

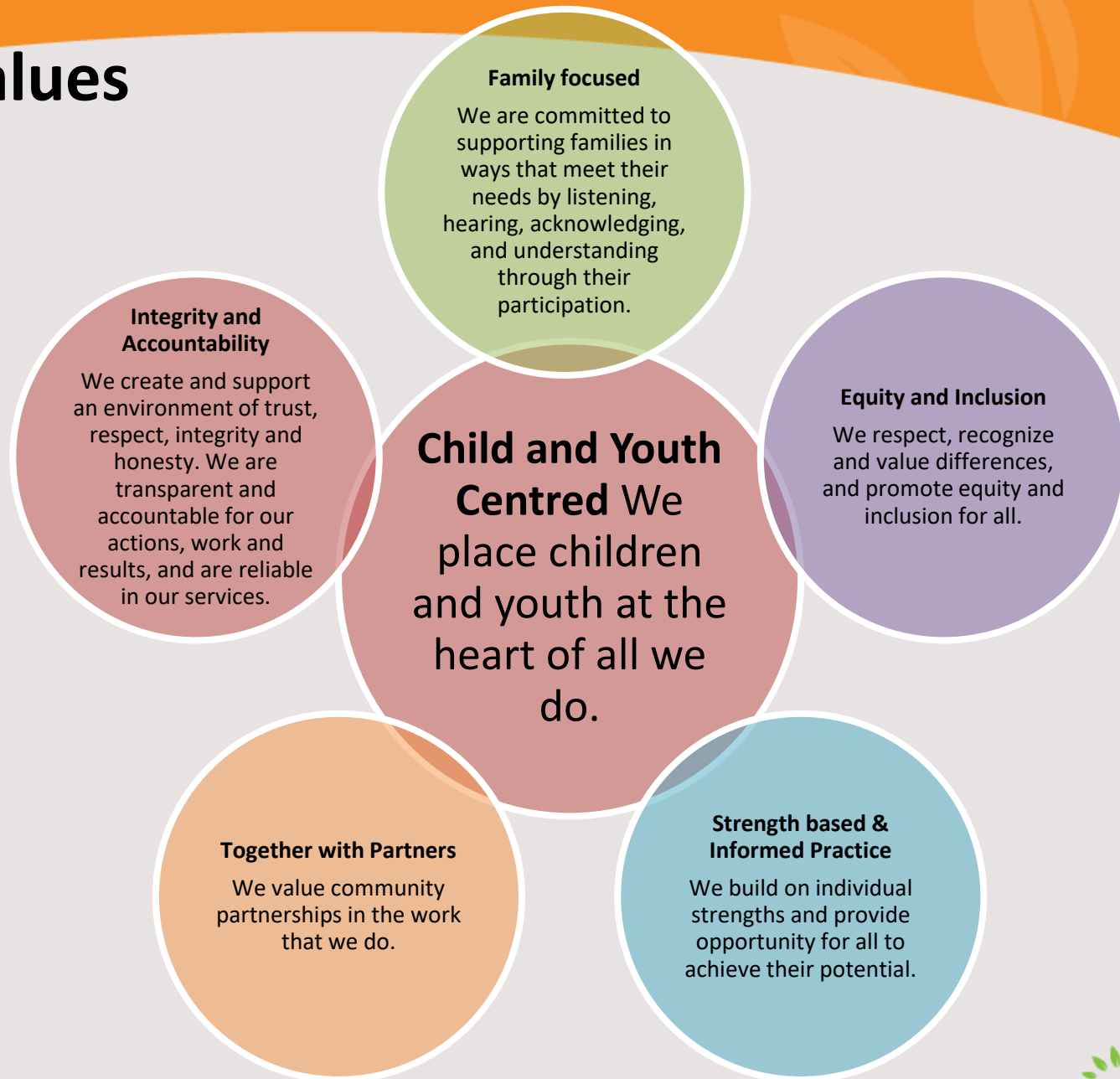
2020-2023 Strategic Plan

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Our Vision: Families and communities that thrive.

Our Mission: Engaging families and the community to protect and support children, youth and young adults.

Our Values



Our Commitment to Service Responsiveness

We will provide equitable and consistent services that are inclusive of the voice of children, youth, families and communities.

