



Therapeutic Family Care Program
Support for Children, Youth and Caregivers

STRATEGIC PLAN 2022-2026

**FOR THE CHILDREN'S AID SOCIETIES OF
DURHAM, HIGHLAND SHORES, AND KAWARTHA HALIBURTON**

An aerial, top-down photograph of a diverse group of business professionals in a meeting. They are seated around a table, looking towards the center. The image is partially obscured by a green banner at the top and a red banner on the right side of the page.

EXECUTIVE SUMMARY

INTRODUCTION:

The Therapeutic Family Care (TFC) program is a shared service program between three Children's Aid Agencies: Durham, Kawartha-Haliburton, and Highland Shores. The program is a clinically oriented child welfare program that has continued to evolve and adapt to the needs of the child welfare field over its 30+ year tenure.

TFC began a strategic planning process in February 2021. The goals of this process were to identify and reaffirm the programs strengths, identify areas for future development and strategic priorities. TFC believes in the power of relationship and aims to keep relationship at the center of all that we do, including our work with individuals and families, our support to the Sponsoring Societies and our collaboration with community partners. This plan is reflective of the relationship - based work that TFC embodies.

"TFC believes in the power of relationship..."

LIMITATIONS

During the previous strategic plan period the program was able to identify some limitations and barriers that impacted the nature of the work, the ability to meet targeted outcomes, and the balance between direct service work and the sharing of knowledge and resources to others. First, the global pandemic significantly impacted how service was delivered over the past two years. The program was able to follow safety protocols and procedures of the host society once those were established. Although moving to a virtual platform initially felt uncomfortable for staff, with time and support the team was able to navigate this change and find their stride in working a new way. Over time work returned to in person or a hybrid model which continues today.

Another area of focus for the program is to ensure that the individual needs of the three sponsoring Agencies are being met. This has posed some challenges as each Agency has differing ways of working within the Child Welfare mandates. The program has had to intentionally be flexible, creative, and mindful of these differences in all aspects of the work we do to ensure that good customer service is provided to all stakeholders. Another barrier that emerged during this period was the increased need for ongoing support to children and families through TFC casual support workers. It is not clear whether this increased need is linked to the pandemic or not, however requests for casual support workers have been coming at high frequency, with high complexity and often during times of crisis. The program strives to be responsive and supportive to these requests, although we are not consistently able to fulfill them due to a number of extenuating reasons. This is an area that will continue to be discussed and monitored in the upcoming strategic planning process.

APPROACH

PHASE 1: STAKEHOLDER INPUT

External and internal stakeholders: Executive Directors, Agency Managers, Supervisors, Workers, TFC Staff, Outside Consultants, External Caregivers, and Children/Youth provided their input on a range of questions including the program's purpose and mission, its strengths and areas for improvement and priorities for the future. A series of focus groups and interviews were held capturing the input from over 100 participants.

PHASE 2: MISSION, VISION AND VALUES

Drawing upon the input received from the consultation phase, the Program Manager confirmed the mission, vision and set of values and beliefs.

PHASE 3: STRATEGIC DIRECTIONS AND OUTCOMES

Drawing upon the initial input the Program Manager identified four strategic thematic directions to focus the program's efforts and resources during the planning period. Also, expected outcomes for each of the four strategic directions were identified and reviewed with Senior Leadership input through the form of the TFC Management Advisory Committee (MAC).

VISION STATEMENT

Every child, youth and family grows, builds on their strengths and reaches their potential in a permanent, secure and enduring relationships.

* Reference to the child includes youth in the document.

MISSION

To support, educate, coach, and empower caregivers and adults in understanding and supporting the children and youth reaching their fullest potential; we are committed to:

- ◇ Supporting the child and the caregiving family by providing therapeutic support that is embedded in the child's everyday experience.
- ◇ Including everyone, the child, the family, agencies, and the community, in the child and family's life when making decisions.
- ◇ Continually sharing information, learning and support with all individuals and groups who work together on behalf of the child and family.
- ◇ Remembering that the work we do today is intended to help children and families grow and develop safe and enduring relationships.
- ◇ Clear communication and support in the development of caregivers and/or important adults in the child's life
- ◇ Making sure that our work is always being evaluated and improved.



