FAMILY AND CHILDREN'S SERVICES

of Lanark, Leeds and Grenville

FCSLLG
STRATEGIC PLAN
2020-2025

Resiliency Engagement

Inclusivity
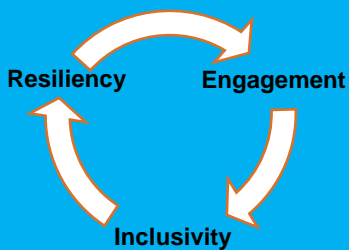
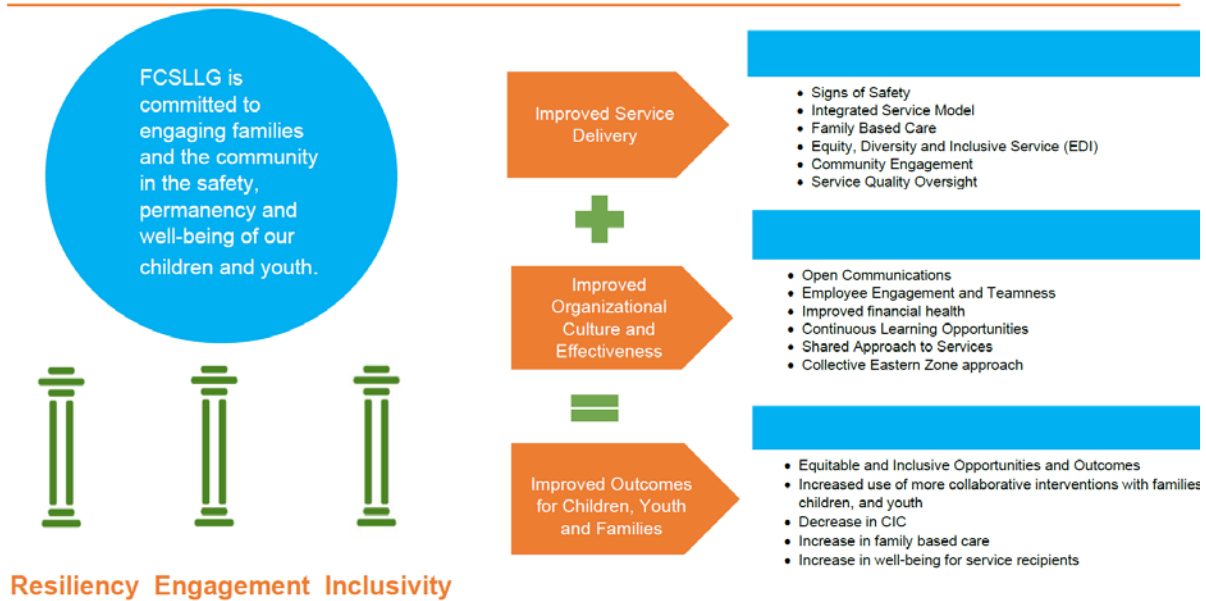*TOGETHER FOR OUR KIDS*

FCSLLG Strategic Plan 2020-2025

Together for our Kids

Process:

- The strategic plan was developed through a variety of consultative processes through 2019, inspired by the Signs of Safety (SofS) approach that involved front line and administrative staff, managers and board members over many months and through many gatherings.

- The main theme of the planning process was *continuity* – building on the human resources, strengths of the organization, and innovations and developments of the past few years.

FAMILY AND CHILDREN'S SERVICES of Lanark, Leeds and Grenville

2020-2025 STRATEGY MAP

VISION: *Safe, healthy, resilient kids growing up in their families within their communities … where FCSLLG is part of a social system that promotes equitable outcomes for all children and families.*

FCSLLG is committed to engaging families and the community in the safety, permanency and well-being of our children and youth.

Improved Service Delivery
- Signs of Safety
- Integrated Service Model
- Family Based Care
- Equity, Diversity and Inclusive Service (EDI)
- Community Engagement
- Service Quality Oversight

Improved Organizational Culture and Effectiveness
- Open Communications
- Employee Engagement and Teamness
- Improved financial health
- Continuous Learning Opportunities
- Shared Approach to Services
- Collective Eastern Zone approach

Improved Outcomes for Children, Youth and Families
- Equitable and Inclusive Opportunities and Outcomes
- Increased use of more collaborative interventions with families, children, and youth
- Decrease in CIC
- Increase in family based care
- Increase in well-being for service recipients

Resiliency Engagement Inclusivity

Vision:

Safe, healthy, resilient kids growing up in their families within their communities … where FCSLLG is part of a social system that promotes equitable outcomes for all children and families.

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FCSLLG Strategic Plan 2020-2025

Mission:

FCSLLG is committed to engaging families and the community in the safety, permanency and wellbeing of our children and youth.