Enhance outcomes for children by working with their family, community and their circle of care to deliver the right service at the right time,

- Overall QIP Compliance
- Performance Indicators (recurrence SPI 8 & 9)
- Length of time of service (ongoing)
- Community links
- ADR Utilization
- # of CIC
- Kinship utilization rates
- # of ongoing cases
- Consultation with youth advisory committee
- Clinical Supervision
- Case Conferencing
- Clinical auditing
- Implement SOS or similar service framework
- Admission prevention program
- Youth Advisory Engagement strategy

Champion equity and advocate on behalf of children, youth and families in our communities to address the vulnerabilities they experience

- IDBD Compliance
- Agency data does not indicate or sees a reduction in the overrepresentation of marginalized groups as per comparative census data
- Participation in equity training (internal & external)
- Implementation of the 11 Race Equity practices from the One Vision One Voice project
- Implementation of Ontario's Race Based Data Framework
- Establish partnerships with key communities with identified marginalized groups to establish protocols, engagement strategies to ensure voice is embedded in service delivery
- Clinical Supervision

Create opportunities for and embrace feedback as a learning opportunity and contribute to more informed, timely and responsive services

- Annual Report of Complaints
- Client Feedback
- Youth Advisory Feedback
- Review of complaints process
- Client Feedback process review
- Embed client feedback into project management framework

Create a sense of belonging for children by engaging supports that includes their family, culture and community

- OnLAC data
- # of CIC
- # of CIC by placement type
- Utilization of kinship services
- Explore methods of measurement/research with Trent University
- Workplan to embed OnLAC data into service planning for youth
- Implement SOS or similar service framework

Our Commitment to Service Community Partnerships and Collaboration

We will create dynamic services that responds to the diverse needs of children, youth and families by courageously leading and facilitating active collaboration with the community.

Understand and action Truth and Reconciliation by supporting First Nations and Indigenous communities and partners in the delivery of services to Indigenous children, youth and families

- Number of Indigenous families by intervention type, by jurisdiction
- Tracking of the 8 commitments from the Truth and Reconciliation project
- # of Indigenous CIC

- Indigenous Work Plan
- Implement the Truth and Reconciliation commitments
- Update / review Memorandum of Understanding with Curve Lake
- Ensure all protocols are inclusive of DBCFS

Champion equity and advocate on behalf of children, youth and families in our communities to address the vulnerabilities they experience

- IDBD compliance
- Demographic data

- Establish partnerships with key communities for identified marginalized groups to establish protocols, engagement strategies to ensure voice is embedded in service delivery
- Youth Advisory Engagement Strategy

Actively engage with our partners to continue to build integrity and trust about our respective contributions and accountabilities

- Participation rates of community partners in feedback processes
- # of engagements with community partners
- # of protocols

- Develop a survey & consultation process to collect formal feedback on an annual basis for stakeholders
- Review of protocols and tracking of newly created protocols
- Creation and maintenance of a partnership inventory— assess membership to ensure participation at the right tables, by the right people at the right time

Lead community engagement and integration of services towards better outcomes for children, youth and families

- Evaluation of existing integrations – TFC, Regional Adoption, Back Office, VAW Hubs
- Stakeholder feedback
- # of identified integration opportunities for enhanced service delivery

- Back office integration expansion and evaluation
- Creation and maintenance of a partnership inventory— assess membership to ensure participation at the right tables, by the right people at the right time
- Development of strategy to identify opportunities for integration with community partners

People are our Greatest Strength

We will be an inclusive and interconnected workplace, where strengths and contributions of all are invited, valued and celebrated.

Promote safety and wellbeing through engagements with staff, volunteers and foster families

- Employee, volunteer, Foster parent surveys
- Use of respite by foster families
- Overtime tracking
- Sick time tracking
- EAP usage
- Incident report tracking
- Wellness activities

- Psychological health and safety standard workplan
- Engagement strategy for foster parents and volunteers including development of engagement survey
- Peer Support implementation

Cultivate a strong workplace that supports inclusivity, collaboration, and team work with shared accountability

- Employee, volunteer, Foster parent surveys
- QIP compliance

- Equity committee workplan
- RACI process embedded in project management approach
- Clinical supervision
- Performance Appraisal system reviewed
- Update Job Descriptions
- Case Collaboration Model

Strengthen organizational and leadership capacity through staff development, growth and recognition

- Participation in training
- # of participants in OACAS leadership program
- # of employees involved in succession planning

- Succession plan developed
- Recognition system review
- Clinical supervision
- Performance Appraisal system reviewed

Recruit and retain a diverse workforce, including foster parents and volunteers

- Demographic tracking of employees, foster parents and volunteers
- Length of service of employees, foster parents and volunteers
- Turnover of employees, foster parents and volunteers

- Census collection for employees, foster parents, volunteers
- Development of strategy to ensure employees, volunteers and foster parents are representative of the community demographics

Encourage innovative processes that support service responsiveness and create efficiencies in practice

- QIP compliance
- # of CIC
- Length of time of service for ongoing families
- Financial Statements

- Implement SOS or similar service framework
- HUB assessments and future planning
- Case conferencing
- Process mapping of key areas
- Records management
- Admission prevention program