

KHCAS STRATEGIC PLAN 2014-2019



2014-2019

Introduction

The Kawartha-Haliburton Children's Aid Society (the Society) embarked upon a planning process in mid-August 2013, the purpose of which was: to provide a high-level road map for the organization that will help the agency to identify its current strengths and areas for further development, to communicate where it aspires to position itself in the future, and to identify the priorities and underlying principles that will guide its ongoing transformation. This report is a summary of that planning process and its outputs.

A. Approach

A joint Board/Staff Steering Committee was established to provide guidance and context, and to act as a sounding board for ideas and conclusions. A project work plan was developed and consisted of the following phases:

Phase 1: Stakeholder Input

External and internal stakeholders provided their input on a range of questions including the agency's purpose/mission, its strengths and areas for improvement, and priorities for the future. A series of focus groups and interviews were held capturing input from 158 participants.

Phase 2: Mission, Vision & Values

Drawing upon the input received from the consultation phase, the Steering Committee: a) developed a revised mission, b) added a statement about its vision for the future, and c) prepared a renewed set of values and beliefs. These foundational components were reviewed in draft form via an on-line questionnaire completed by 70 employees, foster parents and volunteers, and a sample cross-section of community partners.

Phase 3: Strategic Directions & Outcomes

The Executive Director prepared and presented an environmental scan of the external and internal forces impacting the agency to the Steering Committee to provide some context for establishing priorities for the Society.

Drawing upon the scan and the initial input from the Society's stakeholders, the Steering Committee identified four strategic themes/directions to focus the agency's efforts and resources during the planning period, and expected outcomes for each of the four strategic directions were then identified with Steering Committee and senior leadership input.

B. Mission, Vision and Values

Our Mission:

Engaging families and the community to protect children, youth and young adults.

The proposed mission reflects several significant areas of focus:

- a) greater appreciation for and acknowledgement that the Society is a part of the broader community and that we all share responsibility for the wellbeing of our young people,
- b) while our primary aim is child protection, our goal is to keep families together whenever possible, and
- c) the new reference to 'young adults' reflects the growing needs of those older youth who are transitioning to independence but still need our support.

Our Vision:

Families and communities that thrive.

The proposed vision is new to the Society. Leadership requires vision; leadership can happen throughout the Society. It is intended to remind everyone of our hope for how we can make a difference in the communities that we serve.

Our Values:

*Child Centered; Family Focussed • Community Engagement
Respect • Culture of Learning • Diversity*

The Employees, Board and Volunteers of the Kawartha-Haliburton Children's Aid Society endorse the following values and beliefs that underpin everything the agency believes in:

- Child-centered; Family-focused: while our primary focus is the child, we believe in the integrity of the family and an approach to service that builds on strengths. We advocate for stable relationships through extended family involvement and community supports.
- Community Engagement: we commit to aligning with partners in support of community priorities and initiatives that lead to good outcomes for families and children.
- Respect: is the foundation of our work and is demonstrated through the integrity of our actions and earned by being responsive, transparent and accountable.
- Diversity: we embrace a diverse organization that is responsive, inclusive and respectful of all people.
- Culture of Learning: creativity and innovation are important elements that lead to continuous improvement and quality outcomes.

C. Strategic Directions

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

- ★ **Strengthening Communities**
- ★ **Evidence Informed Services**
- ★ **Workplace of Choice**
- ★ **Operational Excellence**

They are defined by 'expected outcomes'. Once approved, these expected outcomes will be operationalized and measures such as KPI will be established to monitor progress throughout the planning period. Caution: care must be taken to align measures with the (draft) sectoral performance measures so as not to complicate or duplicate efforts.

Strengthening Communities Outcomes Expected	Priority	
	Years 1-3	Years 4-5
1. Community partners will be knowledgeable about our role and services	<input checked="" type="checkbox"/>	
2. The agency aligns with community partners to learn about, support and advocate for the community's needs	<input checked="" type="checkbox"/>	
3. Enhanced engagement/understanding of aboriginal communities	<input checked="" type="checkbox"/>	
4. All families receive high quality service with no disparities among marginalized groups	<input checked="" type="checkbox"/>	
5. Early help and access to community services are available.	<input checked="" type="checkbox"/>	
6. Families and community will seek us out for support		<input checked="" type="checkbox"/>
7. Building trust in diverse community systems; find common priorities for supporting families and children		<input checked="" type="checkbox"/>
8. The Society and our partners support common plans that are coordinated and culturally appropriate		<input checked="" type="checkbox"/>

Evidence Informed Services Outcomes Expected	Priority	
	Years 1-3	Years 4-5
1. A system is 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)	<input checked="" type="checkbox"/>	
3. Systemic mechanisms are in place that support bringing evidence to practice	<input checked="" type="checkbox"/>	
4. Current research is being utilized to shape and improve services and strengthen families (e.g. kinship, early help, etc.)	<input checked="" type="checkbox"/>	
5. Processes are in place to measure client satisfaction and information is being utilized to improve services	<input checked="" type="checkbox"/>	
6. Appropriate application of research that reflects diversity		<input checked="" type="checkbox"/>

Workplace of Choice Outcomes Expected	Priority	
	Years 1-3	Years 4-5
1. Employees express pride in working here	<input checked="" type="checkbox"/>	
2. A culture of loyalty and respect exists	<input checked="" type="checkbox"/>	
3. Innovation is valued	<input checked="" type="checkbox"/>	
4. Comprehensive talent management strategy is implemented (e.g. succession planning, onboarding, professional development, etc) for Board and Staff	<input checked="" type="checkbox"/>	
5. A clinical supervision model will be operational for all staff	<input checked="" type="checkbox"/>	
6. Evidence of leadership found throughout the organization	<input checked="" type="checkbox"/>	
7. Health and wellness is a priority for the agency and valued throughout	<input checked="" type="checkbox"/>	
8. Employees have the tools and processes in place to decrease hazards and risks to keep them safe in their work	<input checked="" type="checkbox"/>	
9. Enhanced communication throughout the organization	<input checked="" type="checkbox"/>	
10. Diversity of the organization (Board, staff volunteers, foster parents) will reflect diversity of the community		<input checked="" type="checkbox"/>
11. A confident, competent, and resilient workforce		<input checked="" type="checkbox"/>
12. A culture that supports and values continuous learning that is relevant and readily accessible (job embedded)		<input checked="" type="checkbox"/>

Operational Excellence Outcomes Expected	Priority	
	Years 1-3	Years 4-5
1. Operations are streamlined to ensure efficiency, and reduce redundancy and administrative burden	<input checked="" type="checkbox"/>	
2. Use technology to enhance business and service effectiveness	<input checked="" type="checkbox"/>	
3. An Anti-Oppressive Practices (AOP) framework is in place	<input checked="" type="checkbox"/>	
4. Governance and operational policies and practices are aligned	<input checked="" type="checkbox"/>	
5. Decision making systems are in place to support risk management, policies and practices	<input checked="" type="checkbox"/>	
6. A culture of individual accountability is evident throughout the organization	<input checked="" type="checkbox"/>	
7. Financial resources will be optimized and aligned with fiscal climate		<input checked="" type="checkbox"/>