

Strategic Directions & Objectives

Service Excellence:

Continually improve services to support the best outcomes for children, youth and families

1. Pursue equity in all decisions, policies, services and interactions with children, youth and families
2. Provide staff, foster parents and volunteers with the training, tools, supports and leadership they need to provide high quality service
3. Use data, research and feedback to improve outcomes
4. Keep children and youth at the centre of all service delivery and decision making

Advocacy:

Identify and reduce barriers that make it hard for children, youth and families to thrive

1. Advocate locally and provincially for issues that affect children, youth and families
2. Lead and support efforts to expand awareness about social factors that contribute to a family's ability to care for their children and youth.
3. Communicate with stakeholders to increase understanding about our mandate, services and their impact

Early Help & Prevention:

Proactively connect children, youth and families with supports, services and resources that promote well-being and safety

1. Support and nurture connections with family, kin and communities
2. Increase access to effective services that support prevention and early help
3. Work with community partners to identify risk and provide early help

Organizational Health:

Create the conditions for a strong and healthy organization

1. Create a positive and inclusive environment where staff, foster parents and volunteers feel supported and valued
2. Ensure staff, foster parents and volunteers reflect the diversity of the communities we serve
3. Proactively plan and make decisions that support organizational sustainability and accountability

Our Vision

Children and Youth in Guelph and Wellington County are safe and nurtured by loving families, lasting relationships and supportive communities.

Our Mission

Together with children, youth, families and communities we work respectfully and inclusively for the safety and wellbeing of children and youth.

Our Values

- Voices of Children and Youth
- Equity and Inclusivity
- Transparency
- Learning and innovation
- Partnerships

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.

Priority	Strategic Directions & Objectives	Activities	Measurements of Success/Indicators	Methods	Timeline ¹	Person Responsible
NETWORKS: Every Family has a Network of naturally occurring relationships to support them in preventing further risk of harm to their kids. Every youth in care has a network of naturally occurring relationships to support them as they transition to adulthood.	SE 1 SE4 EH&P 1	<ul style="list-style-type: none"> Ongoing files and child files have established networks, and/or network building activities underway. Family Finding training for staff who have not yet been trained to increase capacity and effectiveness with workers in finding and supporting networks around kids and families Youth Boot Camp with Halton to learn how to increase networks for our older youth in care Family Finding techniques consistently used to build and support networks on every file. 	<ul style="list-style-type: none"> Increased number of family files, children and youth in care who have naturally occurring connections and networks around them Training for FF has occurred and we see evidence the practice is being more heavily relied upon by the existence of increased networks on every file. Improved feelings of competence by workers and supervisors about their capacity to find and support networks Workers report feeling more effective in their work – getting results earlier with families (network members more involved, children feeling safe, earlier permanence). 	<ul style="list-style-type: none"> Baseline point in time count and at 1 year SOS Quality Assurance Process 	<ul style="list-style-type: none"> June 2019 and June 2020 	Erin Harvey
				<ul style="list-style-type: none"> Reporting on number of staff who have been trained in Family Finding 	<ul style="list-style-type: none"> September 2018 	Susan Lapper
				<ul style="list-style-type: none"> Survey of staff Feedback from youth 	<ul style="list-style-type: none"> November 2019 	Iona Sky
				<ul style="list-style-type: none"> Review of files of Youth in Care 	<ul style="list-style-type: none"> January 2020 	Iona Sky
SIGNS OF SAFETY: Signs of Safety consistently practiced	SE 1 SE4 EH&P 1	<ul style="list-style-type: none"> Signs of Safety practices are used and Harm and Danger statements are evident on every ongoing family service file. Continue SOS ongoing practice, support and training using the learning culture definition to foster continuous improvement. Family meetings (SOS/FF) with members of the family's network are happening whenever possible. 	<ul style="list-style-type: none"> A sample of ongoing family service files has harm and danger statements on every file. A sample of ongoing family service files indicates family meetings are being utilized to assist with the safety plan and to build the network. 	<ul style="list-style-type: none"> Baselines will be established through file audits to capture: <ul style="list-style-type: none"> # of files with harm and danger statements # of family meetings Based on baselines targets will be set for future audits SOS Quality Assurance Process 	<ul style="list-style-type: none"> June 2019 	Erin Harvey
				<ul style="list-style-type: none"> Follow up audits will measure the change 	<ul style="list-style-type: none"> June 2020 	Erin Harvey
ADVERSE CHILDHOOD EXPERIENCES (ACEs): ACEs are understood in the organization and across the community through our involvement and participation in the ACEs Coalition and Toward Common Ground.	SE 2 AD 2 EH&P 3	<ul style="list-style-type: none"> Continued relationship building and education about ACEs within the community and Neighbourhood Groups about the power of community in wrapping around kids at risk 	<ul style="list-style-type: none"> Improved understanding by Community leaders about ACEs through community training and education through the ACEs Coalition Support a Trillium SEED Application as the lead organization for the coalition to implement the Building Community Resilience Project 	<ul style="list-style-type: none"> Participation in ACE's coalition to develop a plan, theory of change and training materials for community partners to understand the importance of ACEs 	<ul style="list-style-type: none"> January 2018 – June 2019 	Erin Harvey
			<ul style="list-style-type: none"> Through Toward Common Ground (TCG), organize an event for Boards to understand the importance of organizations understanding and focusing on ACEs. 	<ul style="list-style-type: none"> Board event for organizations working with children and youth 	<ul style="list-style-type: none"> Fall 2019 	Sheila Markle
LEADERSHIP	SE2 OH3	<ul style="list-style-type: none"> Leadership development is prioritized through dedicated activities, time and facilitated sessions. 	<ul style="list-style-type: none"> Active participation is evidenced, feedback indicates that progress has been made 	<ul style="list-style-type: none"> Dedicated leadership meetings to explore leadership topics 	<ul style="list-style-type: none"> 2018 – a series of meetings 	Sheila Markle

