Leslie Pirie is on that committee to ensure the work includes a focus on children and youth. Staff have attended community training and</p>

				more training is coming up. Training has been arranged for all service staff on the issue of human trafficking for June 2018.
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3. SERVICE EXCELLENCE THROUGH ORGANIZATIONAL EFFECTIVENESS

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<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"> Complete a formal evaluation of kin family experiences Implement qualitative and/or structural changes based on results of 2016/17 reviews and 2017/18 evaluation 	<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>We have not yet completed a survey. We have spent time as a management team reflecting on the quality of our service to kin families. We know there is room for improvement to ensure families are receiving consistent high quality support. We have improved our compliance with Kin Standards. We have developed a plan for 18/19 through 19/20 to improve this through re-structuring our staffing resources and we intend to get feedback from kin families either through surveys or one on one interviews.</p> <p>We have completed a pilot of a Quality Assurance System. We plan to implement this across family services – this will get at, among many areas of service excellence, the quality of our work with kin and the networks around children and youth. Work has been ongoing to improve work with kin families within the current structure.</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"> Recruitment initiatives for general recruitment Specific recruitment initiatives for teen homes Meet with partners to come up with innovative approaches for recruitment Explore the possibility of the agency joining the Homes for Kids recruitment collaboration 	<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>There has been an increase in recruitment activities this past year. We have held information sessions both within Guelph and Wellington County. Staff have completed a survey of the public on their perception and understanding of fostering to assist us with marketing initiatives. Staff have attended various events in the community to increase the agency's profile and to highlight the need for more foster parents, especially for teens. We continue to be involved with provincial and regional committees to learn other innovative ideas related to recruitment.</p>
<p>Strengthen the culture of service excellence</p>	<p>Youth Engagement and Networking</p>	<ul style="list-style-type: none"> Increase the amount of networking or "family finding" work done with youth who are aging out of care 	<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>We continue to work on this area. We have recently met with another CAS to explore joint methods of engaging staff and youth in network building.</p>

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Increase collaboration on key advocacy issues		<ul style="list-style-type: none"> • Increase avenues for youth to provide us with feedback • 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. 	<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>	
Align strategy and organizational structure to meet goals and objectives	Strategic Planning – develop/renew current strategic plan	<ul style="list-style-type: none"> • Working with Board of Directors: <ul style="list-style-type: none"> ○ Research current approaches ○ Work with Chair and past chair of the board to develop process ○ Review process with Governance Committee ○ Engage a Strategic Planning consultant 	<p>New Strategic Plan is implemented in 2018 ●</p> <p>Stakeholders have been consulted and have informed the Strategic Plan ●</p>	<p>A consultant has been hired to work with the Board of Directors to ensure that a new Strategic Plan is implemented by June 2018. Discussions are taking place at Board meetings. A working group is being set up consisting of staff and Board members to meet between Board meetings. A survey has been sent to all Agency staff and the first session with the Board of Directors will be in March, 2018.</p>
Enhance evaluation, measurement and reporting through process and practice innovation	Performance Management Process	<ul style="list-style-type: none"> • Develop integrated Performance Appraisal process and procedure with alignment to provincial child welfare leadership competencies and Signs of Safety model 	<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>The Performance Appraisal Process alignment is underway but is not fully complete. The Executive Director Performance Appraisal was completed using the new leadership competencies developed provincially in 2017.</p> <p>A Performance Appraisal template using the leadership competencies was completed for management and is being rolled out for completion in 2017-2018.</p> <p>The new PA process for remaining staff has not yet been completed. It will be based on worker competencies that have been developed provincially.</p> <p>This will carry over to end of Q2 2018 (Sept/18) for development/training/roll out.</p> <p>An audit of PA completion analysis showed a 69% completion rate for all eligible employees in 2017.</p> <p>As we work to finalize the process for PAs we plan to create a calendar with new expectations of PAs to be completed at a consistent time and deadline yearly so it becomes top priority at that time of the year.</p>

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Align strategy and organizational structure to meet goals and objectives	Succession Plan Model	<ul style="list-style-type: none"> Align succession plan model with Performance Appraisal process: <ul style="list-style-type: none"> introduce organizational development process to review, retain and build talent identify opportunities and gaps establish appropriate employee development plans 	Senior Management uses this information to inform organizational development planning in Q4 ●	Creation of the CPIN Team has been identified as a development opportunity which includes purposefully looking at further growth and training for supervisors as well as identifying leadership opportunities for staff. Development plans are being incorporated into the NEW PA process.
<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"> Further development and implementation of Data Informed Practice Work Plan including: <ul style="list-style-type: none"> Use of monthly, quarterly and yearly reports to look at trends critically examine which data helps inform our service outputs and outcomes 	<p>Family Service and Children Service Departments and QA Department 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>We developed a SOS Quality Assurance Committee in Sept 2017 which included Service Staff, Service Supervisors, Service Director and QA Department for the purpose of planning regular file audits for all staff to review the quality of work being done using Signs of Safety.</p> <p>The supervisors have been using data on a regular basis to regularly inform themselves and their teams where we are not in compliance with Service Standards. This is helping us to improve our results on our Quality Improvement Plan and more importantly, helping us be more consistent in our work and Service.</p> <p>Regular monthly and quarterly reports are provided to the Management Team to inform planning and decision making.</p> <p>An additional full time Data Analyst position is being hired to enhance our ability and resources to advance in the area of quality measurement processes.</p>
		<ul style="list-style-type: none"> 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 	A Quality Measurement process is established with work plan, timelines, who is involved and desired outcomes from the process articulated. ●	We have completed a pilot of a quality review process (a qualitative Family Services case audit process). We are now planning on implementing this process across all of Family Services in 2018-19

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Align strategy and organizational structure to meet goals and objectives	CPIN Preparation	<ul style="list-style-type: none"> CPIN Project Plan 	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 ●	The CPIN Leadership has been decided and a plan has been created to develop the CPIN Team. We have worked closely with the Ministry on negotiating our CPIN Go Live date which will inform our milestones for F2018-19. We also have a preliminary CPIN budget and have begun to develop solutions for potential facilities constraints.
Strengthen the culture of service excellence	CPIN Preparation	<ul style="list-style-type: none"> File Scanning and uploading Centralizing all client records Other data migration preparation 	All hard copy Family Support 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. ●	The migration of Family Support files and other legacy systems including microfiche files into CWIS/eForms is ongoing and expected to be completed by June 2018.
Align strategy and organizational structure to meet goals and objectives	CPIN Preparation	<ul style="list-style-type: none"> Finance and Children's Services departments will work cooperatively to develop a revised reimbursement system for Foster Parents. 	<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>	<p>The new foster reimbursement system was successfully implemented in March 2018 as scheduled. Communication and training took place throughout March and April. Staff and foster parents are now working with the new system and payments are now made monthly (prior was semi-monthly).</p> <p>This new system will align us with other systems in the province and has also been designed to complement the CPIN reimbursement system so that it will be a seamless transition when we move onto CPIN.</p>