



**Norwood Child & Family
Resource Centre**

**STRATEGIC PLAN
2008-2010**

Revised February 2009

NORWOOD CHILD & FAMILY RESOURCE STRATEGIC PLAN 2008 - 2010

INTRODUCTION

Norwood Child & Family Resource Centre (NCFRC) is an Edmonton-based organization that has been delivering programs and services focusing on the support of children and parents since 1963. The Centre currently delivers the following programs and services:

Healthy Families Program

The Healthy Families Program offers long term home visitation for first time parents who have little support and who want information and support regarding parenting and child development. Involvement with the family must begin prenatally or before the infant reaches 3 months of age. Family Support Workers meet with families in their homes and help parents build on their strengths and develop new skills. Family Support Workers are there to provide encouragement and to help first time parents' work towards their goals and dreams. Family Support Workers answer questions and concerns, role model learning through play and connect parents to other services as needed. Opportunities are provided for hands-on activities with the child as well as group and community activities to meet other parents and broaden their social supports. The program is offered free of charge and is voluntary.

Early Start Program

Early Start offers a Learning Through Play program for children ages 0 to 6 years old. Children are exposed to a variety of play experiences aimed at developing cognitive, emotional, physical and social development. Parents have a chance to participate in workshops, with one on one dialogue with outreach workers; they may use the time for appointments, or time for themselves. The emphasis is healthy development of children, an increase in positive interactions between parents and their children, an increase in supports for parents and better access to resources. The Early Childhood Educators conduct program entrance visits with the parents working to develop a holistic support approach.

Head Start Program

The Head Start program is guided by a Learning-through-Play philosophy. Learning experiences are based on a curriculum that includes active, hands-on, conceptual learning leading to understanding and the acquisition of basic skills. The learning experiences are meaningful and relevant for the child, cover a broad range of relevant content, integrated across traditional subject matter divisions and delivered through interactive teaching and cooperative learning. Children's individual physical, social, emotional, cognitive, and language development is supported through these activities. The goals of the program are that children will achieve greater independence and increased school readiness; parents have an increased understanding of their child's developmental progress and ways to assist them in a developmentally appropriate manner; families experience increased supports and have better access to resources.

Child & Youth Program

The Child & Youth Program addresses the needs of children and by providing a safe and supportive environment where the children and youth are invited to participate in a variety of activities aimed at meeting social, educational and recreational needs, promoting self-esteem and teaching healthy life skills. The program focuses on prevention and early intervention by reaching out to families in need of support identifying and addressing potential concerns and crisis, monitoring fluctuations in family interactions and relationships providing necessary referrals to specialized experts. The long term focus is to strengthen the personal development in children and youth, enhancing family relationships and build a stronger awareness and involvement in the community.

Family Support Services Program

Family support describes the act of providing the family with the assistance they require to enable them to nurture and sustain the well being of their children and family unit. All program participants have access to a Family Support Worker whose primary role is to assist families based on their identified needs and goals. The service provides functions that support the family and their integration into the programs at the centre and the community and include home visitation, referral, advocacy support, parent support groups, resource library, volunteer services and early literacy.

VISION

Healthy Children, Healthy Families, Healthy Communities.

MISSION

Active involvement by children and their families in a strong, vibrant community.

GUIDING PRINCIPLES

We take a strength-based approach to serving children and their families

We believe in providing quality programming for children and their families

We are a mission-driven organization both internally and externally

We work creatively and flexibly to meet the needs of those we serve

We anticipate and respond to the diversity of the communities we serve

We believe literacy is a foundational block for healthy families

STRATEGIC GOALS

- 1 Continue to provide and enhance the quality programs and services in the communities we serve
- 2 Ensure adequate and sustainable funding for the organization
- 3 Become and maintain a Centre of Excellence
- 4 Increase advocacy efforts of the Centre

GOALS, STRATEGIES AND ACTIONS

Goal #1:	Continue to provide and enhance the quality programs and services in the communities we serve.
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Strategy #1: Ensure the programs are delivered with defined standards that reflect best practices.

Actions:

Year One

- Review and identify all programs that require definition of standards
- Research programs to ensure that curriculum standards align with best practices
- Research other models of delivery agency wide for each specific program
- Review curriculum used in each program to determine appropriate fit
- Ensure programs are working from a best practice model of delivery
- Ensure information that has been collected and compiled is relayed back to the PAC and other stakeholders as appropriate, for input regarding program development and program enhancement
- Determine if any new curriculum or methods of delivery are needed fit any/all of the agency programs

Year Two

- Communicate to the Board/Staff/Families regarding the changes and/or proposed changes to standards
- Develop program standards by March 30, 2009 for which no current standards are explicitly formulated
- Provide staff with the training and necessary tools to implement any and all changes

Year Three

- Ensure an evaluation of any changes of delivery
- Complete report regarding findings to board, staff, families partners and stakeholders

