



Strategic Plan 2017-2021



President's Message

In his recent Apostolic Exhortation, *Amoris Laetitia*, Pope Francis wrote, "The welfare of the family is decisive for the future of the world and that of the Church." In this statement, the Holy Father reiterated the consistent teaching of the Church that the family is the basic unit of society; when families are stable and intact, society as a whole benefits. A healthy family gives what one author calls a secure base from which a young person can launch into the world and into healthy relationships.

Unfortunately, we also know that many adults were raised in homes that did not give them this secure base. Often such adults have problems in their relationships and marriages. Sadly, many find themselves doing and saying things that they witnessed as children and resolved never to repeat themselves. A pattern of abuse witnessed in childhood is often carried into the next generation, but it need not be so.

As Saint John Paul II said, "We are not the sum of our weaknesses and failures; we are the sum of the Father's love for us and our real capacity to become the image of His Son Jesus." At Catholic Family Services of Toronto, we believe that people can change and are not condemned to repeat the mistakes of the past. Through our professional individual, couple and family therapy, our Family Life and Wellness programs we bring a message of hope and healing to the people we serve.

This passionate belief in the capacity of people to change is at the heart of our Strategic Plan. It is a passion that drives us to work optimally for every client of the Agency, no matter what service is being received.



Working optimally means that we will continue to use outcome measures to track client change and inform ongoing work together. Service excellence is our first goal – our clients deserve no less.

Working optimally with our clients includes a holistic approach. This means intentionally opening up a space so that the client's spirituality can be accessed as a resource for the client. Given the diversity of the community we serve, we will walk humbly as we enter the holy ground of the client's spirituality.

Working optimally invites us to recognize that many of our clients use our services in a brief-service format and develop our repertoire of skills in brief therapy.

In all this work, we are an ecumenical, Catholic, faith-informed family service agency. Knowing who we are and acknowledging the roots of our values, we reach out in service to the whole community. This is our mission and our values.

Ivana Zanardo, President, Board of Directors
January 1, 2017



Vision Statement

Our work is inspired by the compassion of Jesus and the social teaching of the Catholic Church.

Catholic Family Services of Toronto will stand apart as a recognized and respected leader in the delivery of quality services which strengthen family life, individual health and well-being.



Mission Statement

Guided by Catholic beliefs and values, Catholic Family Services of Toronto affirms the cultural, racial and special differences of families and individuals. We are committed to providing innovative, relevant and quality family services to the entire community.



Mission Goals

Counselling

To provide quality clinical counselling services to individuals, couples and families. We believe that the helping and healing process includes the physical, emotional, social and spiritual dimensions of the individual.

Education

To promote programs in family living skills which focus on positive health, growth and family competence. We believe that educational and prevention services can enhance and strengthen family life and avoid the development of more serious family problems leading to family breakdown.

Social Justice

To serve people and families through advocacy services which promote fair and just social policies, practices and programs which will prevent family breakdown or enhance the capacity of people and families to participate in the community. We believe in social action and advocacy wherever possible for the purpose of eliminating obstacles to personal and family well-being.

Accessibility

To offer access to our family services to all people and families in need of help and assistance and who require service. We believe in the fair, equitable and humane treatment of all people and families in the distribution of available human services and resources in order to help achieve self-sufficiency and self-determination.



Strategic Plan 1: Service Excellence

Key Focus

Use client outcome feedback in our services to ensure that all clients will experience positive benefits as a result of being served by our Agency.

Strategic Goal

Clients will report being in healthier relationships with self and others.

Strategies

1.1 Develop a system and culture whereby counsellors will continuously monitor the outcomes for each client.

- When outcomes are positive, investigate what has worked, document and highlight.
- When outcomes are not positive, enquire as to why and document.





1.2 During the Operating Plan Review at the beginning of each year, the Clinical Management Team will review the previous year's client outcomes in light of client problem and intervention employed.

- Review outcomes looking for systemic strengths and gaps.
- Looking at outcomes in light of client problem and intervention employed will allow the clinical leadership to identify individual staff strengths and areas for growth.
- Looking at client outcomes in light of client problem and intervention may bring to light agency strengths and agency deficits.

Action Plan


Arising from the Operating Plan Review, the Professional Development Committee will develop each year a training curriculum for staff development.

- Arising from the Annual Operating Plan review, identify specific client problems that are not responsive to our current interventions.
- Review clinical literature to identify interventions for these problems.
- Develop a training program for the year to train staff in this new intervention.










Strategic Plan 2: Ethically Integrating Spirituality and Clinical Practice

Key Focus



Cherishing the diversity of our staff and clients as a rich resource, the Agency will be recognized as an ecumenical and inter-faith, Catholic, faith-informed agency that ethically integrates the unique spiritual beliefs of each client into their service plan.




“One is the community of all peoples, one their origin, ... One also is their final goal ...”

Second Vatican Council *Nostra Aetate*

Strategic Goal

Clients will have been asked at intake if they would want their spirituality included in their counselling by end of year one.



Over the five years of the plan, staff will increase in their competence in addressing the spiritual dimension of the client's world with those clients who ask to have this dimension included in their counselling.

Strategies

2.1 Develop a culture in the Agency that recognizes that diversity in society is an asset, including diverse spiritualities and religions

- Raise staff consciousness to recognize that the diversity within the Agency enriches our working lives together.
- Help staff learn to recognize the religious and spiritual dimensions of diversity.
- We will reach out to our own and other faith traditions, emphasizing our competence.

