

2022-2025

# • Strategic Plan

# Message from Executive Director and Board Chair

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**Over Spring and Summer 2021 we set out to build an ambitious plan for the next three years at the agency to achieve our mission of stronger families for a better future.**

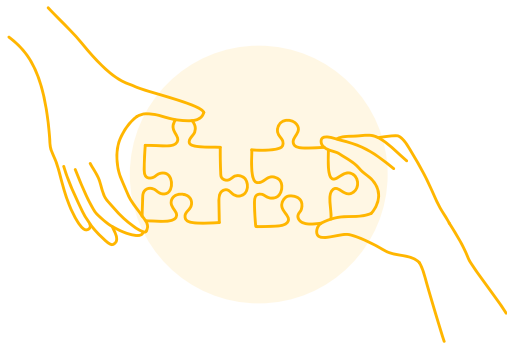
During the process of developing the strategic plan, we have engaged with youth, parents, families, volunteers, community partners and our staff to make sure our plans are rooted in the needs of all our stakeholders. We want to thank everyone who shared their voice and helped us to develop this plan.

Our strategic plan is also shaped by the sectors we work in. Transformational change is underway in mental health services as seen in the Roadmap to wellness and in child welfare redesign. Across all mandates we are being asked to improve quality and sustainability, be innovative in our service design and partnerships, to build on prevention and early intervention approaches, and to focus on lasting wellbeing for all families in our community in an equitable way.

**We have developed four strategic priorities or ‘puzzle pieces,’ and two key enablers for the plan.**

Our values of collaboration, respect, equity, accountability, trust, empowerment of families and support are weaved throughout the plan.

Aligned with those plans are clear goals to keep us on track for the next 3 years:



- Achieving a reduction in the disproportionate representation of indigenous and racialized youth in child protection services
- Increasing recruitment of indigenous, racialized, French-speaking and 2SLGBTQ+ staffing at all levels of the organization
- Establishment and sustainment of a multi-disciplinary early help model.
- Working with partners to reallocate resources in Mental Health for Linck to provide more intensive services recognizing significant new community capacity for brief services
- At least 5 new partnership services to be established (either through shared services, or through joint working)

Throughout our work to build our strategic plan, we have undertaken a rebranding process, considering our name, our logo and who we are.

We received some feedback from community members that the name did not encompass all that we do, and all the people we work with. Thinking about the strategic direction of this plan and the work we aim to do with families to connect them with each other and to the services they need, we'd like to announce our new name and brand.



Past



Now

We look forward to continuing to work together and staying connected with you as we work through the goals of this plan.

A photograph of a smiling man with grey hair carrying a young girl on his shoulders. They are outdoors in a park-like setting with trees and a city skyline in the background. The man is wearing a green jacket over a white shirt, and the girl is wearing a white shirt. A large purple circle is on the left side of the image, partially obscuring the text.

# Our Mission, Vision, and Values



# Our Mission

Strong connections for a better future.

# Our Vision

Progressive improvements to well-being and safety for children, youth, and their families.



# Our Values

## **Collaboration**

We aim to be to be good colleagues and community partners

## **Respect**

Our aim is that all children, youth, parents, families, caregivers and staff feel respected by the Agency

## **Equity**

Our aim is to deliver a more equitable service, reducing barriers and disproportionality in our services

## **Accountability**

Our aim is to be accountable for our service quality, with our resources, and to our community

## **Trust**

Our aim is to continue to build trust with communities with whom trust has been broken, with our staff and our families.

## **Empowerment of families**

Our aim is to facilitate families to build on their strengths toward a better future.

## **Support**

We aim to provide the support the children, youth, and families in our community need.