Strategy #2: To complete a full comprehensive evaluation of the Early Start Program and the Child & Youth Program

Actions:

Early Start Program

Year One

- Review other program models of service delivery
- Complete a literature review on other types of program structures
- Include parents/families in the review process
- Develop a communication plan to ensure PAC involved
- By October 31, 2008, Program Managers to conduct review the Program Logic Model (PLM) outcomes
- Develop a plan and provide recommendations for program based on review of outcomes
- Review city and provincial outcomes/contractual expectations relative to Norwood PLM
- Research/Assess/Confirm that the Norwood outcomes are in alignment with the Funders and the PLM
- Develop a clear definition of the project scope for the comprehensive evaluation of the Norwood Early Start Program
- By December 15, 2008, recruit resource(s) to conduct the evaluation of the Norwood Early Start Program

Early Start Program

Year Two

- Prior to implementation, communicate to Board/Staff/Families regarding findings and/or proposed changes

- Develop an evaluation model for the new delivery of services
- Provide staff with training and the necessary tools to implement any and all changes
- Ensure adequate and thorough evaluation of any changes of delivery

Early Start Program

Year Three

- Implement the recommendations proposed in the evaluation

Actions:

Child & Youth Program

Year One

- Review other program models of service delivery
- Complete a literature review on other types of program structures
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- Develop a communication plan to ensure PAC involved
- By October 31, 2008, Program Managers to conduct review the Program Logic Model (PLM) outcomes
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- Review city and provincial outcomes/contractual expectations relative to Norwood PLM
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- Develop a clear definition of the project scope for the comprehensive evaluation of the Norwood Early Start Program
- By December 15, 2008, recruit resource(s) to conduct the evaluation of the Norwood Early Start Program

Child & Youth Program

Year Two

- Prior to implementation, communicate to Board/Staff/Families regarding findings and/or proposed changes
- Develop an evaluation model for the new delivery of services
- Provide staff with training and the necessary tools to implement any and all changes
- Ensure adequate and thorough evaluation of any changes of delivery
- Implement the recommendations proposed in the evaluation

Strategy #3: To enhance the quality and effectiveness of partnerships at NCFRC

Actions:

Year One

- Complete audit and decide appropriateness of current partnerships
- Recommend any changes to our partnership base

Year Two

- By May 31, 2009, Program Director and Finance Manager to develop criteria to assess the benefits of new partnerships
- Review and decide the appropriateness of new partnerships within the community i.e.) Schools, Mennonite Centre, Capital Health, mental health and other community agencies
- Develop and implement process to assess partnerships on a regular basis

Strategy #4: The Centre will incorporate more meaningful family involvement regarding the planning, designing, delivering and evaluating the agency programs

Actions:

Year One

- Provide opportunities for active involvement of community members
- Create and support one agency parent advisory committee
- Complete an in-depth analysis and report findings from family evaluations by reviewing data and using it to enhance program development
- Develop a formalized plan in which we will involve parents as active participants in the planning, designing, delivering, and evaluating of the programs
- Review the terms of reference developed by the Parent Advisory Committee
- Develop a checklist which describe a comprehensive list of the opportunities for parental involvement in the programs an agency; draft to be developed by Program Manager, Healthy Families by July 31, 2008
- Integrate the parental involvement checklist into the Intake Process
- Provide staff with the training and support to implement the parental involvement checklist
- Define informal feedback opportunities for involvement in the Child and Youth Program

Year Two

- Communication to Board/Staff/Families regarding findings and/or proposed changes
- Ensure staff are properly trained and have the necessary tools to implement any and all changes

Year Three

- Conduct evaluation of any changes of delivery
- Complete report regarding findings to board and staff

Strategy #5: Ensure a viable and effective volunteer program/model is in place

Actions:

Year One

- From the findings of the past strategic plan regarding the appropriate programming for volunteers, develop and sanction the formal volunteer model
- Staff to identify and provide more opportunities for volunteerism within the Centre

Year Two

- Review and evaluate the volunteer program
- Establish the baseline data of the volunteer participation in agency programs
- By October 31, 2009, Program Director is to provide staff training regarding the volunteer model to be used within the Centre

Strategy #6: Develop a methodology to conduct environmental scanning to provide a focussed review of demographics relative to program and services

Actions:

Year Two

- Develop a process to capture ongoing internal data

Year Three

- Review community programs/services and identify gaps (mapping)
- Conduct an assessment of current resources that provide demographic and other environmental data
- Identify additional sources of data to obtain demographic and other environmental data (e.g. Capital Health, Alberta Education, Multi-Cultural Health Brokers)
- Develop impact assessment of programs in response to demographic and other environmental data collected

Year Four

- Implement an method to integrate environmental scanning data into program planning

Success Indicators:

