

## **Dufferin Child and Family Services**

### **Strategic Plan 2012- 2017**

#### **GOAL ONE: Strengthen and Enhance Service Delivery**

Providing the best service possible to our community is our central aim. We envision a community that is working together to deliver services through formalized pathways, using shared language and a common understanding of how to support children, youth and families effectively. The following objectives and strategies will enable us to meet this goal:

##### **Objective 1.1**

**Internally and in collaboration with our health, education and other community partners, foster service integration and coordinated access**

##### **Strategies:**

- Develop and build commitment to a shared philosophy and approach to service across the agency
- Explore and implement delivery models that increase integration and collaboration across our internal programs, result in better service and make best use of our resources
- Both internally and with our partners, develop a shared approach and a common language for understanding and responding to challenging childhood behaviours
- Together with our partners, create integrated service pathways and horizontal teamwork; work towards a team around the child approach in Dufferin
- Build our knowledge and use of evidence-informed approaches

##### **Objective 1.2**

**Support resiliency and stability in the lives of Dufferin children, youth and families**

##### **Strategies:**

- Through technology, outreach and education, provide increased prevention, support and skill-building opportunities to Dufferin parents
- In our child protection service, focus on permanency through recruiting, developing and supporting our foster, kin, and adoption families and through focused support to our ongoing families
- Reach out and build relationships with all local service providers in support of planful service delivery, advocacy and community development

**Objective 1.3  
Increase youth engagement across the agency**

**Strategies:**

- Establish an agency-wide Youth Advisory Committee
- Pursue a grant for community wide youth outreach worker
- Make changes to the physical environment that are youth-friendly
- Develop and implement youth-appropriate feedback mechanisms through social media and other channels
- Offer youth-specific training and workshop opportunities
- Identify and link with community committees and partners for potential youth engagement

**Objective 1.4 Measure the impact of our work**

**Strategies:**

- Implement, monitor and continually refine agency performance indicators
- Best meet our QA needs within current resources
- Develop client satisfaction surveys for all areas, using technology whenever possible
- Increase use of data for improved organizational intelligence in decision making

**On successful achievement of the service objectives, DCAFS will be providing integrated and collaborative service both internally and with community partners, based upon a shared approach and a shared commitment to doing so.**

**GOAL TWO: Be More Visible and Accessible to Dufferin Residents**

We are committed to ensuring that the Dufferin community is aware of the wide range of services provided by DCAFS and knows where and how to access support and information. We have a great deal of expertise within the agency that can benefit our parents and young people. The following objectives and strategies will enable us to meet this goal:

**Objective 2.1  
Leverage technology to enhance agency profile and purposes**

**Strategies:**

- Explore cost effective ways to enhance service delivery through better use of technology including use of Skype, social media, handheld technology, phone system etc
- Use both conventional and social media strategically to raise the agency profile and to communicate broadly

- Utilize technology to enhance accessibility for clients, staff and the general community
- Enhance content and functionality of web site

### **Objective 2.2**

#### **Increase external sharing of expertise and information**

##### **Strategies:**

- Continually expand information, knowledge and resources available on the website and through use of conventional and social media
- Enhance mental health literacy within our community
- Deliver more community presentations about DCAFS services, our role within the service sector and commitment to partnership; strategically broaden the audiences

### **Objective 2.3**

#### **Explore satellite sites as a means to raise visibility and enhance access**

##### **Strategies:**

- Explore shared space opportunities in schools, other agencies, County facilities and other community locations in order to ensure service provision that enables accessibility in a cost effective and sustainable manner
- Submit a grant proposal to promote early intervention/prevention by being highly accessible in all areas of Dufferin County

**Upon successful achievement of the profile and access objectives, DCAFS will have an expanded community profile and be more accessible both virtually and physically.**

## **GOAL THREE – Optimize Resources and Opportunities**

In times of fiscal restraint we are all called upon to be resourceful and innovative. We must continue to support and nurture our most valuable resource – our staff. There is much we want to achieve and so we must explore all the possibilities available to us to support our success. The following objectives and strategies will enable us to meet this goal:

### **Objective 3.1**

#### **Continue to support an agency culture that is built on respect, personal responsibility and growth, recognition and a commitment to excellence**

##### **Strategies:**

- Continue to build staff involvement with wellness initiatives
- Incorporate activities into general staff meetings and other events that enhance team and agency cohesion

- Establish a formalized plan for on-going learning and development that optimizes the impact of training for individuals and imparts learning to others
- Recognize good work on an ongoing basis in addition to ensuring regular performance evaluations as per policies and procedures
- Introduce a mentoring program for new staff and support developmental opportunities for those interested in management or other challenges

### **Objective 3.2**

#### **Explore and pursue new revenue streams and fund raising opportunities**

##### **Strategies:**

- Develop an agency philosophy and policy on external sources of revenue; potentially investigate fee-for-service opportunities and other revenue sources
- Increase internal grant writing knowledge and capacity and pursue appropriate opportunities
- Clarify fundraising goals, targets and the feasibility of enhanced fundraising activity
- Pursue collaborative opportunities through the Chamber of Commerce network
- Support local efforts towards creation of a Community Foundation

### **Objective 3.3**

#### **Explore and pursue shared service opportunities**

##### **Strategies:**

- Proactively pursue opportunities for shared service both locally and with other CASs in line with Commission and Ministry direction
- Determine the cost benefit of joining the KARE plan and take appropriate action
- Explore public and private collaborative possibilities in Dufferin, including feasibility of a Dufferin buying group for procurement of goods

### **Objective 3.4**

#### **Examine our internal processes and work patterns for efficiencies**

##### **Strategies**

- Undertake LEAN training to support the analysis of our work processes
- Increase the range and depth of volunteer involvement across the agency
- Commit to time efficient and effective meetings and case conferences

**On successful completion of the resource goals, DCAFS will be able to maintain and augment quality service, delivered with motivated, focused and experienced staff, supported by sustainable funding and shared services.**