

*Renewed!*

# Our Journey: 2023-2028 Highland Shores Strategic Plan

*To redefine and achieve operational excellence in child welfare.*

Who We Are	<p><b>Protect</b></p> <p>We protect children and youth from abuse and neglect.</p>	<p><b>Care</b></p> <p>Our foster and kin families provide care for children and youth who are not able to remain in their homes.</p>	<p><b>Empower</b></p> <p>We listen to the voice of children, youth and families by using the Signs of Safety practices and principles in our work with them.</p>	
Our Guiding Principles	<p><b>Communication</b></p> <p>Aim to be effective communicators &amp; engage with all the people we work with in meaningful and reciprocal ways, measuring our effectiveness along the way.</p>	<p><b>Awareness</b></p> <p>Increase awareness and recognize where power imbalances may exist. We will strive to meet everyone we work with as equals. We will be respectful of and exercise our own personal roles with power responsibly, and be respectful of the roles of families.</p>	<p><b>Learning</b></p> <p>Continue to be rooted in learning and continuously aim to better ourselves as individuals, teams, circles of care, and as an organization. We will humbly engage others, seek opinions and feedback from all those we interact with when decisions impact them, and always search for more information to make the best possible decisions.</p>	
Our Mission & Vision	<p><b>Mission</b></p> <p>To empower families and build engaged communities of support, to enhance the lives of children and youth.</p>	<p><b>Vision</b></p> <p>We seek to build trusting, engaged, and collaborative communities in which the lives of children and youth are enhanced; families are strengthened; and staff, foster families, caregivers, and volunteers feel valued.</p>		
Our Four Strategic Directions	<p><b>Delivering Operational Excellence</b></p> <p>We offer services consistently and equitably within our legislated mandate. This requires prioritizing our services to manage within our allocation of financial resources. We develop, measure, and report on key performance indicators, which will be informed by our key stakeholders from our staff group, volunteer and foster caregiver group, service recipients, and community partners.</p>	<p><b>Strengthening Community Capacity</b></p> <p>We recognize that the communities in which we offer service are comprised of service systems that require collaboration, cooperation and a shared vision in order to meet the needs of the system users. Highland Shores CAS is committed to partnering with various agencies within service systems to address issues of gaps that impact the safety and well-being of children and families. Through these partnerships we will advocate for sustainable system enhancements to mitigate those gaps. HSCA is committed to support MCCSS in its implementation of child welfare modernization.</p>	<p><b>Advancing Equity, Diversity &amp; Inclusion</b></p> <p>Our EDI workplan will be up-dated yearly to reflect the always improving recognition of HSCA as an employer who attracts and retains staff from diverse ethnicities, identities, and religions. Staff, Foster caregivers, Volunteers, and Board members will be reflective of the diversity in the communities we serve. The identity of service recipients will be understood and respected and services offered to them will be in keeping with their culture and identity.</p>	<p><b>Enhancing Organizational Health</b></p> <p>The physical and psychological health and well-being of our staff, volunteer and alternative caregiving groups is the underpinning to providing consistent, excellent service. An inclusive workplace where input is sought regularly from those most impacted. Changes are made to enhance the workplace based on feedback and will result in better recruitment results and higher levels of staff, volunteer and alternative caregiver retention.</p>
Our Values	<p><b><i>Above all - Kids Come First!</i></b></p> <p><b><i>Respect, Advocacy, Collaboration, Compassion, Integrity, Communication</i></b></p>			

