



***Our Vision:*** Engaged and caring communities where children thrive in strong families.

***Our Mission:*** We are dedicated to the quality of life, safety and well-being of vulnerable children and youth, honouring diversity, culture and heritage.

**We achieve our Mission through:**

**Quality Services:** early intervention, child protection, support to families and care services that are responsive, timely, consistent and equitable.

**Partnerships & Collaboration:** working with our partners to provide for the best outcomes for children, youth and families.

**Advocacy:** on behalf of, and for, children, youth and families.

**Continuous Learning:** on-going efforts to strengthen our knowledge, expertise and practice.

**OUR CORE VALUES**

**Caring:** Ensuring that children and youth are in homes where they experience psychological, emotional, cultural, physical and spiritual safety and the opportunity to grow and develop with hope and resilience as our first obligation at BGCFS. We approach parents and caregivers with appreciation and concern for their wellbeing.

**Respect:** Demonstrating a deep and genuine regard for and acceptance of an individual, showing empathy and offering support to everyone we serve.

**Integrity:** Demonstrating authentic and cohesive thoughts and action, demonstrating courage and mutual accountability for our actions and our work.

**Collaboration:** Bringing diverse talents, perspectives and ideas together to create a positive plan for and/or resolution to a challenge.

**Accountability:** Obligation and willingness to accept responsibility or to account for one's actions including a willingness to disclose the results in a transparent manner.

## SERVICE DELIVERY AND LEADERSHIP PRINCIPLES

### Key Elements of the Leadership role:

- Consult with the Director and the Senior Team to set priorities, policies, standards and targets, adoption of best practices for service delivery and for continuous improvement.
- Ensure that policies and procedures (in our case Standards and Procedures) are followed in all aspects of service.
- Ensure monitoring and evaluation of individual and team performance with respect to service practices.

Leadership Principle	Characteristics
1. <b>We will be self aware and responsible for how our behaviours and attitudes impact our service users, staff, and each other.</b>	<ul style="list-style-type: none"> <li>• Recognize “butterfly effect”</li> <li>• Express a commitment to service</li> <li>• Need to set standards and expectations</li> </ul>
2. <b>We will set clear expectations that are aligned with our organization’s values.</b>	<ul style="list-style-type: none"> <li>• Expectations are articulated</li> <li>• Accountabilities are clear</li> </ul>
3. <b>We will foster and maintain positive, trustful relationships that are optimistic and solution focused, in which we share and celebrate our accomplishments.</b>	<ul style="list-style-type: none"> <li>• Culture of optimism – calm, thoughtful, trust</li> <li>• Nurturing, mentoring relationships</li> <li>• Problem solving focus</li> <li>• Recognition of accomplishments</li> <li>• Promote and celebrate “play”</li> </ul>
4. <b>We are committed to service excellence by providing a clear vision for service quality and through continuous improvement.</b>	<ul style="list-style-type: none"> <li>• Commitment to evaluation</li> <li>• Self- improvement as service improvement and quality service</li> <li>• Opportunity for feedback</li> <li>• Continuous quality improvement philosophy and process</li> </ul>
5. <b>We are committed to building effective relationships through ongoing dialogue and shared understanding.</b>	<ul style="list-style-type: none"> <li>• Acknowledgement of differing realities</li> <li>• Constant change</li> <li>• Working with willing partners</li> </ul>
6. <b>We will be forward looking, responsive and adaptable to changing circumstances.</b>	<ul style="list-style-type: none"> <li>• Nimble, quick, flexible</li> <li>• Continuous environmental scanning and assessment</li> </ul>
7. <b>We will be inclusive (reach out; outward), clear, honest and respectful in all our communications.</b>	<ul style="list-style-type: none"> <li>• Reaching out and inclusive (e.g. First Nations, community partners)</li> <li>• Know and understand your audience</li> <li>• Recognize and respect personal and cultural sensitivities</li> </ul>

Leadership Principle	Characteristics
<p><b>8. Our decision making will be participative, timely, evidence informed, and express a unified voice.</b></p>	<ul style="list-style-type: none"> <li>• Shared goal</li> <li>• Evidenced based</li> <li>• Consensus focused</li> <li>• Commitment to participate and engage constructively and have courageous conversations</li> <li>• Obligation to understand how a decision was made</li> <li>• Ethical and a principle based decision process (everyone has to believe in the process and results)</li> <li>• Shared accountability and solidarity for decisions</li> </ul>
<p><b>9. As leaders and stewards, we will act with integrity, stay focused on our organization's vision, and use our resources wisely and efficiently to provide the best services possible to our clients and communities.</b></p>	<ul style="list-style-type: none"> <li>• Communicate and connect corporation and service with context of what's available</li> <li>• Ensure linkages between services and resources</li> <li>• Good process for evaluating appropriate use of resources (evidence informed decisions)</li> </ul>



