

STRATEGIC PLAN 2022-2023

The strategic plan for the Organization is a living document that is developed, reviewed and updated throughout the year, with at least one Staff and Board Development Day per year (more is desirable) focused on Strategic Planning activities, such as performing an annual SWOT Analysis, reviewing survey results, feedback from stakeholders, surveys, evaluations, etc.

Short term outcome #1	Applied to	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Increase the number caregivers who utilize our services Integrate Kinship caregivers into training events	Foster Parent Support Services	% of caregivers who utilize one or more of our services will increase	5% increase in number of caregivers (including Kinship) accessing FPSS Society Services	Create and distribute survey to Kinship caregivers Offer online (live streaming) training Distribute surveys asking what caregivers want, need, wish Act on information gathered Distribute newsletter informing caregivers of support and training opportunities Make support and training events more accessible in response to foster parent's needs identified via feedback, surveys Use Annual Satisfaction survey to identify barriers to accessing training, topics caregiver would like training in, and effectiveness of Communications, Support Services, and Education/Training services Creation of webinars or other on-line deliveries of FPSS Society workshops or other trainings Begin each event by acknowledging the lands we are on	Annually (Satisfaction Survey), and at workshops, telephone conversations, and face to face meetings, etc. Implement changes in quarter following survey On-going	FPSS Society Staff	Caregivers who access training and support will have the knowledge and strategies required to provide quality care to the children and youth in their homes
Short term outcome #2	Applied to	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Acknowledge there are fewer foster parents and an increased number of Kinship caregivers	Foster Parent Support Services	FPSS Society will create an accurate data base for Kinship caregivers	5% of Kinship caregivers will participate in training events	Obtain list of Kinship caregivers from MCFD or Delegated Agencies in all communities on Vancouver Island Contact Kinship caregivers to introduce FPSS Society and the support and services it provides Add Kinship caregivers to email distribution lists and/or newsletter mailout list	September 2019 (List of Kinship caregivers is dependent upon MCFD and Delegated agencies) October 2019 (Coordinators contact Kinship caregivers in their area)	ED FPSS Society Staff	Kinship caregivers will receive training and support that will allow them to provide the best care possible to the children and youth in their homes Including foster parents and Kinship caregivers in the same training will provide opportunities for building bridges of understanding
Short term outcome #3	Applied to	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Satisfaction Survey	All programs	Majority of caregivers who complete survey will report that they are satisfied with the services, communication, and training provided by FPSS Society	10% of caregivers receiving survey will return a completed survey Caregivers have the opportunity to express their needs and opinions regarding the services provided	Distribute an electronic survey through Constant Contact using email distribution list of approximately 500 caregivers Ensure that all caregivers (primary caregiver and spouse) have opportunity to complete survey Calculate the number of open homes on Vancouver Island and the number of caregivers on Vancouver Island (includes spouses) (Homes=778; Caregivers=1027)	February 2021 (calculate number of open homes and number of caregivers) (Kinship caregivers cannot be included until all information is received from MCFD and Delegated Agencies) July 2020 (Survey) On-going (incorporation of recommendations and adjustments to service delivery)	ED FPSS Society staff	FPSS will use direct input from caregivers to address areas of concern and set priorities in its annual review of the Strategic Plan FPSS Society can adjust its service delivery to accommodate the changing needs of caregivers