# Community Engagement



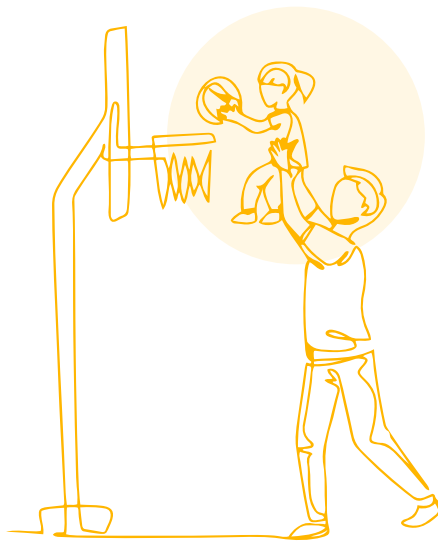
**We spoke with over 60 parents, families, youth, and community partners to find out what they could tell us about:**

- What is working well today?
- What could be improved today, and why is this important?
- What do we think the future of Linck should look like, and why?
- What are tangible steps we would like to see Linck taking in the coming years, and why?

**This feedback has been foundational to the plan. Families asked us to be:**

- Accessible
- Focused on families
- Caring, providing relational support
- Always wanting to learn and improve
- Friendly and welcoming
- Communicative

**When asked their thoughts on the priorities for this strategic plan, they were:**



- 1 Enhance preventative support, brief services, and reduce wait times
- 2 Improve communications processes both internally and with clients/families
- 3 Focus on staff empowerment & retention
- 4 Raise public awareness of Linck and reduce stigma of accessing integrated services
- 5 Enhance interagency collaboration & reduce duplication of service
- 6 Expand family-focus – Empower foster parents to be part of the team approach to planning; improve apprehension process; offer increased parent supports

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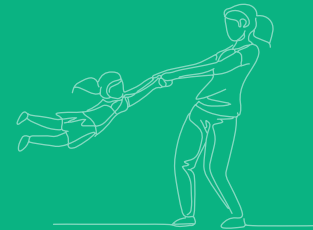
Connecting the Pieces



**Timely Access to the  
Right Supports**



**Linck is a Learning  
Organization**



**2022-2025  
Strategic Plan**

**Reconciliation,  
Equity, and Inclusion**



**Linck in the  
Community**



# Timely Access to the Right Support

1

Families can expect to receive the support they need at the right time within their own community.

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2

Families will be able to access supports when they need them, in a way that is useful for them in line with their cultural heritage.

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3

Families will have support to navigate to services from other community providers in as smooth a transition as possible.





## Strategies

- Early Help and prevention approach
- Family based approach
- Partnership, collaboration, and pathway alignment
- Make strategic investments to align timely access

## Measures

- Waiting time / waiting list reduced – establishing waiting time standards for service streams
- Early help team evaluation indicators
- Response time and length of service indicators

## Initiatives

- Early Help team model pilot
- Navigator role and resources for staff to better understand internal and external resources and contacts
- Making supports and service more visible in the community
- Offering learning, support, and programming for families involved with ongoing services in a similar vein to services for children in care
- Peer mentorship and peer support approaches for youth and families
- Consider centralized intake or continued improved pathway work for mental health intake more broadly in the community
- Education sessions offered to the community that aren't pathway or service dependent
- Regular updates on demographic and service trends to adapt programming and ensure accessibility
- Work with community partners to learn further trends and work on collaborative projects to work towards supporting cultural heritage
- Contribute to the Child and youth planning network data mobilization work to ensure planning is based on population need



# Linck is a Learning Organization

1

Families will see Linck as a trusted partner who will work alongside them to provide the supports they want and need – or as a first point of contact when they need help

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2

Families will have workers who see their strengths and build on them to get them where they want to be

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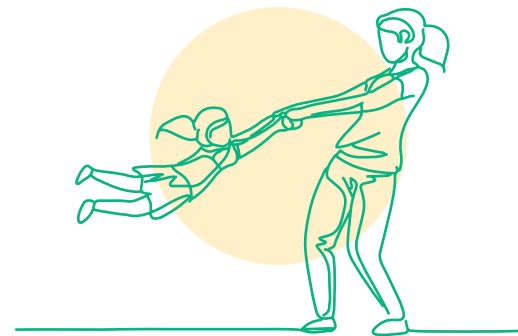
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Linck is committed to evidence-informed decision-making

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4

We will use data about our community to drive planning decisions, meet local service gaps ensure equitable access to services





## Strategies

- Shape and influence the sectors we serve, advocating for system change, and contributing to services that are responsive to community needs.
- Uphold professional excellence – through evidence informed practice interwoven with lived experiences.
- Duty of candour – we must be open about our mistakes and that learning from those is part of real, lasting change. Trust we're able to work together to solve problems.
- Enable continuous learning through ongoing conversation, partnership professional development
- Measure what matters – setting meaningful outcome that are reviewed regularly, adjusted incrementally and according to progress.