# 2013-2017 Strategic Plan

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**Strategic Directions**

1	<p><b>BGCFS will be a cohesive organization that lives its values and has a culture of service, engagement and empowerment.</b></p>	<ul style="list-style-type: none"> <li>a. Demonstrate our values in everything we do</li> <li>b. Foster and strengthen leadership and teambuilding within the organization</li> <li>c. Strengthen our capacity for decision-making, communication and collaboration</li> <li>d. Be an organization of choice for parents, staff, foster parents and volunteers</li> </ul>
2	<p><b>As good stewards, we will seek innovative opportunities and balance our needs and resources to be sustainable.</b></p>	<ul style="list-style-type: none"> <li>a. Ensure a balanced budget focused on providing quality, core services</li> <li>b. Pursue funding opportunities/partnerships for services and enhancing non-core services</li> <li>c. Retain competent, confident and trained staff, volunteers, family-care providers</li> <li>d. Support the Foundation to meet our non-funded services needs</li> </ul>
3	<p><b>We will focus and reorient for service excellence in delivering a family-centered service experience.</b></p>	<ul style="list-style-type: none"> <li>a. Improve service quality and accountability through evaluation, evidenced-based practices, and reporting on service performance indicators</li> <li>b. Develop and adapt service delivery through innovation and best practices in child &amp; family-centered care</li> <li>c. Strengthen the integration, continuity and consistency of services across the organization and with our community partners</li> </ul>
4	<p><b>We will be a trusted community presence and work in partnership for best outcomes. We are committed to open dialogue with First Nation communities that facilitates mutual understanding.</b></p>	<ul style="list-style-type: none"> <li>a. Strengthen the voice of parents, youth and foster parents</li> <li>b. Foster greater confidence, openness and a sense of mutual contribution with our partners</li> <li>c. Create greater awareness and visibility in our communities</li> <li>d. Invite a dialogue with First Nation communities to develop respectful, responsive relationships</li> </ul>

**Our Values:** Caring ~ Respect ~ Integrity ~ Collaboration ~ Accountability

## CORPORATE SERVICES

Topic Area	Service Principle Statement
<b>1. Continuous Improvement</b>	We encourage and value feedback in the evaluation of procedures and processes in order to continuously improve.
<b>2. Collaboration</b>	The best solutions and processes to obtain our outcomes, results from inclusive, engaged collaboration.
<b>3. Good Stewardship and Resource Management</b>	We will nurture and use our resources wisely and fairly to sustain our organization and achieve best outcomes for clients.
<b>4. Shared Responsibilities for Outcomes</b>	We all contribute to and take responsibility for supporting our families and children to be successful.
<b>5. Responsiveness</b>	We will be responsive in a knowledgeable and engaged manner with our audience while seeking ways to adapt and be innovative.
<b>6. Quality of Information, Data</b>	Our process will ensure that we produce quality data that is accurate and has integrity.
<b>7. Efficiency</b>	Our outcomes will be achieved though simplified, integrated, shared processes that follow policies and standards, and using the best or most appropriate tool.
<b>8. Communications</b>	We will communicate courteously with appropriate audience's accurate, clear, concise information in a timely manner and always welcome feedback.
<b>9. Coordinated and Seamless Services</b>	Our processes will be efficient and seamless. The end user will get what they need in a timely and accurate manner and will be delivered with courtesy.

## PROTECTION SERVICES

Topic Area	Service Principal Statement
<b>1. Community Presence, Linkages and Engagement</b>	We will be committed to engagement and participation with our communities through leadership, education, dialogue and involvement.
<b>2. Collaboration and Partnership</b>	We will work collaboratively with each other, families and community partners by: <ul style="list-style-type: none"> <li>• Being respectful</li> <li>• Understanding each others' role</li> <li>• Embracing diversity</li> <li>• Sharing resources, knowledge</li> <li>• Transparent communications</li> </ul>
<b>3. Quality</b>	We will deliver quality services that are evident based – informed by accurate and thorough information, while seeking service user feedback to promote continuous improvement.
<b>4. Family Focused</b>	We will partner with families to learn about their unique family systems in order to deliver services in a manner that: <ul style="list-style-type: none"> <li>• Focuses on child safety and permanency</li> <li>• Recognizes the strengths and limitations of the family system</li> <li>• Develops realistic and flexible plans with clear expectations</li> <li>• Is transparent regarding roles and accountability</li> </ul>

	<ul style="list-style-type: none"> <li>• Is accessible and available</li> </ul>
<b>5. Strength Based</b>	We engage, support and encourage families to identify and focus on their strengths to mitigate risk and increase safety.
<b>6. Continues Learning</b>	We will approach all circumstances as an opportunity to encourage continuous learning and capacity for growth.
<b>7. Communications</b>	We will respectfully communicate information through all means available that are relevant, timely, consistent and inclusive of individual ability.
<b>8. Transparency</b>	To be developed.

