

Topic	Current State	Future State	Gap	Impact	Action Needed
Kinship	In contract to come to training and education (workshops), no new funds using program funding we have had since 2002.	Kinship Caregivers on Vancouver Island and throughout BC will have access to community support, networking, and <i>just in time</i> training fully funded by MCFD.	Specific contract and full funding from MCFD required to meet the in community needs for Kinship Caregivers. Local in-community Coordinators with kinship experience in every major town on Vancouver Island. <i>Just in time</i> training. LMS system specifically for Kinship Caregivers	Kinship Caregivers will get the support, networking and training and education to provide the best care to the children in their homes. Fewer breakdowns, more belonging, and less trauma for children who can not live with their biological caregivers.	Advocate to MCFD Locally, Regionally and Provincially. Collaborative efforts with regional and provincial organizations and groups to collectively advocate to the provincial government.
Foster Hope Recruitment	Foster Hope recruitment Program: <ul style="list-style-type: none"> <li>\$27,000 Annual Budget (mainly for advertising).</li> <li>Administration hours for communication, and 24 information sessions a year, including reporting.</li> <li>Virtual Foster Hope Information Sessions.</li> <li>FosterHope.ca website.</li> <li>Automatic Registration system.</li> <li>Child welfare in BC is desperate for Foster Caregivers since not focusing on recruitment for over a decade. Large gap between 2012 and 2022.</li> </ul>	2 FTE's for Vancouver Island where we can hire people with fostering experience in every town to do in-community Recruitment in collaboration with MCFD/ICFS resource teams. Use advertising and community development together to get as many people possible to attend our Foster Caregiver Information sessions. Foster Care Community poster program Connect with the Fostering community to help. A clear goal of how many Foster Caregivers of each type are needed in each community annually.(Youth, Sibling, CYSN, Relief/Respite, LGBTQ2+, Safe Babies)	<ul style="list-style-type: none"> <li>Marketing experience – to create a strong long term strategy to continually recruit for the specific needs of each community.</li> <li>Funding from MCFD</li> <li>Data on how many homes needed annually in each area. How many are leaving.</li> <li>Staff to coordinate recruitment Island-wide inform communities of need for more Family Care homes. Attend Community events to spread the word. Connect and communicate with caregivers as they are the best recruiters.</li> </ul>	Have a sufficient and diverse pool of care home so children who do come into the system can be placed with a temporary caregiver who can meet their specific needs. Children get to stay in their communities, close to their families and not have to leave their schools. Reduce trauma for children and youth in care	Advocate to MCFD Locally, Regionally and Provincially. Recruitment funds from MCFD. Collaborative efforts with regional and provincial organizations and groups to collectively advocate to the provincial government.
Mentoring Program	<ul style="list-style-type: none"> <li>Volunteer experienced Foster Caregivers support one or 2 their peers (usually new caregivers)</li> <li>Region wide</li> <li>Regional Mentor Coordinator</li> <li>Social Media page for Mentors and mentees to connect.</li> <li>Networking events to create stronger connection between caregivers</li> </ul>	<ul style="list-style-type: none"> <li>Expand to Satellite Homes (Mocking Bird Model). <ul style="list-style-type: none"> <li>Residential Review MCFD 2012.</li> <li>December 14, 2014 e-mail from Deputy Minister.</li> <li>Funded support home that supports 6 to 10 homes</li> <li>More of a community and support system by caregivers for caregivers.</li> </ul> </li> <li>Timing is right with RCY report coming out.</li> <li>Caregivers will not care for children in isolation.</li> </ul>	<ul style="list-style-type: none"> <li>Resources from MCFD.</li> <li>Some smaller communities prefer to do this on an informal basis; this can mean mentors have not accessed the Mentor Training.