VALUES

We are guided by the following:

Being child, and family focused: The current and future needs of the child and family are our first consideration.

Permanence and Continuity: Children/youth grow up and develop best having the opportunity to experience safe and enduring relationships.

Working together: TFC values mutual communication and respect related to planning for the child/youth and family.

Diversity: We embrace a diverse organization that is responsive, inclusive and respectful of all people.

Being Creative/Flexible: We promote flexibility and creativity in our thinking, problem solving and decision making.

Being Accountable: We are responsible to ensure that all of our actions show our commitment to the standards and excellence which the program strives to achieve.

Continuous Learning: Every situation is an opportunity to learn and to grow together.

STRATEGIC DIRECTIONS

The following proposed strategic directions reflect the key priorities to help focus the program's efforts during the planning periods:

- ◇ Trauma Responsive Care to promote and support permanency for children, youth and families
- ◇ Ensuring Equity
- ◇ Strengthen Agency and Community Partnerships
- ◇ Commitment to Outcomes

Trauma Responsive Care to promote and support permanency for children, youth and families

Our Commitments



- Support clinical formulation of children and families in efforts to assist with the Societies trajectory planning
- Provide therapeutic support to families and support networks through being in a relationship using Dyadic Developmental Psychotherapy (DDP) practice principals
- Offer strategies and techniques that support positive change and outcomes for children and families.
- Advocacy with systems and community partner agencies to support the family's needs.
- Continue to provide opportunities for clinical development of TFC staff
- Continue to further develop in DDP modality and move towards organizational certification in DDP.

Ensuring Equity

Our Commitments



- To be responsive to the diverse needs of the geographical areas by engaging community partners, seeking feedback, and learning from families we work with
- To engage our Indigenous communities in partnership and journeying together to meet the needs of children and families
- A commitment to being aware of our biases, social location, privilege, and the intersectionality of oppression faced by service users in order to inform our work and the relationships we build with families
- Will engage with our agency stakeholders to understand their trends, diversity of service users, and availability of resources in their communities in order to better serve children and families we become involved with
- Create awareness of the Social Determinants of Health as it impacts families and how we work with them

Strengthen Agency and Community Partnerships

Our Commitments



- Integrate TFC services as it relates to Child Welfare Modernization Strategic Pillars
- Continue to evaluate current services at TFC and link it to supporting the Agencies as they develop and transform.
- Provide high quality training to our sponsoring agencies in addition to opening to community partner agencies throughout the province.
- Continue to provide opportunities to grow together and share resources with community partners to develop a shared language and understanding to support families.
- Become involved in the life of the three sponsoring agencies through relationship building, committee work and collaboration

Commitment to Outcomes

Our Commitments



- Implement an Outcome Measure that aligns with DDP, relationship-based support, anti-oppressive practice
- Ongoing data collection through Assessment Child Checklist/Thinking About Your Child
- Ensure that current empirical research is being utilized to shape and improve clinical service to strengthen families
- Have processes in place that measure stakeholder satisfaction.
- Ensure continuous quality improvement in everything we do



Therapeutic Family Care Program
Support for Children, Youth and Caregivers



Durham Children's Aid Society 1320
Airport Boulevard Oshawa, ON
L1H 7K4
1-905-433-1551 or
1-800-461-8140
www.durhamcas.ca



Highland Shores
CHILDREN'S AID
Protect Care Empower

Highland Shores Children's Aid
P.O. Box 186
363 Dundas Street West Belleville, ON
K8P 1B3
1-613-962-9291 or
1-800-267-0570
www.highlandshorescas.com



Kawartha
Haliburton
Children's Aid Society
Safe Kids. Strong Families. Thriving Communities.

Kawartha-Haliburton Children's Aid
Society
1100 Chemong Road Peterborough, ON
K9J 7X2
1-705-743-9751 or
1-800-661-2843
www.khcas.on.ca