

# TFC Strategic Plan 2017-2022



**“Ensuring Permanent Relationships for Children,  
Youth and Families”**



**Therapeutic Family Care Program**  
*Support for Children, Youth and Caregivers*

**For the Children’s Aid Societies of  
Durham, Highland Shores, and Kawartha Haliburton**

*The Therapeutic Family Care Program (TFC) began a planning process in February 2016, with the purpose to provide a map for the program to help support the work of the three sponsoring Children's Aid Society's; Durham, Highland Shores, and Kawartha Haliburton. The goals were to: identify and reaffirm its strengths, identify areas for future development and identify strategic priorities and underlying principles that will guide the future direction of the program. This report is a summary of that planning process and its outputs.*

## **Approach**

A decision was made to build capacity within the TFC managers to complete a review of Mission, Vision and Values and develop Strategic Directions and Priorities. TFC managers worked with Marion Howell, leadership consultant, on developing and completing a Strategic Planning process. A project work plan was developed and consisted of the following phases:

### Phase 1: Stakeholder Input

External and internal stakeholders: Executive Directors, Society 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 131 participants.

### Phase 2: Mission, Vision and Values

Drawing upon the input received from the consultation phase, the Program Manager developed a revised mission, vision and renewed 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 environment. \* *Reference to the child includes youth in the document.*

**MISSION:**

*To achieve a permanent family environment and community for every child youth who is part of the TFC Program we are committed to:*

- Supporting the child and the caregiving family by providing therapeutic support that is part of the child's everyday experience.
- Including everyone, the Child, the family, Society and the community, in the child's life when making decisions.
- Continually sharing information, learning and support with all individuals and groups who work together on behalf of the child.
- Remembering that the work we do today is intended to help the child grow into adulthood and in a permanent relationship.
- 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 caregiving family are our first consideration.

*Permanence and Continuity:*

Children/youth grow up and develop best having the opportunity to experience positive and attuned relationships. This takes place in the context of a permanent, enduring placement.

*Working together:*

Our strength and successes are the results of working together, continually communicating, and including and valuing everyone's contributions to the life of 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 care of children/youth and families and 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:

- Continue to develop and promote Permanency mission in the work by enhanced outcomes and experiences of children, youth and families we serve
- Continue the Excellence and Pride in the Program
- Continue to Strengthen Society Partnerships with TFC and have the flexibility and adaptability to meet the unique needs of the individual agencies
- Evidence Informed Services

### **Continue to develop and promote permanency mission in the work by enhanced outcomes and experiences of children, youth and families we serve**

Outcomes Expected	Years 1-3	Years 4-5
1. Actively link the programs and services to permanence and continuity in children's and families lives.	<input checked="" type="checkbox"/>	
2. Support more children and youth in family based care.	<input checked="" type="checkbox"/>	
3. Integrate where applicable Signs of Safety model into TFC	<input checked="" type="checkbox"/>	
4. Provide earlier intervention and help by accessing TFC services	<input checked="" type="checkbox"/>	
5. Evaluate the changing role of TFHP within the societies and make adjustments	<input checked="" type="checkbox"/>	
6. Evaluate the use of enhanced caregiving services to promote permanence	<input checked="" type="checkbox"/>	

### **Continue the Excellence and Pride in the Program**

Outcomes Expected	Years 1-3	Years 4-5
1. Evidence of Leadership found throughout the organization.	<input checked="" type="checkbox"/>	
2. Continue to provide excellent clinically oriented child welfare services to Sponsoring Societies.	<input checked="" type="checkbox"/>	
3. Continue to create and develop a sense of Diversity within the organization that contributes to the Diversity initiatives of sponsoring Society's.		<input checked="" type="checkbox"/>
4. Continue to support good communication and teamwork with our Society stakeholders, through MAC, branch meetings, meeting with teams etc.	<input checked="" type="checkbox"/>	
5. A culture that values continuous clinical learning and brings that to the Sponsoring Society's.	<input checked="" type="checkbox"/>	

**Continue to Strengthen Society Partnerships with TFC and have the flexibility and adaptability to meet the unique needs of the individual agencies**

Outcomes Expected	Years 1-3	Years 4-5
1. Better integrate TFC services into existing menu of services provided by individual Society's.	<input checked="" type="checkbox"/>	
2. Continue to evaluate current services at TFC and link it to supporting the Society's as they develop and transform.	<input checked="" type="checkbox"/>	
3. Continue to offer relevant training opportunities to caregivers and staff	<input checked="" type="checkbox"/>	
4. Become more involved in the life of the three sponsoring society's through committee work, SOS, child abuse prevention month, permanency committees etc.	<input checked="" type="checkbox"/>	
5. Revisit and evaluate the usefulness of the current liaison committee structure as it is historically based in foster care	<input checked="" type="checkbox"/>	
6. Further explore, develop and consolidate services to regional adoption, kinship and work with biological families.	<input checked="" type="checkbox"/>	
7. TFC coming on line with CPIN and linked to sponsoring Society's	<input checked="" type="checkbox"/>	
8. TFC web-site to be not stand alone but linked to sponsoring Society web-sites	<input checked="" type="checkbox"/>	

**Evidence Informed Services**

Outcomes Expected	Years 1-3	Years 4-5
1. Have a system in place to share and exchange knowledge with internal and external stakeholders.	<input checked="" type="checkbox"/>	
2. Evaluation of service outcomes is tied to evidence (data) such as Assessment Child check-list	<input checked="" type="checkbox"/>	
3. Have yearly Value for Money audits looking at permanency, ACC outcomes, and cost avoidance/savings.	<input checked="" type="checkbox"/>	
4. Ensure that current research is being utilized to shape and improve clinical service to strengthen families	<input checked="" type="checkbox"/>	
5. Have processes in place that measure stakeholder satisfaction.	<input checked="" type="checkbox"/>	
6. Link TFC outcome data with ONLAC data.		<input checked="" type="checkbox"/>

**“IT’S NOT  
HARD TO MAKE  
DECISIONS  
WHEN YOU KNOW  
WHAT YOUR  
VALUES ARE”**  
- ROY DISNEY



*No permanence is ours,  
we are a wave that flows  
to fit whatever form it  
finds.*



- Hermann Hesse -

Motivational Quotes About.com



Coming together is a  
**BEGINNING**  
Keeping together is  
**PROGRESS**  
Working together is  
**SUCCESS**

Henry Ford





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*Support for Children, Youth and Caregivers*



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