</li> <li>The formal Mentor program may not work for all communities but the training itself is valuable to all mentors (including informal ones).</li> </ul>	<ul style="list-style-type: none"> <li>Retention of Caregivers.</li> <li>New Caregivers who have mentors are more likely to make it through the first year of fostering as they have someone to connect with when they feel overwhelmed.</li> <li>A system where a community helps support children and youth in care.</li> <li>Children have homes that create a trauma informed environment where they can heal and thrive.</li> </ul>	<ul style="list-style-type: none"> <li>Timing is right.</li> <li>RCY report.</li> <li>Carolyn in MCFD Provincial office.</li> </ul>
<b>Larger Impact</b>	<b>Currently</b>	<b>Reduce dependence on MCFD contracts</b>	<b>Gap</b>	<b>Impact</b>	<b>Action Needed</b>
Trauma Informed Transition Training (TTT)	<ul style="list-style-type: none"> <li>Currently 8-module facilitated program for Foster Caregivers on Vancouver Island (Foster to [Indigenous] Community).</li> <li>Piloting three new modules – Foster to Foster, Foster to Adoption, Foster to Independent Living.</li> </ul>	<ul style="list-style-type: none"> <li>Accessible Foster Caregivers throughout BC.</li> <li>Nationally and internationally accessible to Foster, and Kinship Caregivers (there is little to no Trauma Informed Transition Training programs available world-wide).</li> </ul>	<ul style="list-style-type: none"> <li>Funds to pay for future development.</li> <li>Payment from caregivers and other organisations outside of BC.</li> <li>Facilitators trained to deliver training on multiple topics. Experts in each topic.</li> <li>Develop modules based on general legislation not specific BC legislation.</li> <li>Grant writer.</li> </ul>	<ul style="list-style-type: none"> <li>The adults conducting all type of transitions for children and youth in care are able to keep the child at the centre and base decisions on what is best for the child.</li> <li>Transitions are less traumatic for children and youth, foster caregivers, MCFD staff, and biological families.</li> <li>Outcomes following transitions are more successful with fewer breakdowns and returns to care.</li> </ul>	<ul style="list-style-type: none"> <li>Put on agenda to Board Planning retreat.</li> </ul>
Ownership of our own offices and virtual/in-person training room	The Regional Office is currently renting in the fastest growing city in BC.	<ul style="list-style-type: none"> <li>Own or share a collaborative space with other non-profits/community service agencies.</li> <li>Secure organisation that can thrive without the risks and interruption of moving and has reliable funding.</li> </ul>	<ul style="list-style-type: none"> <li>Mortgage.</li> <li>Availability of suitable rental space.</li> <li>Choosing another agency with similar Mission and Values; choose agency that does not compete with FPSS for funding, services offered, or support provided.</li> <li>Ensure there would be no conflict/discomfort with persons served entering the space (e.g. Foster Caregivers, Kinship Caregivers, and Biological Parents) to access services.</li> </ul>	<ul style="list-style-type: none"> <li>Long term stability of the organisation</li> <li>Secure office space and programs for</li> <li>No disruptions to service</li> </ul>	<ul style="list-style-type: none"> <li>Contact Van City – nonprofit mortgage program.</li> <li>Identify local support or other diverse agencies who would be appropriate “office buddies”.</li> </ul>
