

## INTRODUCTION

A Service Framework provides a foundation for service provision within an organization or system. For Highland Shores Children's Aid the Service Framework is intended to improve consistency in the approach to service delivery and to provide common language for all service staff when they refer to service delivery. The Service Framework has been developed by a project team of staff, based on consultation with staff, review of literature and other service frameworks, and review of complaints and file review recommendations made in the past couple of years.

In child welfare it seems that we offer many services, being many things to many people. It seems overwhelming at times for us to describe to others exactly what we do. Are we "social workers", "child protection workers", "children's services workers", etc. Does it matter what our specific role is as it pertains to WHAT WE DO? Is the job of a Resource worker different than that of a Family Support Worker? When two different foster families, child protection families, children in care receive service from two different workers should they expect a similar type of service or should the service provided be different based on the views/values/preferences or style of the worker? When matters or systems seem complex we need to look at them closely and provide simplicity where possible. That is what the project team has achieved in developing this Service Framework.

The Service Framework is not a model of service – it is not prescriptive and does not tell staff how to work with specific situations or what to do. There is not a cookie cutter approach to the work we do, but there are standards, legislation, regulations and practice that guide our work. The Service Framework is another tool to guide our work by providing a beginning platform to understand what we do and key words to help us understand the language of what we do.

The Service Framework is to be considered within the Mission, Vision and Values of Highland Shores Children's Aid. The term "family team" is intended to include the child/youth and family (biological parents, kin) as well as the community partners to achieve our mission: To work with families to protect and enhance the lives of children". Children do come first and the Service Framework recognizes the need for children's safety and well-being to be addressed within the context of the best service inclusive of the best people to keep children safe – families and communities.

A Review of the Service Framework will be initiated in September of 2016 with the aim to be completed by December 31, 2016. Further assessments will be initiated six months following the review of the Society's Strategic Plan.



# Service



# Framework

Engagement	Assessment	Service Planning	Service Delivery
<p><u>Definition:</u> <i>Engagement is the foundation for building trust and collaborative relationships among children, youth, families, volunteers, community partners and staff</i></p> <p><u>Key words:</u> Empathy, Respectful, Inclusive, Transparency, Open-minded</p>	<p><u>Definition:</u> <i>Critical analysis of risk and protective factors that is informed by evidence, practice, experience, and consultation to ensure permanent outcomes for children and youth</i></p> <p><u>Key Words:</u> Objective, Comprehensive, Strength-based</p>	<p><u>Definition:</u> <i>Services are <u>individualized</u> to meet the unique needs of the children, youth, and families we serve.</i></p> <p><u>Key words:</u> Inclusivity, Empowerment, Clarity, Permanency, Resiliency, Autonomy, Flexible, Conferencing, SMART Goals, Collaborative, Least intrusive</p>	<p><u>Definition:</u> <i>Service delivery follows the needs identified in the service plan and is adjusted as indicated by ongoing assessment of needs with regard to safety, risk and family service plan goals. It is respectful of all cultures and ethnicities.</i></p> <p><u>Key words:</u> Proactive, Respectful of Diversity, Professional Development, Family Team Approach, Adapting to Changes In Circumstance, Stability, File Closure, Evaluation</p>

<b>Engagement</b>	
<p><u>Definition:</u>  <i>Engagement is the foundation for <b>building trust and collaborative relationships</b> among children, youth, families, volunteers, community partners and staff.</i></p> <p><i>Engagement is a process that occurs at all stages of Society involvement.</i></p>	
<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Reflective listening</li> <li>• Demonstrating compassion – being in the “here and now” of the child and family to truly understand their perspective and circumstances</li> <li>• Humanistic – each person is respected as having dignity, value and worth</li> <li>• Responsive to needs and service requests of the family team</li> </ul>
<b>Respectful</b>	<ul style="list-style-type: none"> <li>• Professional, timely responses in all circumstances</li> <li>• Being polite and courteous during all interactions with the family team</li> <li>• Establishing clear boundaries with children and families</li> </ul>
<b>Inclusive</b>	<ul style="list-style-type: none"> <li>• Comprehensive involvement with kin, neighbours and community supports</li> <li>• Ongoing communication with family team</li> <li>• All members of family team are involved in decision making</li> <li>• Community partners are involved early as indicated</li> </ul>
<b>Transparency</b>	<ul style="list-style-type: none"> <li>• Clarity about reasons for Society involvement – all written documentation is accessible by service recipients</li> <li>• service plan, plans of care and family development plans are developed and shared with members of the family team</li> <li>• Genuineness</li> <li>• Full disclosure always – no “surprises” in the files</li> <li>• Clarity about next steps</li> <li>• Role clarity</li> </ul>
<b>Open-minded</b>	<ul style="list-style-type: none"> <li>• Understanding the perspective and possible solutions of others</li> <li>• Refraining from judging on the basis of one's personal standards or opinions</li> <li>• Accepting the person without necessarily accepting their behavior</li> <li>• Anti-oppressive</li> </ul>