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Define and clarify expectations about Leadership behaviours within the organization		<ul style="list-style-type: none"> Create internal working definition/vision of leadership 	<ul style="list-style-type: none"> A leadership vision statement has been developed with the management staff. 	<ul style="list-style-type: none"> Through group participation and feedback 	<ul style="list-style-type: none"> December 2018 	
			<ul style="list-style-type: none"> Leaders are feeling more competent and demonstrating desired leadership competencies. 	<ul style="list-style-type: none"> Performance discussions Feedback from leadership group 	<ul style="list-style-type: none"> March 2020 	
Prepare for CPIN database implementation April 1, 2019	SE 2 SE 3 OH 3	CPIN Finance Preparation: <ul style="list-style-type: none"> Data Migration Workshop (Finance portion) Finance Workshop (define Finance activities within overall project plan) Development, mapping and implementation of new Chart of Accounts, vendors and F/S reporting from the Finance module 	<ul style="list-style-type: none"> A CPIN implementation project plan with timelines is in place, which is integrated with key Finance stages and milestones. These include defining and mapping of the general ledger from NAVISION to the CPIN Finance module, validation of Financial data as well as the building of financial reporting functionality. Finance will also lead the monitoring of the overall CPIN project budget, including all components of the project. 	<ul style="list-style-type: none"> Finance team working together on all components Discussions and agreement with Service on what expenses are managed by Service through CM (Case Management) and what are managed by Finance through FM (Finance Management – Oracle) 	<ul style="list-style-type: none"> September 2018 – May 2019 	Stéphane Chalifour
		<ul style="list-style-type: none"> Finance and Children’s Services to jointly implement a new Foster Pay reimbursement model 	<ul style="list-style-type: none"> Finance will monitor the new model, including the “per diem” changes and will evaluate the financial impact on the change to the Agency. Finance will also work with Children’s Services to address any outstanding issues in terms of the policy (inclusions and exclusions) as well as ensure the overall process is working effectively as intended and is ready for the changeover to CPIN. 	<ul style="list-style-type: none"> Ongoing monthly analysis of boarding rates Discussions with Service to address any exceptions 	<ul style="list-style-type: none"> April 2018 	
		Create the following components of the CPIN project plan: <ul style="list-style-type: none"> Communications strategies for all stakeholders Deadlines and milestones identified for F2018-19 and F2019-20 Data migration plans Staffing plans Training plans IT plans Facilities plans Financial plan and total cost impact for fiscal 2018-19 and 2019-20 Begin to create a sustainment plan prior to and after Go Live 	<ul style="list-style-type: none"> Onboarding and orientation for our CPIN Team 	<ul style="list-style-type: none"> Training by team 	<ul style="list-style-type: none"> September 2018 – May 2019 	Debbie Zen Erin Harvey
			<ul style="list-style-type: none"> Keep our Stakeholders informed during the CPIN project 	<ul style="list-style-type: none"> Announcement by email/letter to Foster Parents, partners, community, volunteers Hand delivered to clients by workers 		
			<ul style="list-style-type: none"> Successfully complete all of the project milestones and deadlines including all staff CPIN training 	<ul style="list-style-type: none"> Project Plan 		
			<ul style="list-style-type: none"> Successful data migration and CPIN implementation 	<ul style="list-style-type: none"> Partner with Ministry for all data migration tasks 		
<ul style="list-style-type: none"> Align all agency business processes with CPIN 	<ul style="list-style-type: none"> Policy and procedure updates and developments 					
<ul style="list-style-type: none"> Review, revise and develop Corporate and Service Policies to align with CPIN 						