Action Plan

- Identify staff training needs and comfort level around spirituality.
- Train staff for basic understanding of major religions and/or the role spirituality/religion play in a person's life.
- Support staff whose clients have identified that they would like to have spirituality as part of their counselling.
- Review training needs and expand number of staff competent to include spirituality in their service deliver.



Strategic Plan 3: Secure Funding

Key Focus

In a time of financial uncertainty, secure and maintain current funding, and seek new funding to maintain current programs.

Strategic Goal

Funding will keep pace with each year's increase in the cost of living in Ontario.



Strategies

3.1 Ensure that, at minimum, current funding is secured from our present funders (Catholic Charities of the Archdiocese of Toronto, Ministry of Community and Social Services & Ministry of Child and Youth Services, and Archdiocese of Toronto).

- While maintaining Agency autonomy, align with core funders' priorities.





Strategies



3.2 Seek increased funding through increased revenue from fees for service.

- Balance our preferential option for the poorest among us with our need to increase the counselling services that generate more revenue.



3.3 Seek new sources of revenue for our existing programs.

- Seek to get higher fee paying clients such as an Employee Assistance Program for small businesses.

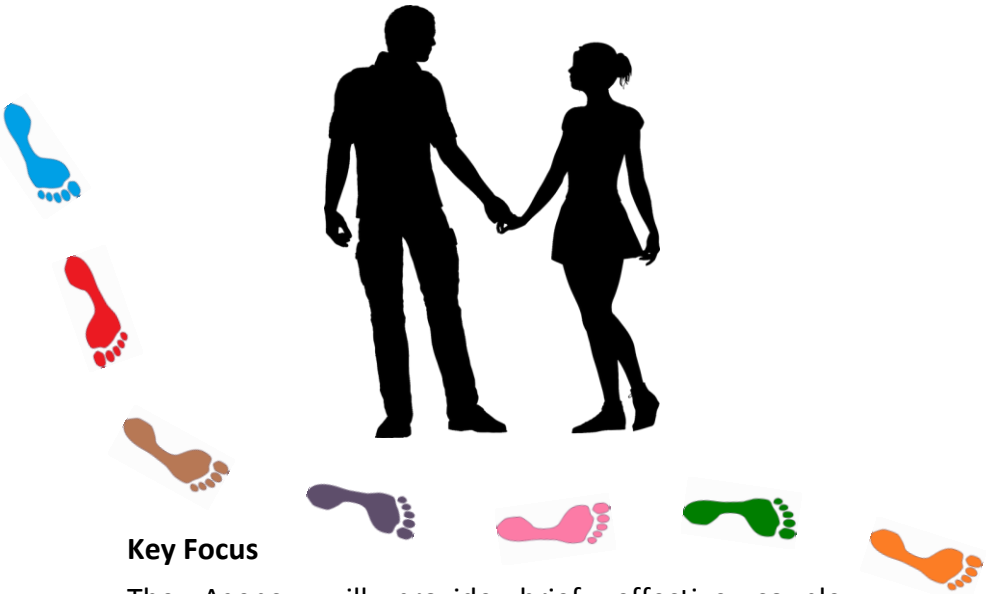


Action Plan

- Monitor and communicate with core funders to ensure that funding our Agency helps our funders achieve their goals.
- Help counsellors set fees that meet our need for increased revenue.
- Explore the option of offering services to small businesses.



Strategic Plan 4: Service to Couples



Key Focus

The Agency will provide brief, effective couple counselling to the community we serve.

Strategic Goal

Using the number of couple cases seen annually in the General Counselling program as a baseline, over five years we will increase by 50% the number of couple cases seen annually in the General Counselling program.

Strategies

4.1 Through surveying staff, training and outcome evaluation, develop the capacity to provide brief, effective couple counselling.

4.2 Train and develop volunteer champions in each team to strengthen capacity.

Strategies

4.3 Develop partnerships with those who refer regularly to the Agency, particularly our Catholic pastors.

4.4 Prioritize couples that are on our waitlist.

Action Plan

- Identify present capacity for brief, effect couple work.
- Identify a model for practice.
- Develop screening criteria to determine which couples may benefit from time-limited couple counselling
- Train staff to deliver time-limited couple work, starting champions on each team.
- Actively promote the Walk In Clinic, emphasizing its early intervention value for couples in conflict.



Strategic Plan 5: Develop Time-Limited Psychotherapy Services

Key Focus

Increase service capacity by delivering appropriate time-limited psychotherapy services to individuals, couples and families.

Strategic Goal

Increase each year the proportion of clients served in a time-limited psychotherapy mode, either through the Walk In Clinic or in Time-Limited Therapy.

Strategies

5.1 A designated clinical manager to take the lead and champion this objective.

5.2 Champion manager selects a time-limited methodology and engages the other clinical managers.

5.3 Two staff on each team are invited to take a lead in meeting this objective. Staff are trained and the project is rolled out.





Action Plan

(Given the training needs established by other strategic goals, this goal is deferred by two years.)

- In year one, establish outcome benchmarks for time-limited psychotherapy
- In year two, train and continue to upgrade Walk In skills for all counselling staff.
- In year three, carry out a strategic plan review to see if we are on track and revise the plan if necessary.



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