Short term outcome #4	Applied to	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Provide online training and support	Region	Training and support sessions continue to receive registrations	Replace in-person service with online services	Zoom workshops, Regional workshops, Support sessions	Spring 2020 through Provincial Health Officer's restrictions on in-person meetings and potentially beyond	Local area Coordinators	Caregivers will continue to be supported during the pandemic
Short term outcome #5	Applied to	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Facilitate collaboration between MCFD and caregivers	All programs	Increased retention of Foster Homes in the Vancouver Island Region Increased retention and communication Increased relationship building opportunities Caregivers report improved communication, service, and feedback	Improved communication and collaboration between MCFD workers (Resource and Guardianship)	Organize partnership, training, and networking events. Investigation and Resolution support review meetings. Encourage all new caregivers to become part of FPSS Society's Mentor program Attend MCFD/FPSS/Foster parent partnership meetings Support meaningful, ongoing training and team building Promote positive, effective communication	Ongoing Bi-monthly	Staff (Coordinators) and Board Collaborative Planning Committee	Caregivers will report increased communication with MCFD Improve teambuilding and communication between caregivers and MCFD will clarify expectations, rights, and responsibilities Support and meaningful ongoing training will allow caregivers to provide the best care possible to children and youth in their home Caregivers who have mentors will experience less stress
Short Term Outcome #6	Applied To	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Continue support to foster parents living in smaller or remote communities and Kinship caregivers Maintain local area coordinators in rural areas	FPSS Society delivery of support and services	Increased number of contacts (phone, email, face-to-face) between caregivers and coordinators Increase number of Attendance Certificates issued	To provide support and training to caregivers in all communities	Develop online learning platforms, live streaming, webinars, and other distance access to training opportunities	Spring 2020	ED	Caregivers who cannot access in-person training in their community due to scheduling, restrictions, or other barriers will be able to access the same training online There will be active participation by caregivers in training provided in online format
Short Term Outcome #7	Applied To	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Prepare Coordinators to deliver/host online services	Coordinators	Coordinators will feel confident in hosting online sessions and sessions will not experience significant technical problems	Provide consistent, reliable online services	Direction to online tutorials, sharing of knowledge, coordinators support one another	Spring 2020	FPSS Society Staff	FPSS Society will continue to provide service to caregivers
Short Term Outcome #8	Applied To	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Increase number and diversity of Board members' perspectives and add a northern representative	Leadership	The Board will be made up of members with diverse backgrounds, skills, and experiences Diversity might include Indigenous, legal, youth in care, or male representative	Recruit new Board member from North Island area.	Invite guests to attend Board meetings (e.g. youth in care) Begin each meeting by acknowledging the lands we are on	Ongoing. Board actively seeking new member	Chairperson	Having representation from throughout the region ensures needs of each community are address in Strategic and other planning Multiple perspectives and diverse needs are included in service delivery
Short Term Outcome #9	Applied To	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Ensure we stay on track with Strategic Plan	All programs	FPSS Society will be have an up to date Strategic Plan Document (like this one) that is updated quarterly as to relevance, progress, new initiatives, etc.	100%	Board to review Strategic Plan Annually. Add to Board agenda	Reviewed September, December, March, and June Moving forward, the Board will review the Strategic Plan at the first Board meeting of each calendar year.	Executive Director / Board of Directors	Short term goals are met and updated Short term goals are added as new they arise Short terms goals are removed as they are completed
Short Term Outcome #10	Applied To	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Aid in the retention of foster homes through the FPSS Society Mentorship Program Increase in the number of caregivers who access a mentor	Caregivers	FPSS Society is responsive to requests for mentors Fewer foster homes closing due to caregivers feeling isolated	Connect new caregivers with mentors from the beginning of their fostering journey.	Continue to provide mentor training throughout Vancouver Island Provide refresher training as needed Provide debriefing support for mentors as needed	Ongoing	Regional office Mentor Training Program	New caregivers have a source of support and resources they can turn to with questions and concerns. Having more mentors leads to better matches between mentor and mentee
Short Term Outcome #11	Applied To	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Increase the number of mentors across Vancouver Island	Potential foster parent mentors	An increase in mentor/mentee matches	Create a pool of mentors of diverse backgrounds, abilities to	FPSS Society will train foster parent mentors in communities throughout the Vancouver Island	Ongoing	Regional office Mentor Training Program	Mentors will report feeling confident and capable in their roles Mentors are able to establish relationship with mentees and maintain regular contact

Short Term Outcome #12	Applied To	Indicator	Goal	Activities	Timeline	Responsibility	Outcome
Explore options for online programming	Safe Babies Caregiver Training Program Guest speakers/presenters	Caregivers access online training	Increase capacity to provide online training for caregivers	Develop inline learning program for Safe Babies Caregiver Training program Develop online resource for Safe Babies caregivers Provide online access to guest speakers' presentative	Continuing as of February 2021 Ongoing	ED Regional office	Caregivers have the opportunity to take Safe Babies Caregiver Training and access guest speakers in an online environment
Raise FPSS Society profile	Stakeholders, Community, MCFD Staff, Support Agencies Media	Increased name recognition from Stakeholders, MCFD, Community Increase in number of contacts from Community, Agencies, Media	Name/Brand Recognition	Logo on front of Island Connection Logo repeated at top of Home Page at fosterhope.ca	Fall 2022 Newsletter Completed September 13 2022	ED Regional Office	Increase in number of opportunities to partner with other agencies, Increased use of services, Increase in number of referrals to FPSS from MCFD Increase in successful grant applications
Raise FPSS Society profile	Stakeholders, Community, MCFD Staff, Support Agencies Media						
Revenue Diversification to increase ability to provide support, Services, and training	Children and Youth in Care, Caregivers, Community	Increase in Revenue	Increase Revenue from sources other than BC Government Contracts, Increased diversity in services provided	Donations Grants	Fall 2022	ED Regional Office	FPSS can dedicate funds to projects beyond those specified in MCFD Contract Potential to remain functional if current MCFD Contract ends
Revenue Diversification to increase ability to provide support, Services, and training	Children and Youth in Care, Caregivers, Community	Increase in Revenue	Increase Revenue from sources other than BC Government Contracts, Increased diversity in services provided	Hire consultants to expand Revenue Register on BC Bid Board to review Fundraising Policies	Fall 2022	ED Regional Office	FPSS can dedicate funds to projects beyond those specified in MCFD Contract Potential to remain functional if current MCFD Contract ends
Revenue Diversification to increase ability to provide support, Services, and training	Children and Youth in Care, Caregivers, Community	Annual Review of FPSS policies indicates FPSS policies are relevant and being followed	Increase Revenue from sources other than BC Government Contracts, Increased diversity in services provided	Board to review Fundraising and related Policies	Fall 2022	ED Regional Office	FPSS will be in compliance with its own policies and CARF standards when engaging in Fundings and soliciting Donations
Building Partnerships	Children and Youth in Care, Caregivers, Community	Connected and partnering with other Support agencies Increased in number of collaborative training and Workshops and Information Sharing projects engaged in	Increase in awareness of the strengths of FPSS and its ability to collaborate		Fall 2022	ED Coordinators	Increase in ability to reach people FPSS may not normally collaborate with Acquire knowledge and resources from other support agencies

- Quality Assurance Committee → gives tasks to staff and Board → Staff/Board report on progress on a monthly basis → Committee submits report for publication in quarterly report