

Strategic Planning Document

Over the past five months PART and the governing Council have engaged in a strategic planning process. A comprehensive program evaluation was conducted during March-August 2010. The results of this evaluation were used to inform a Strategic Planning Session with Executive Directors, and selected Link PARTners on October 13, 2010. The results of this planning session were formally vetted through the PART Executive Council on November 25, 2010. This second meeting was a fuller, more focused discussion about key elements of the plan. Finally, the Executive Committee reviewed a draft of the revised strategic plan on December 15, 2010.

Here are three substantive areas of change that have resulted from the program evaluation, and the subsequent *strategic planning sessions*. These include a focus on: (1) *Governance*, (2) *Changes to the Program and Services*, (3) *Challenges to Implementation*. For each of these areas we identify the nature of the change; the specific strategic goals; issues to be addressed; recommendations; and specific actions to be undertaken.

Governance

Strategic Goal #1: Clarify Vision, Mission and Realign Governance Structure

PART has been in operation since September 24, 2007. There is a need to realign the governance framework (vision and mission statements, governance structure) to be more clear and congruent with the current mandate and key deliverables of the organization.

Recommendation

Revise the Vision and Mission Statements

Proposed Decision

Revised Vision Statement

“To promote the understanding and use of evidence-informed practice at all levels of the child welfare system in Ontario to ensure the best possible services and outcomes for vulnerable children and families”.

Revised Mission Statement

PART's mission is to increase the capacity of child welfare organizations and practitioners to utilize research to improve outcomes for children and families by:

- Identifying and packaging evidence in user-friendly formats to disseminate to child welfare practitioners and agencies;
- Promoting the use of evidence-informed practice by using a range of program elements such as PARTicles, webinars, learning events and electronic journal access;
- Creating organizational and systemic learning environments in child welfare organizations to promote critical thinking and ongoing use of evidence in practice.

1. Proposed Issue

The need to update the current governance structure.

Proposed Decision

It was agreed that Executive Directors of CAS's should continue to be the major decision makers on the **PART Council**. Composition of Council=8 members

- ED representation from each of the 6 Zones
- 1 representative from OACAS
- 1 Zone Chair Representative

PART will move towards developing a **PART Advisory Committee** that will provide advice and feedback on the development of the program and services. It is anticipated that this committee will meet at least twice per year. Composition of this Advisory Committee will include:

- 1. Directors of Service-3 reps**
- 2. Front Line Workers-2 reps**
- 3. Foster Parent-1 rep**
- 4. Anti-Oppressive Round Table-1 rep**

Strategic Goal 2: Identify Measures and Monitor Performance of PART

PART undertook a significant program evaluation in the summer of 2010. The key findings from this evaluation report have led to substantive changes to various components of the program design. Going forward PART needs to identify measurable goals and monitor them on a yearly basis.

1. Proposed Issue: Define measurable goals for PART.

Proposed Decision: Volume Measures:

Program Components

PARTicles	PART will complete a minimum of ten PARTicles per year.
Learning Events	PART will host one Learning Event per year
Webinars	PART will host twelve webinars per year.
Usage of Archived Materials	PART will determine the usage of archived materials and disseminate this to the field on a quarterly basis
Usage of On-Line Library	PART will determine the usage of on-line materials and disseminate this to the field on a quarterly basis.
Toolkits/Publications	PART will launch one new publication per year.
Communication to the Field	PART will disseminate a bi-annual newsletter to key stakeholders. PART will disseminate a quarterly newsletter to all Link PARTners
Link PARTners	PART will host an annual Retreat for all Link PARTners. PART will host a bi-annual peer support group for Link PARTners in each of the respective zones.

Performance Measures:

PART will conduct an annual evaluation of PART activities. The major target goals are as follows:

1. **Responsiveness:** PART intends to achieve a rating of 75% for this measure.
2. **Satisfaction:** PART intends to achieve a rating of 70% for this measure.

Implementation of Evidence-Informed Practice: On measures related to awareness and implementation, PART intends to achieve a 70% level of awareness and 50% level of utilization by the final year of the new strategic plan.

STRATEGIC GOAL #3: Ensure Financial Stability and Equity

PART members have requested that memberships be pro-rated by size and made more accessible to smaller organizations. The recent merger of organizations has made this an even more important issue to resolve in an equitable way yet provide PART with the funds it needs to maintain its programs and services.

1. **Proposed Issue: Membership Fees – How do we make them equitable and sufficient?**

Proposed Decision

- PART to revert to a banding fee scale model that includes a differential fee structure for small, medium and large organizations.
 - See attached revised fee structure
2. **Proposed Issue: Associate Memberships - Should PART allow other non-member organizations join the PART program?**

Proposed Decision

A decision was made not to move forward with Associate memberships at this time. This decision can be referred to, and reviewed by, at the soon-to-be established PART program Advisory Committee.

Strategic Goal 4: Responding to the Challenges of Implementing Evidence-Informed Practice within CAS organizations

PART has taken the position that organizational and system change requires time and effort. There are strategies and mechanisms that can promote and sustain the use and implementation of evidence-informed practice at a practice and operational level within child welfare organizations and across the province.

1. Proposed Issue

Practitioners continue to be challenged with the integration of research messages into practice.

Proposed Decision

- Realign webinars and Learning Events to include more practitioner wisdom. Invite key practitioners to speak to how they would integrate the research messages into practice.
- PART to launch its new webinar design by the end of January or early February.

2. Proposed Issue

Develop a provincial research agenda

Proposed Decision

The Ontario Association of Children's Aid Societies will take the leadership on the development of a research agenda for child welfare in Ontario. OACAS will bring together important participants in child welfare research such as the Child Welfare Research Institute, academics from Ontario universities and others. PART will be a member of this committee. Terms of reference need to be developed and approved by a Steering Committee.

3. Proposed Issue

Collaboration with OACAS

Proposed Decision

1. The Executive Council agreed to the OACAS representative as a non-voting ex-officio member on the Executive Council. This will be taken to the Council on the whole and ratified at the next meeting;
2. It was also agreed to structure an ad-hoc advisory group between the Association and PART to work on coordination and collaboration.

4. Proposed Issue

PART requires more staffing

Proposed Decision

1. A staff consultant will be working three days a week for PART starting in January, 2011
2. PART to pilot test the use of one paid Link PARTner in one zone working to build momentum for PART.
3. PART is hiring 4 RA's on a part-time basis to write PARTicles. PART will hire one of these graduate students on a full time basis beginning in April 2011 subject to budget approval.

5. Proposed Issue

Sustaining momentum for evidence-informed practice

Proposed Decision

1. PART will draw up a new set of expectations for Link PARTners. These expectations will seek to ensure that Link PARTners continue to sustain and build the momentum for EIP.
2. Executive Directors need to come on board with building a culture of evidence-informed practice.
3. Each organization must develop a strategic plan related to evidence-informed practice.

4. Supervisors need to be engaged more intensively in the promotion of evidence-informed practice. Webinars and the use of the new guidebook on supervision will support this process.

6. Proposed Issue

Ensuring the AOP perspective is woven into all PART program elements

Proposed Decision

Invite an AOP rep to sit on the PART Advisory Council.