

DUFFERIN CHILD & FAMILY SERVICES

STRATEGIC PLAN 2022-2025

VISION

Strong and resilient children adults and families supported within a safe and welcoming community.



MISSION

To be a partner, resource and leader in supporting and building on the strengths of children, adults and families in our community.

VALUES



Equity and Belonging

Position Statement

Given what we know and what we have yet to learn about the impact of oppression, racism and colonial systems that continue to marginalize groups of people and individuals, DCAFS makes a deep commitment to work towards ensuring that equity deserving groups feel a sense of belonging, empowerment and care.

Strategic Goals

- Our DCAFS team engages in building a sense of belonging, inclusivity and empowerment
- Our DCAFS team is diverse and representative of our communities served
- Our service recipients receive equitable care and services; and feel welcome
- We will nurture and sustain strong connections with community partners and equity deserving groups

Inclusion

Compassion



Care and Well-being

Position Statement

Given the secondary pandemic impacts, DCAFS must position itself as an Agency that champions and supports the care and well-being of its service recipients, DCAFS Team Members and community.

Strategic Goals

- Our DCAFS team creates a culture of caring where our team members are valued, energized and supported in the workplace
- We provide compassionate and supportive care that is responsive to changing community and service recipient needs

Integrity

Collaboration



Unified and Together

Position Statement

Given the increasing complexity of service needs and rapidly changing environments, DCAFS is committed to being a leader in providing integrated care through collaborative internal and external relationships.

Strategic Goals

- Our DCAFS team is committed to creating a collaborative work environment together that supports and builds opportunities for integration and information sharing across teams
- As a multiservice Agency, we provide integrated and accessible service pathways
- We build and maintain strong partnerships as we work together to create a continuum of services for the communities we collectively serve.

Innovation

Accountability



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Our DCAFS team engages in building a sense of belonging, inclusivity and empowerment

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Our service recipients receive equitable care and services; and feel welcome

We will nurture and sustain strong connections with community partners and equity deserving groups

Strategic Objectives

- Continue with a commitment to ongoing learning and self-reflection about past and current harms caused by systemic oppression so as to avoid perpetuating oppression, exclusion and inequities.
- Continue to enhance the equity work across the Agency through an ongoing commitment to the work of the equity champion team and implementation of the equity action plan.



- Continue to adhere to inclusive hiring practices that acknowledge the intersectionality of a person's experiences and the value this brings to the Agency.
- Create a workplace that embraces the pursuit of cultural humility through mitigating power imbalances and an openness to institutional accountability where all DCAFS team members feel heard, seen and recognized for their unique perspectives and contributions.



- Improve EDI data collection across the Agency.
- Use data and evidence to plan our programs and services to ensure we are not perpetuating oppression, exclusion or inequity.
- Conduct a review of our policies, practices and processes through an equity lens to identify and implement improvements and address identified barriers.



- Provide community leadership as we collectively work to build community strengths to ensure that equity deserving groups feel a sense of belonging.
- Develop new and deepen existing relationships with community organizations who are actively engaged in equity, anti-racism and oppression work.
- Establish and expand relationships with equity deserving groups.

Key Performance Indicators

- # of activities in the equity action plan that are implemented
- Physical spaces reflect inclusion (e.g. culturally appropriate art and fixtures are displayed)
- 100% of new hires have an orientation for self-directed equity learning



- Equitable representation of our communities within our team (compare results of internal identity based survey with census information and identity based data from service recipients)



- # and % of HR and child protection policies that have been evaluated from an equity lens
- A new system for gathering feedback from service recipients is developed
- # of initiatives implemented to increase access to culturally appropriate care



- # of equity events supported / attended by DCAFS
- # and % of employees who feel they have the tools/resources to support equity work in the community



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Strategic Goals

Our DCAFS team creates a culture of caring where our team members are valued, energized and supported in the workplace

We provide compassionate and supportive care that is responsive to changing community and service recipient needs

Strategic Objectives

- Engage regularly with the DCAFS team to effectively employ balance and flexibility for the DCAFS team while still meeting the evolving service recipient and community needs.
 - Develop and implement an evidence-based wellness strategy that is informed by the DCAFS team needs.
 - Continue to demonstrate appreciation for DCAFS team members and celebrate Agency successes through multiple channels to foster enjoyment, motivation and investment in the vision, mission and values.
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- Engage regularly and consistently with our service recipients across all programs and with our community to better understand evolving service needs.
 - Remain current with professional development to meet identified trends in the community and in the province.
 - Incorporate upstream preventative approaches into our programs where possible to support the whole person from an empathetic approach to care.

Key Performance Indicators

- # and % of employees that feel they are working in a caring culture
 - An evidence-based wellness strategy is developed
 - # and % of employees who feel they play a role in creating positive environment
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- # and % of service recipients/families who report being supported in navigating services
 - # and % of service recipients/families who report being engaged in the development of individual treatment or service plans
 - # and % of service recipients that report improved outcomes
 - # and % of service recipients that report they achieved their goals



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Strategic Goals

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As a multiservice Agency, we provide integrated and accessible service pathways

We build and maintain strong partnerships as we work together to create a continuum of services for the communities we collectively serve.

Strategic Objectives

- Provide DCAFS Team with the tools and training they need to be well-equipped for the integration of programs and services
- Establish an internal communication network for the DCAFS Team to connect and share information and expertise across programs and disciplines.



- Create an enhanced centralized intake process to integrate programs and services.



- Actively participate with key stakeholders on planning tables to engage in system transformation that fosters a shared responsibility for improving service delivery and access to care in the community.
- Identify areas for resource or service-sharing with community partners to efficiently address service recipient needs and the broader community.

Key Performance Indicators

- # of times updates have been provided to the whole organization about program areas
- # and % of service recipients who have more than one service at DCAFS
- Increased employee understanding of each other's work



- An enhanced centralized intake process is created
- # and % of service recipients who report a positive experience with the intake process



- Quality of partnerships with community service providers
- # of planning tables focused on system transformation with representation from DCAFS
- Increase in resource and service-sharing with community partners