

Operational Plan

2024-2029

Equity & Inclusion

Wellness & Resilience

Informed & Accountable

Service Excellence




Strategic Plan 2024-2029

Vision: Children and youth are safe, supported, and thriving.

Mission: With children, youth, families, and communities, we work inclusively and equitably toward safety, well-being, connection, and reconciliation.

VOICE: listen to the voices of children and youth, achieve positive outcomes, be accountable and transparent, innovate and lead, collaborate and partner, and promote equity and inclusion.

Equity and Inclusion	Wellness and Resilience	Informed and Accountable	Service Excellence
Pursue equity and inclusion in all planning, policies, and decisions.	Enhance a positive, compassionate, and accountable organizational culture.	Use evidence to inform planning and service delivery.	Invest in early help and prevention.
Expand, develop, and support equity and inclusion initiatives and services for children, youth, and families.	Invest in leadership development and succession planning.	Collect and integrate client and partner feedback.	Increase permanency and lifelong connections.
Support staff, foster, adoptive caregivers and kinship families, and volunteers in their learning of equity and inclusion.	Reflect the diversity of the community we serve.	Support Service Excellence, Ministry Compliance and Enterprise Risk Management.	Support youth success.
 <p>Family & Children's Services of Guelph and Wellington County</p>	Support the infrastructure required to improve organizational and financial stability.	Use evidence to inform Equity and Inclusion initiatives.	Focus on quality care.
	Enhance communications across the agency and across the community.		Continue to enhance agency Clinical Service Model & Practice

Equity and Inclusion: Anchor all efforts in principles of equity and inclusion to promote organizational wellness and positive outcomes for children, youth, and families.

Strategic Objectives:	1. Pursue equity and inclusion in all planning, policies, and decisions.	2. Expand, develop, and support equity and inclusion initiatives and services for children, youth, and families.	3. Support staff, foster, adoptive caregivers and kinship families, and volunteers in their learning of equity and inclusion
2024/2029 Operational Goals:	<p>1.1 Establish processes, structures, and tools to consistently incorporate equity considerations into all planning, policies, and decision-making processes.</p> <p>1.2 Enhance our agency's brand and community presentation through an Equity, Diversity, and Inclusion lens.</p>	<p>2.1 Advance efforts of One Vision One Voice and Truth and Reconciliation.</p> <p>2.2 Develop and implement community engagement and education strategy to meet the diverse needs of community.</p>	<p>3.1 Develop and implement an ongoing training program for staff to continue to enhance their understanding of equity and inclusion.</p>

Wellness & Resilience: Champion and support a strong healthy staff team and financially sustainable organization.

Strategic Objectives:	1. Enhance a positive, compassionate, and accountable organizational culture.	2. Invest in leadership development and succession planning.	3. Reflect the diversity of the community we serve.
2024/2029 Operational Goals:	<p>1.1 Enhance and implement an evidence-based wellness strategy that includes a focus on promoting psychological safety and addressing vicarious trauma.</p> <p>1.2 Enhance employee engagement.</p>	<p>2.1 Update and share the succession plan and leadership opportunities across the Agency.</p> <p>2.2 Review and update current performance appraisal tools.</p> <p>2.3 Coordinate and support implementation of relevant learning, development and training across the Agency.</p>	<p>3.1 Continue to review job descriptions, job postings and interview guides with an equity and inclusion lens, as opportunities become available.</p> <p>3.2 Incorporate vision of Equity and Inclusion into all stages of the “employee life cycle” (Recruitment, Selection/Onboarding, Performance Coaching, Succession/Retention/Recognition, Ongoing Development, Transition/Offboarding).</p>

Wellness & Resilience: Champion and support a strong healthy staff team and financially sustainable organization.

