



STRATEGIC PLAN 2019-2023 - Refresh

Our Mission

VCAPCC responds to children, youth and families affected by sexual abuse and other trauma, by providing victim services, counselling, prevention and education within the Greater Victoria community, and consultation throughout British Columbia.

Our Vision

A sustainable, progressive, inclusive, community focused Centre of Excellence that provides leadership in the delivery of timely, effective services to children, youth and families affected by child abuse.

Our Values




Child Centered Care: *We believe in placing the interests of children and families above all interests.*

Service Excellence: *We embrace the qualities of a learning organization including innovation, evidence-informed approaches and quality improvement. We will adopt strategies that build on or are informed by promising practices that emerge from experience and/or cultural knowledge. We value excellence in achieving the mission of the Centre through professional behavior, competence, continuous learning, and career development activities.*

Respect and Integrity: *We approach our work with integrity and professionalism. We uphold the honest, fair and respectful treatment of all people. We value a workplace in which decisions and actions are consistent, fair, transparent and balanced.*

Accountability: *Financial and social accountability is integral to our work. We balance planning, action and evaluation in fulfilling our responsibilities and take ownership for our decisions and actions. We strive to be financially responsible, act cooperatively to meet our stated common goals and are willing to adapt to changing conditions.*

STRATEGIC INTENT: Between 2019-2023, VCAPCC will strengthen its prevention and counselling services by focusing on three goals: Leadership Excellence, Sustainability and Service Renewal.

GOALS	LEADERSHIP EXCELLENCE	SUSTAINABILITY	SERVICE RENEWAL
	 <p data-bbox="296 634 741 662"><small>Business vector created by freepik - www.freepik.com</small></p> <p data-bbox="287 716 730 1024">To provide effective governance and executive leadership through pandemic recovery and on lasting and meaningful Reconciliation with Indigenous Peoples as articulated by the Truth & Reconciliation Commission of Canada (TRC) in VCAPCC governance, service design and delivery.</p>	 <p data-bbox="770 634 1192 662"><small>https://www.freepik.com/free-vector/people-volunteering-donating-money-items_3530068.htm</small></p> <p data-bbox="762 716 1369 889">To acquire core funding to meet the service needs of children/youth/families affected by other forms of trauma (OFT) related to abuse, maltreatment and domestic violence through strategic engagement of decision-makers.</p>	 <p data-bbox="1413 634 1892 662"><small>https://www.freepik.com/free-vector/hand-drawing-illustration-set-environment-sustainable_3139286.htm</small></p> <p data-bbox="1413 716 1940 857">To strengthen VCAPCC’s prevention services and research capacity ensuring that service delivery practices are safe, evidence-based, culturally safe and Indigenous informed.</p>

****Abbreviations:** B of D (Board of Directors); ED (Executive Director); C/Y/F (children/youth/families); OFT (Other Forms of Trauma); CARF (Commission on Accreditation of Rehabilitation Facilities); QIP (Quality Improvement Plan - CARF); TRC (Truth & Reconciliation Commission of Canada)

Goal 1: Leadership Excellence: To provide effective governance and executive leadership through pandemic recovery and on lasting and meaningful Reconciliation with Indigenous Peoples as articulated by the Truth & Reconciliation Commission of Canada (TRC) in VCAPCC governance, service design and delivery.

Objectives	Lead	Timeline	Actions	Outcomes(O)/Measures(M)
a. To recruit and retain new employees and Board Directors to support good governance, service renewal and Reconciliation priorities	Board/ED	2021/23	<ol style="list-style-type: none"> 1. Develop/implement Board & Employee recruitment/retention/succession plans incorporating Reconciliation principles, actions & practices 2. Recruit and retain a diverse workforce/ BofD within target timelines 3. Engage Indigenous Advisors to support recruitment/retention priorities 4. Recruit for skills gap in B of D (Annually) 	<ul style="list-style-type: none"> ○ Successful recruitment/retention of employees/Board within target timeframes ○ Critical tasks & knowledge transfer in key employee positions ○ Diverse employee & Board complements ■ Documented plans, timelines, skills gap analysis, etc. ■ Indigenous Advisors engaged
b. To onboard new ED & Board Directors through transfer of knowledge/organizational memory	Retiring ED Board Chair	2021/23	<ol style="list-style-type: none"> 1. Develop & implement Transition plans supporting smooth operational and leadership transitions (2021/2022) 2. Announce ED Appointment in local papers, websites, networks, etc. (2022) 	<ul style="list-style-type: none"> ○ New ED retention beyond 2 years ○ Board retention rates of 3 years ■ Announcement of new ED ■ Transition Plans implemented ■ Board size at 90% allowable as per bylaws
c. To ensure ongoing compliance with accreditation standards, Quality Improvement recommendations, funder contracts/agreements and governance best practices	Board Chair ED	2021/23	<ol style="list-style-type: none"> 1. Achieve CARF Accreditation and Aspire to Excellence governance designation (2021) 2. Develop 2023/26 Strategic Plan with data & feedback per CARF Decision 2021, QIP's, etc. (2022/23) 3. Monitor progress of service delivery against Strategic Plan, contracts and agreements (Quarterly) 	<ul style="list-style-type: none"> ○ Accreditation/Aspire Designation in 2021 ○ Board approved Strategic Plan ○ Compliance with Contracts, etc. ■ Quarterly BofD Updates-progress to plans ■ Strategic Planning process & timelines ■ Documented approved Board Plan to achieve accreditation