Inputs, outputs and outcomes:

- **Engaged** employees, foster families, volunteers, board members, service recipients, and members of the community

- **Inclusive and equitable** services that promote social participation, diversity, valued social roles, and full membership into community life

- **Resilient** outcomes that come from reducing adversity and promoting positive development and thriving

Engagement Pillar:

- **Engagement is reciprocal and relational –** it is about seeking engagement and accepting engagement. Engagement is a process and an outcome. It is about the **empowering** relationship between an employer and its employees, between a worker and their service recipients, between an organization and its community

- **Employee engagement** is the extent to which **employees** feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. **Employee engagement** is not the same as **employee** satisfaction (Gallup)

- **Service Recipient engagement,** is the common bond – an alliance – that exists between a worker and a service recipient when working towards solutions to challenges facing the service recipient. Such an alliance is a powerful predictor of service effectiveness

- **Community Engagement –** Community engagement is the extent to which the community is actively involved in and/or assume ownership for the safety and well-being of our children and youth

Inclusivity/Diversity/Equity Pillar:

- **Inclusive** and equitable services that promote social participation, diversity, valued social roles, and full membership into community life

- Service recipients are often marginalized and at risk of social exclusion from the normative spaces and activities of community life

- Valued social participation

  - enhances safety and well-being

  - provides opportunity for individuals to thrive

  - creates opportunities for relationship and the development of social networks

- Engaged service recipients are empowered to take their valued place in community life

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- Staff, volunteers, foster parents, board members, and service recipients reflect the ddiversity of our three-county community

Resilience Pillar:

- Human beings are remarkably adaptive and can do well even in difficult circumstances

  - Especially when community, service recipients and employees thrive when life conditions and experiences are optimal

  - Resilience can occur anytime, but especially when the community and service recipients are engaged in a common cause for child welfare

  - Full participation in community life and feeling that one belongs, promotes resilient outcomes

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IMPROVED SERVICE DELIVERY

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IMPROVED ORGANIZATIONAL CULTURE AND EFFECTIVENESS

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IMPROVED OUTCOMES FOR CHILDREN, YOUTH AND FAMILIES

Improved Service Delivery:

- Signs of Safety: FCSLLG will refine our SofS practice through continuous, learning, practicing, and measuring Signs of Safety outputs and outcomes

  - Consulting contract with an SofS practitioner will be secured

  - Internal SofS sustainment committee

  - Service Recipient Engagement will be monitored through surveys

  - Key indicators will be monitored: use of SofS tools, use of litigation, admissions to care, transfers to ongoing service, and recurrence of maltreatment

- Integrated service model: FCSLLG will continue to practice and refine the integrated service model

  - Analysis of the model's effectiveness: service recipient engagement, continuity of service

- Family based care: children and youth will be raised in family environments within their own community

  - Foster Parent Recruitment

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- – Providing meaningful supports to Kinship, Adoptive and Foster Families, in order to build their competencies in caring for children and youth in keeping with the child/youth's identity characteristics
- – Increased use of family-based care

- Equity based intervention

  - – Children, youth, and families will be served in keeping with their culture, language, spirituality, and identity characteristics.
  - – This includes a focus on First Nations, Inuit, and Métis children and families in an effort to acknowledge their unique history and marginalization within the child welfare system, and promote the provision of more culturally relevant services

- Community Engagement through

  - – Commitment to informal/formal partnerships that encourages equity of opportunity for all children, youth and families
  - – Foster parent and volunteer recruitment
  - – Exploration of fundraising initiatives
  - – Creative use of various social media platforms
  - – Active participation in community events that support relationships and inclusivity

- Service Quality Oversight
  - – Develop and refine our capacity to measure inputs, outputs and outcomes related to service activities

Improved Organizational Culture and Effectiveness:

- Open Communication
  - – Develop systematic internal and external communication activities
  - – Staff meetings, team meetings, monthly internal newsletter, more dynamic website
  - – Annual measurement and analysis of staff engagement

- Employee Engagement/Teamness

  - – Improve team engagement and cohesion
  - – Annual measurement of staff engagement
  - – Meaningful opportunities for staff growth
  - – Develop manager leadership and succession planning
  - – Foster organizational and individual wellness

- Improved Financial Health

  - – Advocacy with funder for adequate funding and debt relief
  - – Development of robust forecasting strategies

- Continuous Learning opportunities

  - – Improvement in our capacity to monitor quality of service

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– Provision of meaningful learning opportunities for staff relevant to the Strategic Plan

- Shared Approach to Services

  – Shared Information Technology and CPIN support with FACSFLA
  – Shared Quality Assurance services with child welfare Eastern Zone
  – Explore additional community opportunities that align with the provincial agenda

- Collective Eastern Zone Approach

  – Equity, Diversity, and Inclusivity
  – Educational Attainment for children and youth
  – Quality Assurance and measurement

Improved Outcomes for Children, Youth and Families:

- Our commitment to improving service delivery and organizational culture and effectiveness should lead to overall improved outcomes of safety, well-being, and a sense of belonging for children, youth and families we serve. In evaluating these outcomes, we commit to the ongoing measurement and monitoring of the following indicators:

  – Equitable and Inclusive service for children and youth, including the monitoring of service activities that are culturally relevant, taking into account identity characteristics of all children and youth and their families. This includes a focus on ensuring that First Nations, Inuit, and Métis children and youth have services delivered to them in a culturally relevant and meaningful manner.

  – Safety and well-being for service recipients, including the monitoring of recurrence of maltreatment rates, service recipient feedback from surveys, and the use of Signs of Safety principles and tools in our service activity with families

  – Admissions of children and youth to care

  – Use of family-based care, including kinship, foster, and adoptive care versus group care

  – Increased use of more collaborative interventions with families, children and youth

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