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Improve our understanding and quality of our IDENTITY BASED DATA .	SE 1 SE 2 SE 3 SE 4 AD 2	<ul style="list-style-type: none"> Ensure Workers are collecting identity based data for all clients and recording this information in our records system. Evaluate our identity based data to better understand the clients we serve so we are able to serve our various community populations better. 	<ul style="list-style-type: none"> We have a clear understanding of the client populations we serve and the Management team is using data from these reports regularly to inform planning and decision making. We are able to report our identity based data to the Ministry and our Board with greater accuracy. 	Manual audit	September 2018	Debbie Zen
				Ongoing CPIN reporting as required	<ul style="list-style-type: none"> October 2019 April 2020 	
COMPLIANCE WITH STANDARDS	SE 3 OH 3	<ul style="list-style-type: none"> Continue to use data to inform management about the areas of improvement for Standards compliance 	Improved QIP results to ensure standards are met	Quality Improvement Plan completion quarterly	<ul style="list-style-type: none"> June 30 2018 Sept 30 2018 Dec 30 2018 Mar 30 2019 June 30 2019 Sep 30 2019 Dec 30 2019 Mar 30 2020 	Debbie Zen
				Improved results using the SIGNS OF SAFETY QUALITY ASSURANCE PROCESS	<ul style="list-style-type: none"> Quality Assurance Pilot completed in Family Service Plan developed for ongoing implementation of Signs of Safety Quality Assurance Process for Family Service and Children's Service 	
KIN SERVICE	SE 2 SE 4 EH&P 1 OH 3	<ul style="list-style-type: none"> Restructure how kinship service is provided to improve service delivery, compliance to standards and the support kin service families receive Ensure there are kin workers to support the kin family during a planned placement or prior to or immediately upon children arriving in an unplanned placement 	<ul style="list-style-type: none"> Kin Service families report feeling more effectively supported so that they are supported to keep their children safe and have a clear plan for the future 	<ul style="list-style-type: none"> Establish Kin workers Survey of Kinship families: <ul style="list-style-type: none"> Baseline survey Follow up Survey 	<ul style="list-style-type: none"> March 2019 June 2019 June 2020 	Iona Sky
				Explore the feasibility of developing a MENTORING PROGRAM	<ul style="list-style-type: none"> Explore the use of mentors available to all staff to support them in improving their SOS skills and FF skills 	