Learning Management System	<ul style="list-style-type: none"> <li>Currently serves Vancouver Island Foster Caregivers.</li> <li>Built from TTT program.</li> </ul>	<ul style="list-style-type: none"> <li>To make a larger impact regarding training and education for all types of caregivers supporting children who cannot live with their biological parents.</li> <li>Serve all Foster Caregivers, Kinship Caregivers, Contacted Agency staff, Social Workers in a collaborative Learning Management system for all Regions in the Province.</li> <li>Ability to offer paid workshops nationally and internationally to help grow our training and education.</li> </ul>	<ul style="list-style-type: none"> <li>LMS system that can handle multiple region registration.</li> <li>System that can handle payment section for out of Province users.</li> <li>TTT course adapted for general child welfare policies</li> <li>Collaboration with other Foster Care agencies to grow course offered</li> <li>Large Library of course for caregivers</li> </ul>	<ul style="list-style-type: none"> <li>More caregivers having access to online content</li> <li>Opportunity for caregivers to have “just in time training”</li> <li>More collaborative system</li> <li>Reduced barriers to training and information</li> <li>System that is sustainable</li> </ul>	<ul style="list-style-type: none"> <li>Resources to contract web developers</li> <li>Collaboration with Regional Agencies</li> </ul>

Safe Babies Program	<ul style="list-style-type: none"> <li>Program up on website</li> </ul>	<ul style="list-style-type: none"> <li>Safe Babies Caregiver Training Program {resources} on the Learning Management System</li> <li>Update the Safe babies Program.</li> <li>Obtain copyright on the Safe Babies Caregiver Training Program.</li> </ul>	<ul style="list-style-type: none"> <li>Resources to added to LMS.</li> <li>Current curriculum is being updated.</li> <li>BC Adoptions offers a program called Safe Babies that is substantially different from that of FPSS Society.</li> <li>Misconception within the fostering community and beyond (including with MCFD, caregivers, support agencies) that Safe Babies training is for anyone working with infants rather than specifically for infants prenatally exposed to alcohol and other drugs.</li> </ul>	<ul style="list-style-type: none"> <li>Caregivers throughout the province will have access to the training required to provide the specific supports these infants need.</li> <li>Safe Babies receive the type of care that allows them to thrive and reach their greatest potential.</li> <li>Potential revenue source if this training could be offered throughout BC and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion and clarification of the purpose and training topics provided in the Safe Babies Caregiver Training Program.</li> <li>Create video to promote the program similar to that created for the Mentor Program.</li> </ul>
---------------------	---	--	---	--	---

		Gap Analysis			
Key Positions	Competencies Required	Current State	Future State	GAP	Action plan
Administrative Assistant	Desktop Publishing Website Administration Strong communication and time-management skills Flexibility in learning new skills in a changing environment.	<ul style="list-style-type: none"> <li>13 years experience with FPSSS</li> <li>Desk Top Publishing skills</li> <li>MS 365 (suite) including Teams and Access</li> <li>MS Non-profit Portal Administration</li> <li>Website Development and administration</li> <li>Word Press (created current FPSSS website)</li> <li>Learn Dash LMS</li> <li>Canva</li> <li>Knowledge of FPSSS processes and staff</li> <li>Communication</li> <li>Constant Contact</li> <li>Facebook Advertising</li> </ul>	Leave position for any reason	<ul style="list-style-type: none"> <li>Difficult to replace person with so many years of experience</li> <li>Desk Top Publishing skills:</li> <li>MS 365 (suite) including Teams and Access</li> <li>MS Non-profit Portal Administration</li> <li>Website Development and administration</li> <li>Word Press (created current FPSSS website)</li> <li>Learn Dash LMS</li> <li>Canva</li> <li>Knowledge of FPSSS processes and staff</li> <li>Communication</li> <li>Constant Contact</li> <li>Facebook Advertising</li> </ul>	<ul style="list-style-type: none"> <li>Hire for Desk Top Publishing</li> <li>Other staff cross-trained on               <ul style="list-style-type: none"> <li>Constant Contact</li> <li>Basic Website Administration</li> <li>Canva</li> <li>Facebook</li> <li>Website or LMS administration - Pathwise Solutions as back-up contractor for any administration, maintenance or training</li> <li>Basic administrative tasks (record keeping, documentation, office supplies, minutes)</li> </ul> </li> <li>Use temp agency in emergency</li> <li>Executive Director Knowledgeable in the basics of website administration and website updates</li> <li>More cross training with Zoe administration assistant for Website, LMS, Calendars Assistant</li> <li>Facebook Advertising – Executive Director as back-up – cross train Zoe admirative assistant .</li> <li>Develop an FPSS Society <i>On-Boarding and Off-Boarding Procedure</i> booklet</li> </ul>