## Measures

- All new programs have a logic model and/or evaluation plan built in at the outset
- Progress made on KPIs across the agency
- Increased uptake of evidence-based learning resources, learning tracked in performance appraisals

## Initiatives

- Consider staffing to supervisor ratio and whether revisions need to be made to ensure clinical and learning supervision are possible
- Program evaluation to support our development of best practice
- Each team / department to develop an evidence-based practice workplan using Practice and Research together, Centre of Excellence (PART) or Knowledge institute, or other sector leaders
- Time to be given to peer consultation / file review to support / clinical consultation to support reflective practice
- Use knowledge and data to improve quality and outcomes
- Support collaborative decision-making where possible.
- Work with education partners, like St. Clair College to promote Signs of Safety, Trauma-informed care are included in curricula for social service, Early Childhood Education and Child and Youth Worker programs
- Support educational outcomes for youth in care (tutoring and liaison)



# Reconciliation, Equity, and Inclusion

1

Linck will have made significant reductions in the disproportionate number of indigenous and racialized families within our child welfare services over the period of this strategic plan

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2

Linck will address barriers to access experienced by all communities to mental health and developmental services.

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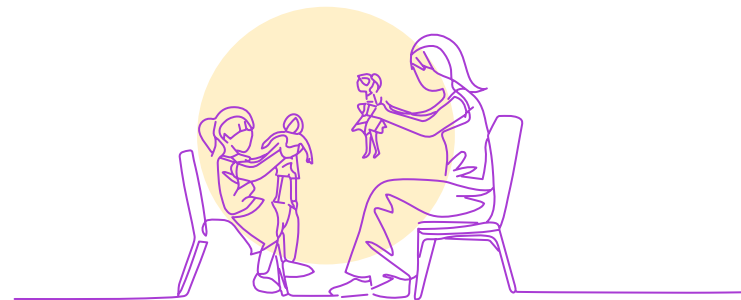
3

Families will see themselves represented at Linck

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4

Linck is committed to understand the needs of all our community members and will work with an openness to learning about systemic barriers and experiences of those communities.





## Strategies

- Increasing diversity at all levels of the organization  
Empowering staff and committees to lead change
- Building a culture that accepts calling in and learning about equity deserving populations
- Develop affinity groups for staff to reflect and regroup as a result of the personal impact of their work

## Measures

- A higher number of diverse staffing in all levels of the organization
- Establish a minimum of 2 objectives for each responding community partner
- % change in frontline staff's knowledge in areas that enhance their abilities to support children, youth and families impacted by racism and equity issues
- Qualitative feedback from front-line staff regarding change/enhancement in their practice/behaviour in supporting children, youth and families impacted by racism and equity issues
- Establish at least 1 objective from agency departments on needed improvements
- Minimum monthly "check-ins" with community partners and "willing staff" to maintain communication and relationship building.



## Initiatives

- Complete a staff identity census as a baseline
- Recruitment initiative to find staff from equity deserving populations
- Working in partnership with first nations to develop cultural programming and supports across all mandates
- Continue One Vision One Voice work through to next two stages
- Hosting 'shut up and listen' gatherings where the voices of racialized and marginalized communities are invited, heard, and responded to, committing to actions.
- Implement the recommendations from Children with families: project sustainable change
- Agency wide work on improving the collection of identity-based data 'we ask because we care'
- Working with communities to bring prevention and learning supports to where groups already meet.
- Consider innovative ways to reach populations – community radio, newsletters.
- Generate questionnaires, surveys, consultation tools that will help with reviewing or planning support services.
- Formal letter sent to communities announcing our intentions for collaboration
- Create a library of community resources for culture, mental health, resources for agency training and education, or any other recommended resources
- Each member of staff will identify one equity learning goal annually.