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INDIGENOUS CHILDREN AND FAMILIES Review and continue to improve our practice with Indigenous families and children	SE 1 SE 2 SE 3 SE 4 EH&P 1 EH&P 3	<ul style="list-style-type: none"> Monitor and measure our work in the areas of the 9 Ontario Child Welfare Indigenous Commitments particularly in the areas of: identification of all children in care with Indigenous Heritage, identification of all legal files where there is Indigenous heritage, use of Customary Care agreements, regular ongoing training for staff, continued development of relationships with the Indigenous community, file disclosure that is fulsome and prompt. 	<ul style="list-style-type: none"> Report on our progress with the 9 Indigenous commitments annually and use that information to develop a plan for improvement 	<ul style="list-style-type: none"> Annual report completion of our data related to the Indigenous commitments 	<ul style="list-style-type: none"> July 2018 July 2019 	Debbie Zen
EQUITY AND ANTI-OPPRESSION Re-commitment to strengthen and deepen understanding and practice regarding Equity and Anti- Oppression	SE 1 SE 2	<ul style="list-style-type: none"> Anti-oppression and equity training is provided to all staff. Individual commitment to deepening understanding and the ability to transfer this to practice. Intentional exploration of systemic oppression, identities, and other factors influencing the families we work with. 	<ul style="list-style-type: none"> All members of the Senior Leadership Team will participate in the Courageous Leadership Course for Equitable Outcomes. All Staff will attend at minimum the new Equity in Child Welfare course. All staff will attend additional trainings and educational events dealing with anti-oppressive practice, decolonizing child welfare and equity. Case Conference and Supervision documentation indicates these discussions are happening Participation in various internal and external collaborations and initiatives 	<ul style="list-style-type: none"> Identity Based Data Collection Include in Staff Engagement Survey Feedback from AO-Equity Committee Feedback from Leadership group 	<ul style="list-style-type: none"> June 2020 	Iona Sky