Goal 2: Sustainability: To acquire core funding to meet the service needs of children/youth/families affected by other forms of trauma (OFT) related to abuse, maltreatment and domestic violence through strategic engagement of decision-makers.

Objectives	Lead	Timeline	Actions	Outcomes (O)/Measures(M)
a. To engage the public and decision makers with the mission of establishing OFT and CYAC's as high funding priorities	Board/ ED	2022 & Ongoing	<ol style="list-style-type: none"> 1. Identify Barriers to achieving core funding for CYAC's & OFT (2021/22) 2. Develop/implement Engagement Strategy to overcome barriers to core funding 3. Develop Case for Support focusing on positive, consistent messages highlighting successes, track record and vision 4. Identify BofD Outreach role & Champions who can promote VCAPCC's Case for Funding (Ongoing) 5. Strengthen data collection supporting Case for Support (Ongoing) 6. Develop & implement professional Communications & Board Training Plans to influence decision-makers including letter campaigns, presentations, media hits, etc. 7. Modernize website & communications resources to engage public & key decision makers in VCAPCC's mission & goals 	<ul style="list-style-type: none"> O Core funding commitments achieved for OFT and CYAC as of 2023 O Documented cross-sectoral Champions O Modernized website & communications resources M Barriers to core funding identified M Board approved Engagement Strategy, Communications Plan, Case for Support M Comprehensive data to support Case for Support M Professional update of website/other resources as key informant for VCAPCC M Board Outreach role identified/training M Quarterly media hits (announcements, letters to editor, editorials, ED blog, sponsorship, etc.) taking advantage of key opportunities to promote Case for Support M Monthly updates of website content M Trained staff to support website updates

Goal 3: Service Renewal: To strengthen VCAPCC’s prevention services and its research capacity ensuring that service delivery practices are safe, evidence-based, culturally safe and informed.

Objectives	Lead	Timeline	Actions	Outcomes(O)/Measures(M)
a. To incorporate other worldviews and culturally safe practices in service design/delivery consistent with TRC Calls To Action	ED	2021/23	<ol style="list-style-type: none"> 1. Identify external Indigenous Advisors and internal resources to guide development of culturally safe practices and priorities (2021/22) 2. Implement 3-yr plan to achieve priorities (2022/23) 	<ul style="list-style-type: none"> O Changes in practices/service design M Documented 3-year plan M Indigenous led service delivery/design
b. To expand VCAPCC prevention programs supported by a minimum of 5% of VCAPCC’s annual budget	ED	2022/24	<ol style="list-style-type: none"> 1. Building upon VCAPCC past prevention programs and current evidence, establish one prevention program annually (2022) 2. Develop and implement funding strategies to achieve funding targets (2022/23) 	<ul style="list-style-type: none"> O One new, funded evidence-based prevention program/year M Documented prevention strategy/plan M Documented funding commitments
c. To integrate proven methodologies and research into service delivery practices	ED	2022 & Ongoing	<ol style="list-style-type: none"> 1. Invest in training of current, evidence based and culturally safe practices/principles (2022/Ongoing) 2. Ensure risk assessments and other data/service delivery tools with children and adults reflect proven methodologies and comply with contracts (2022/23) 3. Participate in 1 professional research project (Annually) 	<ul style="list-style-type: none"> O Up to date risk assessments and data collection/service delivery tools O Participation in 1 research project annually O Staff up-to-date on current service delivery practices M Documented evidence supporting service delivery methodologies M Approved Annual Training plans for staff
d. To successfully implement the CYAC on the Westshore	ED	2021/23	<ol style="list-style-type: none"> 1. Strengthen local partnerships with key justice/police/community leaders (Ongoing) 2. Identify and achieve service goals/targets (2021) 	<ul style="list-style-type: none"> O Active uptake by police, etc. of CYAC O 90% satisfaction rates by police & families M Documented surveys completion M CYAC goals/targets documented