# Linck in the Community

1

Linck will collaborate and innovate with community partners to meet the needs of families – filling gaps as they are identified

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2

Linck knows it takes a child to raise a community around them – and we will work to ensure services are wrapped around children, youth, and their families

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3

Linck will work with partners to help them understand all the ways we work with families and how organizations can collaborate with us to help families succeed and thrive, reach their potential, be well and





## Strategies

- Board of Directors as key connections into community
- Reducing stigma
- Reducing internal siloes
- Building capacity of First Nations / Indigenous services to increase agency and self-governance/autonomy.

## Measures

- # of public presentations participated in
- Increased awareness of services
- Good uptake of early help services
- Increased uptake of group / 'voluntary' services

## Initiatives

- Increase presence in the community through attending partner events and including front-line staff in those events – focus on equity deserving populations
- Consistent messaging about roles and goals of agency, prepare some comms materials / talking points for staff attending events
- Open house and community presentations especially around S of S and early help
- Active involvement / support for United Way, CYPN and FLS planning tables
- Internal navigators to help families navigate services
- Change our messaging that we are not only here for crisis response, but anyone can also receive services at any time
- Offer activities and programming that isn't service stream specific and are promoted as open to current clients or anyone else in the community that may be interested
- Communications/advertising plan developed to promote our services, groups and learning sessions more broadly



# Youth and Family Engagement





## Strategies

- Amplifying the voices of youth and families
- Embedding family and youth engagement beyond the individual relationship to organizational initiatives
- Acting on feedback and themes presented by families
- Engaging with families in service design/redesign/strategy building

## Measures

- Increase in approaches to the engagement team
- # of initiatives brought forward and implemented
- Attendance at drop in, and number of youth initiatives brought forward and implemented

## Initiatives

- Promote positive social and community engagement for youth through a Youth drop-in service in partnership with other youth agencies
- Build an ongoing, youth-led programming at the agency
- Partner to create a multi-organizational youth council to inform service design and ongoing planning
- Develop a process for accessing the youth and family engagement team
- Team to present at all staff / team meetings to explain their work and role
- Family feedback group on Facebook for now, eventually in person post-COVID
- Parent mutual aid / peer support systems developed
- Youth peer support system, supported through drop-in



# Empowered, Collaborative Workforce





## Strategies

- Transparency and openness in communication, especially with regard to the use of methods and a focus on needs prioritized by the principles of equity and diversity
- Build an autonomous workforce within a collective.
- “Autonomous” means that employees are empowered to use the full scope of their professional skills, with the confidence that all other employees will first view those skills as intended to provide high quality service within the agency mandate and in line with the agency Strategic Plan.
- Continue to build relationships with the union
- Being open to giving and receiving feedback (good and bad)
- Supporting staff to identify and lead solutions
- Build and sustain trust amongst colleagues, especially between front line staff and management and when the most challenging professional and interpersonal events occur.



## Initiatives

- Review the Terms of reference for agency committees to be more reflective of collaboration
- Implementation of an internal transformation team, to work through key elements of the strategic plan
- Sharing good strategies and team building initiatives at Leadership and team meetings
- Develop ad hoc or ongoing dedicated communication networks for sharing good news and success stories broadly
- Streamlining communication, building communication cascades
- Recruit staff to build the culture we want to see
- Openness to errors and solutions
- The working mind training program
- Develop a staff spending amount / limit that could be approved to support families
- Develop a communication/resolution system for events that very strongly challenge trust between staff members (especially between front line staff members and management staff members).
- Critical response team
- Exit interviews rolled up and themes analyzed
- Develop a way for staff suggestions to be collected, prioritized, and enacted

## Measures

- Management review of existing communication channels, including using objective data where available (e.g., readership statistics on the e-Blast).
- Guarding minds
- Fewer grievances
- Embed a reporting/feedback mechanism in the chosen system(s) to quantify the frequency and severity of the events and the degree of staff satisfaction with the resolution.
- IT and/or management evaluation of the volume of communication, staff feedback re. the ease of use.
- Number of staff identified changes put in place



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