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PERFORMANCE MANAGEMENT PROCESS Performance Management (PM) tools are utilized with goals to engage, develop and coach staff to ensure service needs are met and staff are supported.	SE2 OH1 OH3	<ul style="list-style-type: none"> Use Leadership Competencies from OACAS as a guide for Leadership: hiring, goal setting, development and PA process within the organization. 	<ul style="list-style-type: none"> Leadership Competencies incorporated into PA process for Supervisors/Managers/Directors. 	<ul style="list-style-type: none"> Incorporate OACAS Leadership Competencies into Leadership PA Documents. 	<ul style="list-style-type: none"> Q2/2018/2019 	Bethany Comeau
			<ul style="list-style-type: none"> Updated job descriptions and interview questions/approach defined as vacancies unfold. 	<ul style="list-style-type: none"> Develop process in HR to review job descriptions and interview questions to ensure alignment with Agency defined expectations. 	<ul style="list-style-type: none"> Q4/2018/2019 ongoing 	
		<ul style="list-style-type: none"> Analyze PA process and documents completed in 2017/2018 and enhance process. 	<ul style="list-style-type: none"> Review outstanding PA's, collect status updates and help Leaders create a completion plan. 90+% PA's Completed for eligible Supervisors/Managers/Directors. 90+% PA's Completed for all Non-Management Eligible Staff. 	<ul style="list-style-type: none"> Review completed PA's from 2017/2018 and track completed/outstanding PA's. Review analysis with SMT to plan for next PA process planning. Review PA documents and update to align with Agency vision, staff development and succession planning. 	<ul style="list-style-type: none"> Q4/2018/2019 Q1/2019/2020 Q2/2019/2020 	
		<ul style="list-style-type: none"> Confirm and drive annual PA process due Nov 30th annually. 	<ul style="list-style-type: none"> PA's completed by Nov 30th annually and remitted to HR. 	<ul style="list-style-type: none"> HR reminders and guidelines sent to Leadership Sept/Oct annually. 	<ul style="list-style-type: none"> Q3/2019/2020 	
		<ul style="list-style-type: none"> Support Leaders to set SMART team goals and develop a follow up process to ensure PM links to strategic vision. 	<ul style="list-style-type: none"> Goals set per team and/or per individual thorough PA process with followup plan actively in place. 	<ul style="list-style-type: none"> Review goal setting and check-in process with SMT. Spot check goal progress with 3-4 Supervisors/Managers. 	<ul style="list-style-type: none"> Q2/2019/2020 	
SUCCESSION PLANNING Succession plan in place across the Agency to ensure a smooth and continuous service to our clients; and development and engagement of employees	SE2 SE4 OH1 OH3	<ul style="list-style-type: none"> Utilize PM process, internal development and training opportunities to develop staff for future opportunities in Succession Planning. 	<ul style="list-style-type: none"> Temp development assignments filled internally 	<ul style="list-style-type: none"> Leadership opportunities identified and staff put into temp roles for development 	<ul style="list-style-type: none"> Q3/2018/2019 (CPIN) 	Bethany
			<ul style="list-style-type: none"> Training opportunities for personal development incorporated into annual training budget/plan across the Agency as needs/gaps/succession plans are identified. 	<ul style="list-style-type: none"> Leadership training requirements and opportunities identified and incorporated into planning 	<ul style="list-style-type: none"> Q4/2018/2019 	
		<ul style="list-style-type: none"> Identify, create and maintain a succession plan for critical roles 	<ul style="list-style-type: none"> Succession Plan Review completed with SMT 	<ul style="list-style-type: none"> Use PA's and Leadership knowledge to identify succession plan opportunities 	<ul style="list-style-type: none"> Q2/2019/2020 	
			<ul style="list-style-type: none"> Critical Roles Identified with Success plan defined 	<ul style="list-style-type: none"> Critical roles identified across Agency 	<ul style="list-style-type: none"> Q2/2019/2020 	
			<ul style="list-style-type: none"> Review Succession plan annually with SMT 	<ul style="list-style-type: none"> Create a Succession Plan in HR and review/update annually 	<ul style="list-style-type: none"> Q3/2019/2020 	