Coordinators	Collaborative Teamwork Experience In Fostering Connection to Fostering Confidential Well developed communication skills Strong Computer skills Coordinate events	<ul style="list-style-type: none"> <li>1, 4, 6, 7, 9,14, 15 years experience</li> <li>Many Years experience Fostering</li> <li>Relationships locally with Resources and Foster Caregivers</li> <li>Knowledge of Fostering Policies, Standards and Legislation</li> <li>Workshop Planning</li> <li>Networking</li> <li>Support for caregivers</li> <li>Identification of needs within the community</li> </ul>	Leave position for any reason	<ul style="list-style-type: none"> <li>Gaps will be knowledge of specific practices and needs in their communities</li> <li>Relationships with Resource Teams and local supports</li> <li>Relationships with Foster Caregivers</li> <li>Clear understanding of the roles, responsibilities, and authorities of FPSS Society, MCFD, BCFPA, PSACLN, and other support agencies</li> </ul>	<ul style="list-style-type: none"> <li>Other coordinators in neighboring communities can fill in</li> <li>Board members in those communities can help with knowledge, experience and relationships</li> <li>Create a “What You Need to Know” binder or file put together by coordinators that is specific to their area</li> <li>Develop an FPSS Society <i>On-Boarding and Off-Boarding Procedure</i> booklet</li> </ul>
Executive Director	<ul style="list-style-type: none"> <li>Financials</li> <li>Strategic Planning</li> <li>Board Governance</li> <li>Human Resources</li> <li>Management of staff</li> <li>Relationships with key stakeholders</li> <li>Leadership</li> </ul>	<ul style="list-style-type: none"> <li>17 years experience with FPSSS</li> <li>10 years Fostering Experience</li> <li>Business Experience</li> <li>Website/Social Media platforms</li> <li>Supported by strong Staff and Board</li> <li>Respected and trusted by MCFD and other agencies</li> </ul>	Leave position for any reason	<ul style="list-style-type: none"> <li>Stakeholder relations</li> <li>Board governance and communication.</li> <li>A pause in some strategic directions</li> </ul>	<ul style="list-style-type: none"> <li>Board of Directors to Direct</li> <li>Eva to do day to day communication and staff management.</li> <li>Financials (cross training on new digitals bookkeeping preparation in April 2024)</li> <li>Create a short (one-page) document listing current projects, committees, etc. FPSS Society is involved with and its commitments within these that can be accessed in an unexpected unavailability of Executive Director</li> <li>Engage staff and relationships with all stakeholders</li> </ul>
Assistant Executive Director	<ul style="list-style-type: none"> <li>Desktop Publishing with MS Publisher</li> <li>MS Access</li> <li>CARF Standards</li> <li>Policies writing</li> </ul>	<ul style="list-style-type: none"> <li>19 years experience with FPSSS</li> <li>CARF Expert</li> <li>Newsletter Publisher</li> <li>Health and Safety Officer</li> <li>Recruitment Coordinator</li> </ul>	Leave position for any reason	<ul style="list-style-type: none"> <li>Difficult to hire for so many years of experience.</li> <li>CARF updates</li> <li>Report writing and compiling.</li> <li>Copyrighting</li> </ul>	<ul style="list-style-type: none"> <li>Krista as backup to publish the Island Connection Newsletter</li> <li>Annual list of CARF Accreditation duties</li> </ul>
Bookkeeper	Contracted to Experienced Bookkeeper	<ul style="list-style-type: none"> <li>12 years experience with FPSSS</li> <li>Trained Back-up staff just in case</li> </ul>	Leave position for any reason	No in office experience	<ul style="list-style-type: none"> <li>Accountant as emergency backup</li> <li>Contract out to other experienced Bookkeeper</li> <li>Sage 50 files backed up monthly</li> </ul>