Strategic Objectives:	4. Support the infrastructure required to improve organizational and financial stability.	5. Enhance communications within the agency and across the community.
2024/2029 Operational Goals:	<p>4.1 Develop a long-term Agency-wide financial sustainability strategy.</p> <p>4.2 Develop a long-term occupancy planning strategy, including hybrid work.</p> <p>4.3 Enhance the environmental and facilities management strategy for the Agency.</p> <p>4.4 Enhance the sustainability of the Children First Fund.</p> <p>4.5 Implement administrative innovations to improve information workflow across the Agency.</p>	<p>5.1 Develop and implement a Communications Committee and Agency communications strategy.</p> <p>5.2 Refresh & update internal and external websites.</p> <p>5.3 Update branding and resources.</p>

Informed and accountable: Use evidence, including data, information, and stories to support effective decision-making to achieve service excellence and organizational stability.

Strategic Objectives:	1. Use evidence to inform planning and service delivery.	2. Collect and integrate client and agency partner feedback.
2024/2029 Operational Goals:	1.1 Revise and implement a comprehensive measurement framework to guide the collection and use of data to inform accountability, and decision-making across the Agency.	2.1 Design and implement a process to collect feedback from clients. 2.2 Design and implement a process to collect feedback from community partners, foster caregivers and volunteers. 2.3 Continue to collect and integrate staff feedback.

Informed and accountable: Use evidence, including data, information, and stories to support effective decision-making to achieve service excellence and organizational stability.

<p>Strategic Objectives:</p>	<p>3. Support Service Excellence, Ministry Compliance, and Enterprise Risk Management.</p>	<p>4. Use evidence to inform equity and inclusion initiatives.</p>
<p>2024/2029 Operational Goals:</p>	<p>3.1 Develop an agency wide enterprise risk management strategy.</p> <p>3.2 Maintain a comprehensive organizational policy review with an integrated equity approach.</p> <p>3.3 Adhere to timeline requirements for Part X Disclosure.</p>	<p>4.1 Advance the efforts of Truth and Reconciliation to address overrepresentation of Indigenous Children and youth in our system and disparities in order to decolonize our practice.</p> <p>4.2 Integrate the One Vision One Voice framework to address and reduce overrepresentation of Black children and youth in our system.</p> <p>4.3 Integrate sexual orientation and gender identity practices to address disparities in the 2SLGTBQ+ youth.</p>

Service Excellence: Keep children and youth at the centre of all services and decision-making to achieve equitable and positive outcomes.

Strategic Objectives:	1. Invest in early help and prevention.	2. Increase permanency and lifelong connections.	3. Support youth success.
2024/2029 Operational Goals:	<p>1.1 Define, pilot and operationalize an agency-wide early help and prevention strategy.</p> <p>1.2 Continue Village Finding Pilot Project.</p> <p>1.3 Initiate a community engagement and education strategy.</p> <p>1.4 Embed Intimate Partner Violence strategy in service delivery and prevention.</p>	<p>2.1 Maintain focus on permanency and identity for children and youth, by exploring all options for reunification, including kinship, customary care, adoption and custody.</p> <p>2.2 Prioritize kinship and family finding initiatives.</p> <p>2.3 Continue to strengthen integration between legal and service delivery.</p>	<p>3.1 Develop a Youth Success strategy that prioritizes services for youth transitioning to adulthood.</p> <p>3.2 Engage at risk youth, their families, and community partners to collaboratively promote well-being and positive outcomes.</p>

Service Excellence: Keep children and youth at the centre of all services and decision-making to achieve equitable and positive outcomes.

Strategic Objectives:	4. Focus on quality care.	5. Enhance agency Clinical Service Model and Practice.
2024/2029 Operational Goals:	4.1 Continue to commit to implementing the Quality Standards Framework and Ready, Set, Go! program. 4.2 Continue foster care recruitment strategy. 4.3 Enhance comprehensive support for children with complex needs.	5.1 Continue to strengthen knowledge and integration of Ministry Standards, trauma-informed practice, adverse childhood experiences (ACES), Signs of Safety, Truth & Reconciliation and equity into practice. 5.2 Enhance case analysis and safety planning for children and youth.