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COLLECTIVE BARGAINING Bargain a fair Collective Agreement with goals of no disruption to service, building trust with staff, done so in a timely fashion.	SE4 OH1 OH3	<ul style="list-style-type: none"> Successfully bargain a new agreement with CUPE Local 4325; implement changes and train leadership team on new CA. 	<ul style="list-style-type: none"> Complete bargaining and move to ratify with membership and gain approval from Board of Directors 	<ul style="list-style-type: none"> Engage CUPE Local Executive in more effective and timely bargaining process with a goal to complete by summer 2018 	<ul style="list-style-type: none"> Q1/2018/2019 (MOA – May 30/18; ratified/ board approved June 6, 2018) 	Bethany Comeau
		<ul style="list-style-type: none"> CA changes implemented 	<ul style="list-style-type: none"> Changes implemented, retroactive payments completed 	<ul style="list-style-type: none"> June 2018 		
		<ul style="list-style-type: none"> Complete CA training with Leadership team 	<ul style="list-style-type: none"> New terms of CA reviewed during All Management Meeting 	<ul style="list-style-type: none"> June 21, 2018 		
		<ul style="list-style-type: none"> New CA on CASi and Booklets Printed/Distributed 	<ul style="list-style-type: none"> CA placed on CASi, booklets completed and distributed 	<ul style="list-style-type: none"> Nov 2018 		
ONBOARDING Onboarding program in place to increase engagement and initial experience of new staff with focus on retention.	SE2 SE4 OH1 OH3	<ul style="list-style-type: none"> Fulsome Onboarding program for all new hires 	<ul style="list-style-type: none"> Onboarding program with 3 month general agency objectives 	<ul style="list-style-type: none"> HR to develop Onboarding program to present to SMT 	<ul style="list-style-type: none"> Q2/2019/2020 (End Aug) 	Bethany Comeau
		<ul style="list-style-type: none"> Customized 60/90 day objectives customized per Department and for New Worker Authorization Process 	<ul style="list-style-type: none"> Review with SMT and adjust before presenting to Leadership Team 	<ul style="list-style-type: none"> Q2/2019/2020 (Sept) 		
		<ul style="list-style-type: none"> Department Leaders trained on new Onboarding Program and Implement Agency Wide 	<ul style="list-style-type: none"> Present to Leadership Team for final feedback HR to train, implement and oversee Onboarding program. 	<ul style="list-style-type: none"> Q3/2019/2020 (Oct) 		
		<ul style="list-style-type: none"> Link to a fulsome probation review with Leadership Team 	<ul style="list-style-type: none"> Successful and mindful Onboarding and probation decisions made 	<ul style="list-style-type: none"> Create follow up processes to follow up on Onboarding program, linking to probation review with Leaders 	<ul style="list-style-type: none"> Q3/2019/2020 (Oct) 	
EMPLOYEE SAFETY Employee Safety programs to ensure staff feel heard, valued, respected and safe in the workplace.	SE2 SE3 SE4 OH1 OH3	<ul style="list-style-type: none"> Review Work Safety Report (WSR) from OACAS, Part 1 and 2 	<ul style="list-style-type: none"> General Review of Worker Safety Report with all staff 		<ul style="list-style-type: none"> Q1/2018/2019 	Bethany Comeau
		<ul style="list-style-type: none"> Work with Workplace Violence Committee (WPVC) to identify recommendations for potential action. 	<ul style="list-style-type: none"> Review Worker Safety Report and Identify Recommendations to Implement 		<ul style="list-style-type: none"> Q2/2018/2019 	
		<ul style="list-style-type: none"> Update OACAS with WSR progress as requested. 	<ul style="list-style-type: none"> Prepare OACAS tracking tool for review of Recommendations 		<ul style="list-style-type: none"> Oct 11, 2018 Initial Tracker to OACAS - ongoing 	
		<ul style="list-style-type: none"> Continue to work on Recommendations with WPVC. 	<ul style="list-style-type: none"> Maintain WSP Recommendations with WPVC and update/remit WSP Tracker to OACAS as needed and review recommendations with SMT 		<ul style="list-style-type: none"> Q1/2019/2020 	

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EMPLOYEE ENGAGEMENT Employee Engagement programs to ensure staff feel heard, valued, and respected in the workplace.	SE2 SE3 SE4 OH1 OH3	• Create EE Engagement Survey 1 YR Post Bargaining	• Create EE Engagement Survey		• Q1/2019/2020	
			• Review EE Engagement with SMT and Create Implementation Plan		• Q2/2019/2020	
		• Conduct EE Engagement Survey	• Conduct EE Engagement Survey		• Q3/2019/2020	
		• Analyse EE Engagement Survey results and plan for yr/yr comparison for incorporation into future strategic planning	• Review EE Engagement Survey with SMT and Discuss EE Engagement Planning		• Q4/2019/2020	
			• Incorporate Survey Results into Employee Engagement Planning for 2020/2021		• Q1/2020/2021	
POLICY REVIEW AND COMPLIANCE	SE2 SE3 OH3	• Analyse EE Engagement Survey results and plan for yr/yr comparison for incorporation into future strategic planning	Polices reflect date of review/update	<ul style="list-style-type: none"> HR tracking system for policy review and sign off Review at SMT and relevant committees 	• Q1-Q4 2019/2020	Bethany Comeau
		• Review and Update of all Service policies to incorporate CPIN, Equity and Anti-Oppression, Signs of Safety and Family Finding/Networks			• April 2019	Erin Harvey