<b>Assessment</b>	
<p><u>Definition:</u> <i>Critical analysis of risk and protective factors that is informed by evidence, practice, experience, and consultation to ensure permanent outcomes for children and youth</i></p> <p><i>Assessment is a process that occurs at all stages of Society involvement, within all service departments</i></p>	
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Informed by facts and direct observations</li> <li>• Use of supervision to enhance assessment</li> <li>• Self-assessment of one's own values and biases is required to remain objective</li> <li>• Critical thinking</li> <li>• Experience, knowledge and evidence informed</li> <li>• Use of tools available (i.e. SAFE, OnLAC, Safety Assessment, etc.)</li> <li>• Anti-oppressive</li> </ul>
<b>Comprehensive</b>	<ul style="list-style-type: none"> <li>• Child centered focus</li> <li>• Reassessment occurs at every contact</li> <li>• Seek to understand how protective factors mitigate risk factors</li> <li>• leads to informed individual plans</li> <li>• Collaboration and consultation internally/externally</li> <li>• Conferences at critical points in time</li> <li>• Capture and review of file history – inclusive of social histories, criminal checks and Child Welfare checks</li> <li>• Developmental approach – are children meeting their developmental milestones?</li> <li>• Open to new / all relevant information</li> </ul>
<b>Strength-based</b>	<ul style="list-style-type: none"> <li>• Strengths are identified and built upon to increase safety and well-being</li> </ul>

<b>Service Planning</b>	
<p><b>Definition:</b>  <i>Services are <u>individualized</u> to meet the unique needs of the children, youth, and families we serve.</i></p>	
<b>Inclusivity</b>	<ul style="list-style-type: none"> <li>• Children and families are more likely to pursue a plan or course of action that they have a key role in designing</li> <li>• Direct planning with culturally appropriate services available in the community</li> <li>• Transparency throughout the process</li> <li>• Early involvement of community partners who can help the child and family and be part of the Family Team</li> </ul>
<b>Empowerment</b>	<ul style="list-style-type: none"> <li>• Aim of services is to build hope, resiliency and autonomy</li> <li>• It is recognized that most families have the strengths and abilities to plan for their children and will do so with encouragement and support from the family team</li> </ul>
<b>Clarity</b>	<ul style="list-style-type: none"> <li>• All service planning requires open and honest communication about the possible avenues that the case might take</li> <li>• Practical, specific to this Family team and their circumstances</li> <li>• Documentation and decision making is based on facts, not opinions. Ongoing frequent communication is clear, concise and easily understood by all participant</li> <li>• Sharing of all relevant information which includes assessments and plans with all members of the family team at all stages of service planning including transfer conferences</li> </ul>
<b>Permanency</b>	<ul style="list-style-type: none"> <li>• Defined as “children permanently exit the care of CAS”</li> <li>• Children and youth who are neglected or abused have immediate and thorough assessments leading to decisive, quick resolutions of the immediate circumstances, followed by long-range planning for their on-going safety, permanency and well-being</li> <li>• Planning concurrently with the family for the permanency of the child and/or youth in the event of removal is fundamental to service planning</li> <li>• When a child is returned home after an out of home placement, a transition home plan is developed; services remain in place and are supervised. The Society ends services based on the parents’ ability to sustain child and/or youth safety and well-being</li> </ul>
<b>Resiliency</b>	<ul style="list-style-type: none"> <li>• Children and families can become stronger when they are supported to overcome challenges and barriers</li> </ul>
<b>Autonomy</b>	<ul style="list-style-type: none"> <li>• Service planning is aimed toward the family becoming self-sufficient</li> </ul>
<b>Flexible</b>	<ul style="list-style-type: none"> <li>• Wherever possible, services are “wrapped around” the family and based on needs specific to the family and for the purpose of building up the strengths of the family</li> <li>• Use existing strengths to address risk factors</li> </ul>
<b>Conferencing</b> (ex. ADR, family led...)	<ul style="list-style-type: none"> <li>• All members of the Family Team come together to develop the service plan</li> </ul>