- ✓ 80% of parents served report the program has benefited their child
- ✓ 80% parents report their knowledge on community resources has increased.
- ✓ 80% parents report the program supported them and their family
- ✓ 80% parents report they feel welcome at NCFRC
- ✓ 80% Parents report that their diversity is valued and celebrated
- ✓ Completion of the Early Start Program review
- ✓ Early Start Program development/enhancement plan with recommendations be completed based on review of outcomes
- ✓ 80% of partnership organizations will indicate that it was a productive and positive partnership
- ✓ Continued success in retaining accreditation status
- ✓ A minimum of 2 parents from each program will participate in the planning, design and evaluation of all agency programs
- ✓ Youth will be actively involved in the planning, design and evaluation of the Child and Youth program
- ✓ By 2010, a 25% increase in the number of volunteers over 2008 levels

Goal #2: Ensure adequate and sustainable funding for the organization

Strategy #1: To develop a fund development plan

Actions:

Year One

- Draft a fund development plan that includes fundraising, friends of Norwood, donations, etc.
- Board will seek recommendations from Executive Director to determine involvement and the level of activities etc. regarding fundraising/development

Year Two

- A separate fund development plan will be developed for the renovations of the building

Year Three

- Plan, coordinate and implement one fund raising event for the Centre that will become an annual event
- Acquire resource support to design the fund development plan and assist with the implementation of the fund raising event
- Evaluate the success and cost benefits
- Research viable funding sources to diversify financial base

Success Indicators:

- ✓ Increase of 5 per cent in overall funding by 2010
- ✓ Add one new funder (other than current year funders) to the organization every year
- ✓ The proportion of core funding in each program is no less than 85% by 2010
- ✓ A minimum of \$5000 will be raised through the funding event
- ✓ Increase number of donors by "10"

Goal #3: Become and Maintain NCFRC as a Centre of Excellence

Strategy #1: To continue to be active as a Centre of Excellence

Actions:

Year One

- By August 31, 2008, review Centre of Excellence Model with staff and after feedback/input, receive support and buy in from staff and board
- Develop and ensure a mechanism is in place to complete annual review of Centre of Excellence Model
- Review cultural competency, risk management and literacy audit as aligned with the COE model

Strategy #2: To continue to enhance staff retention by maintaining and developing and implementing new strategies

Actions:

Year One

- All vacancies will be reviewed by management
- Annual review of all current staff retention strategies ie) staff satisfaction survey/exit interviews
- Develop a report/"case" regarding our current retention activities/strategies
- Communicate report/"case" to staff and board
- Complete annual financial review and when possible allocate dollars to salaries and bonuses

Year Two

- Re-evaluate the brochures used for promotion of the agency as a preferred employer
- Review the offer letters to assess whether additional information related to whether the total compensation is provided
- Conduct analysis related to the value/benefits and costs/effort of the student placement commitments
- Re-visit the Social Worker student placement commitments for each program

Success Indicators:

- ✓ 80% of the Centre Of Excellence statements are met by NCFRC
- ✓ 90% of staff felt that they had adequate opportunities for professional development
- ✓ 90% of staff indicated that NCFRC is a good place to work
- ✓ 90% of resigning staff will complete an exit interview

Goal #4: Increase Advocacy Efforts of the Centre

Strategy #1: To support parents regarding how to effectively advocate on their own behalf.

Actions:

Year Three

- Ensure Staff are properly oriented in order to provide advocacy information and support for families

Year Four

- Provide and coordinate a spectrum of advocacy learning opportunities for parents by the end of 2010

Strategy #2: To support Board Members in how to effectively advocate on behalf of the Centre

Actions:

Year One

- Ensure board are properly trained in order to provide advocacy information and support for the Centre
- Develop guidelines, support materials and standards to form an advocacy kit for Board members

Success Indicators:

- ✓ Develop a parent advocacy guide
- ✓ Completion of an advocacy workshop
- ✓ 55% of parents will indicate an increased knowledge base regarding advocating on their own behalf

NCFRC Accountability

The NCFRC Board ensures staff incorporates the strategic goals from this plan into the on-going business of the organization as a whole.

The Executive Director and Management agree to design action plans that will assist in achieving the strategic goals approved by the Board.

The Executive Director agrees to report on the progress of the activities completed that will achieve the strategic goals. The Executive Director commits to providing updates (progress report) on the actions completed on a monthly basis.

The Executive Director and Management agree to review the strategic plan on an on-going basis with all staff in order to ensure they understand the plan and their role in achieving the goals of the organization.

The Executive Director and Management agree to review the overall strategic plan each year and update the actions as required and present to Board for information purposes.

Scale used to report on strategies:

- 1 Not working on at this time
- 2 Have just started to work on
- 3 Work identified and in progress
- 4 Work near completion
- 5 Have completed work and achieved strategy