**FAMILY BASED CARE**

<b>Topic Area</b>	<b>Service Principle Statement</b>
<b>1. Diversity and Inclusion</b>	We will partner with our community, families and children to create unique plans that are inclusive and respectful.
<b>2. Quality</b>	We will engage in high quality service that is measureable and attainable.
<b>3. Communications/Transparency</b>	Effective communication is an integral part of our everyday life. Communication will be transparent, clear and provide an opportunity for dialogue.
<b>4. Strength-based/Family focused</b>	Children’s needs are best met by building on strengths, and providing opportunities to build resilience, which are provided through a family centered approach.
<b>5. Accessibility</b>	To be developed.
<b>6. Use of Resources</b>	We will be efficient and responsible in planning and developing partnerships to provide resources to families and children, based on their unique family needs.

**STRATEGIC DIRECTION ONE: Bruce Grey Child and Family Services will be a cohesive organization that lives its values and has a culture of service, engagement and empowerment.**

**STRATEGIC ACTIVITIES:**

**Strengthen our communication efforts inside and outside of our organization and participate in key community events that present healthy family promotion opportunities or recruitment opportunities.**

**Develop a strong leadership framework that results in a positive workplace culture that we can measure.**

**Strengthen our staff competency by implementing a Performance Management System, and the provincial authorization process.**

**Strengthen our staff competency by utilizing ‘Sharing a Good Heart’ and by participation in local learning opportunities with indigenous peoples.**

**Recruit and retain qualified and committed staff in all parts of our organization.**

**Support new staff to develop professional, values driven, work competencies.**

**Support the Our Kids Foundation to fundraise for our non-funded service user needs.**

**STRATEGIC DIRECTION TWO: As good stewards, we will seek innovative opportunities and balance our needs and resources to be sustainable**

**STRATEGIC ACTIVITIES:**

**Develop and oversee a board approved expenditure management plan that balances resources to needs.**

**Implement Oracle and CPIN.**

**Create a framework for administrative services that ensures that work is completed using agency endorsed priorities and utilizes existing administrative capacity.**

**Ensure that information is communicated efficiently and effectively.**

**Ensure that records are managed efficiently and effectively especially with respect to CPIN deployment.**

**Complete the sale and move from Berford Street, Warton and complete the Walkerton upgrade.**

**Complete the implementation of the Child Protection Information Network and allocate service and administrative resources with a risk reduction lens.**

**Develop a strong legal team that ensures in-house/internal training using agency endorsed priorities and utilizes existing legal capacity.**

**STRATEGIC DIRECTION THREE: We will focus and reorient for service excellence in delivering a family centered service experience.**

**STRATEGIC ACTIVITIES:**

Ensure that families who require support to safely care for their children are at the center of a plan that maximizes their ability to benefit from community support, the support of kin and the support of our professional staff. We will utilize aboriginal circles, family group conferencing and mediation when necessary to build these plans. We will leverage supports from community partners to ensure safe care of community children.

- a. Ensure that all children receiving protection services have a Three for Me plan.
- b. Ensure that service delivery meets provincial standards and is engaging and effective
- c. Ensure that ADR is utilized to engage families and strengthen social support.
- d. Reduce the number of cases where legal intervention is necessary and ensure that legal resolutions are reached in a timely manner
- e. Implement the new protection standards and test for competency

Ensure that children who require an out of home safety intervention are resourced by kin or secondly by foster families who are able to meet their unique need for psychological, emotional, cultural, physical and spiritual safety.

- a. Ensure that all children have a 'Three for Me' plan and have a family finding process when admission to care is considered;
- b. Ensure all out of home placements for children are safe and children in out of home placements are not maltreated;
- c. Recruit 35 new diverse (culture/race/religion) resource families this year;
- d. Ensure that assessment of resource family applicants is efficient and timely;
- e. Support existing foster families through training, monthly support groups; and,
- f. Recruit volunteers who can meet the diverse needs of the organization.

**STRATEGIC DIRECTION FOUR: We will be a trusted community presence and work in partnership for best outcomes. We are committed to open dialogue with First Nation communities that facilitates mutual understanding**

**STRATEGIC ACTIVITIES:**

**Develop a culturally appropriate and responsive service to our First Nations Communities that includes:**

- a. The recruitment of culturally matched caregivers.**
- b. An alternative dispute resolution process.**
- c. The recognition of the recommendations of the Truth and Reconciliation Report.**

**Ensure staff meets critical service standards and report our results.**

**Complete and publish an annual service user feedback report. Analyze and use the data from the report to improve the quality of services delivered.**

**Publically report on our progress to the completion of our Strategic Plan.**

**Ensure that BGCFS has a protocol with key community partners:**

- a. Police (OPP);**
- b. Best Practice Protocol (School Boards);**
- c. Joint Investigation Protocol with Keystone;**
- d. Drug Endangered Children (DEC); and,**
- e. Police (Municipal Forces).**

**Develop an anti-oppressive framework for BGCFS.**