## Service Planning

<p><b>SMART Goals</b> (Specific, Measurable, Achievable, Realistic, Timely)</p>	<ul style="list-style-type: none"> <li>• Service plans are developed with families, specific to the child, youth and family's needs and incorporate realistic, achievable goals that are written in the language of the family</li> <li>• The Service Plan is a living document and will be ever changing based on progress and re-assessment</li> <li>• Services selected are consistent with current available research and accepted best-practice techniques</li> </ul>
<p><b>Collaborative</b></p>	<ul style="list-style-type: none"> <li>• Information is shared with community partners as appropriate and necessary for holistic work with the child and family</li> </ul>
<p><b>Least Intrusive</b></p>	<ul style="list-style-type: none"> <li>• Services being considered are the least intrusive for the children and families and identified as being likely to lead to positive changes with support from all members of the Family Team</li> </ul>

<h2>Service Delivery</h2>	
<u>Definition:</u> <i>Service delivery follows the needs identified in the service plan and is adjusted as indicated by ongoing assessment of needs with regard to safety, risk and family service plan goals. It is respectful of all cultures and ethnicities.</i>	
<b>Proactive</b>	<ul style="list-style-type: none"> <li>• Professionalism, respect of confidentiality</li> <li>• Services offered at the Society in a safe, clean, respectful environment</li> <li>• Service planning and implementation are built on a comprehensive array of services designed to permit children, youth and families to achieve the goals of safety, permanency and well-being</li> <li>• Services are provided in the least restrictive, most normalized settings appropriate for the child, youth and family's needs</li> </ul>
<b>Respectful of diversity</b> (spiritual cultural etc.)	<ul style="list-style-type: none"> <li>• Services are delivered within the cultural context of the children, youth and families being served. Practices implemented in the department are culturally sensitive</li> <li>• Children, youth and families respect their cultural, ethnic and religious heritage</li> <li>• Use of existing Memorandums of Understanding and protocols with our Aboriginal communities</li> </ul>
<b>Professional Development</b>	<ul style="list-style-type: none"> <li>• Training – investment in staff, volunteer and foster parent resources</li> <li>• All forms of training/development, including performance management, annual performance appraisals, coaching/supervision, literature reviews, etc.</li> <li>• Personal responsibility for ongoing learning, growth and development</li> </ul>
<b>Family Team Approach</b>	<ul style="list-style-type: none"> <li>• Children, youth and families receive individualized services matched to their strengths and needs</li> <li>• Services are provided in the home and neighborhood-based settings that are most appropriate for the child, youth and family's needs.</li> <li>• Internal and external collaboration</li> <li>• Mutual exchange of full and honest disclosure regarding child or youth's needs and circumstances between members of the Family Team</li> <li>• To ensure continuity of information, transfer conferences occur when there is a change of worker</li> </ul>
<b>Adapting to Changes In Circumstance</b>	<ul style="list-style-type: none"> <li>• When multiple service systems are involved with a family, successful delivery requires linking and coordinating systems, both formal and informal supports, to meet the family's needs. Documentation of decisions and accomplishments are maintained in the case record and communicated regularly with the child, youth and family</li> <li>• Always open to new information and assessing its impact on the Service Plan</li> </ul>
<b>Stability</b>	<ul style="list-style-type: none"> <li>• All service is focused on establishing and maintaining stability for the child and family</li> </ul>
<b>File Closure</b>	<ul style="list-style-type: none"> <li>• From the first point of contact, the Society is clear about what needs to be in place for the</li> </ul>

<b>Service Delivery</b>	
	<p>file to close</p> <ul style="list-style-type: none"> <li>• Families are autonomous as soon as possible</li> <li>• Child and family knows the plan to close the file and is aware when the file is closed</li> <li>• Feedback about service delivery is sought from the Family Team</li> </ul>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Using sources of client feedback to inform service delivery, i.e., survey feedback, complaints and collateral feedback</li> </ul>