

***Kelowna Family Hub
Strategic & Action Plan
November 2018***

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Introduction

The Leadership Committee of the Kelowna Family Hub met on November 2nd 2018 to develop a strategic plan for the initiative and update the action plan that had been developed in February of 2016. Members of the team present for the planning session included Melissa Hunt, Sherre Gelinias, Rob Zoppi, Ellen Boelcke, Myrna Kalmakoff, Catherine Disbery, Eve Layman and Eileen Smith. This document summarizes the results of the planning meeting, including strategic objectives that will guide our efforts for the coming years.

Mission, Vision & Values

Family Hub Mission:

The Family Hub is a collaborative network that supports, informs and connects all families to the community.

Family Hub Vision:

Families are resilient, healthy and well connected within our community.

Family Hub Guiding Principles:

- ***Create a family-centred respectful environment that reflects a culture of caring***
- ***Provide a single point of access through supports information and referrals***
- ***Build capacity to access programs and services through information and linking to services***
- ***Increase connections and sense of belonging for all families***
- ***Ensure Aboriginal cultural safety***
- ***Collaborate with the community - integrated service delivery model***
- ***Continue to respond to community need***
- ***Steered by a leadership committee comprised of sector representatives***

- ***Our approach is holistic, inclusive and culturally sensitive***

ENVIRONMENTAL SCAN

A brief environmental scan was completed using Family Hub documents, input from Leadership Committee members (by email and during phone conversations), and feedback during the planning meeting.

Internal Scan

<u>Strengths & Strategic Assets</u>	<u>Internal Weaknesses</u>
<ul style="list-style-type: none"> • Well situated geographically as well as being in a school • Well received and recognized in the community by partners – well used! • Strong partnerships • Source of support for vulnerable families and place where they can connect – a wraparound “white Glove” approach to serving all families • Community driven • Passionate leadership • Adequate funding • Evidence of impact 	<ul style="list-style-type: none"> • ASQ screening not fully implemented • Need for further development of the Governance structure (e.g., clarifying role of the Leadership Committee and the Advisory Committee – how does the Community Engagement Worker fit in to this?) • Strengthening communication and clarity around lines of reporting and authority • Clarifying Programming priorities

External Scan

<u>Current Trends/Operating Context</u>	<u>External Challenges/Threats</u>
<ul style="list-style-type: none"> • Economic: housing is expensive and as a result, children are not always having basic needs met • Political: change in Government – unclear how this might change the operating environment 	<ul style="list-style-type: none"> • Lack of long term funding • Lack of clear long term objectives or goals • Need for integration

<ul style="list-style-type: none"> • Technological: Lack of social media presence for the Hub 	
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Current Strategic Opportunities

- Enhance role as a connector between vulnerable families and service providers
- Greater service integration and/or streamlining of the services that are provided at the Hub
- Supporting the development of more hubs in Kelowna
- Deadline for use of the funds to do a feasibility study on how we can reach out. Where are families isolated? Etc. Hub and spoke model – a more clear definition of the ‘spoke’.

Core Competency

The planning meeting included a discussion of what Leadership Committee members viewed as the core competency (aka ‘secret sauce’) of the Hub. Core Competency Definition: an organization's defining strength, providing the foundation from which it can grow, seize upon new opportunities and deliver value to clients and the community.

Family Hub Core Competency:

Collaboration & Connection through Relationships

- focus on connection with services and each other (community building)
- inclusiveness & feeling valued when they walk through the door, somebody cares, ‘like coming into your living room’, unconditional support
- Relationship building, especially with those that are marginalized or isolated in our community

Future Vision

For every family will have reasonable access to a Family Hub developed through collaboration and focused on connection.

This requires:

- Permanent funding for the vision
- Having well supported and vision focused personnel to provide the connection

- Clarity around what needs to happen in order to recreate the success in other locations
- Exploring different models - Support, information and referral can be mobile. Safe place for families without necessarily being a complete duplication of the hub (mobile van in the Comox valley as example).

In Order to Achieve Our Future Vision, We Will:

Strategic Direction One:

Strengthen our Governance & Operations Model

Related Objectives (in priority order):

- Clarifying governance roles & structure
- Clarify the Hub model:
 - Revisit staff roles and scope
 - Define core elements of the Hub (core competency)
 - Clarify lines of reporting/communication/authority

Strategic Direction Two:

Sustaining the Hub & Expand its Reach

Related Objectives (in priority order):

- Confirm long term funding for the Hub
- Develop a plan to expand Family Hub service access to more families in Kelowna

Strategic Action Plan

Objective #1: Clarifying governance roles & structure

Direction: Strengthen our Governance & Operations Model

Owner(s):

Workplan

Strategies/Activities/Initiatives	Responsibility	Start Date	End Date	Deliverable/Accountability
1. Review Leadership committee structure and purpose to clarify role and authority relative to the Hub host (KCR)	Leadership team	November 2017	Annually in June	Revised Leadership Terms of Reference
2. Review Stakeholder Committee structure and purpose – define role as a reference group in relation to the Leadership committee	Leadership team	November 2017	Annually in June	Revised Stakeholder Terms of Reference
3. Monthly leadership meetings a. 3rd Wednesday of the month, 9-11 am at Pearson Elementary	Leadership team	November 2017	Reviewed in June 2018	Standing agenda that is approved at the meeting.

Objective #2: Clarify the Hub model

Direction: Strengthen our Governance & Operations Model

Owner(s):

Workplan

Strategies/Activities/Initiatives	Responsibility	Start Date	End Date	Deliverable/Accountability
1. Revisit staff roles and scope (e.g., job descriptions, reporting)	Leadership Team	December 19 th 2017		Update the community outreach job description.

2. Define core elements of the Hub (core competencies) – could include developing a manual or other document a. practicum students	Sherre Gelinas KCR family services manager	Nov 2017	Spring 2018	Andrea, in process
3. Clarify lines of reporting/communication/authority	KCR, Sherre, Rich and Terri	Nov 2017	Annually	Financial Quarterly report from KCR Sherre will do a monthly Hub summary report and bring hard copy to the meetings. Rich and Terri to provide their own report.

Objective #3: Confirm long term funding for the Hub

Direction: Sustaining the Hub & Expand its Reach

Owner(s):

Workplan

Strategies/Activities/Initiatives	Responsibility	Start Date	End Date	Deliverable/Accountability
1. Explore funding possibilities with United Way – long term commitments	KCR	Jan 2018	tentative - end of 2019?	Leadership Team
2. Explore other possible long term funding sources (foundations, grants, etc.)	Leadership/KCR	Jan 2018	ongoing	Valley First funder?
3. Develop a plan for long term sustainability	Leadership	Jan 2018	ongoing	Strategic planning process

Objective #4: Develop a plan to expand Family Hub service access to more families in Kelowna

Direction: Sustaining the Hub & Expand its Reach

Owner(s):

Workplan

Strategies/Activities/Initiatives	Responsibility	Start Date	End Date	Deliverable/Accountability
1. Define options for expansion (physical locations, mobile services, “spokes” and assess both feasibility and likelihood of success	KCR for community engagement pilot project	Jan 2018	October 2018	West Foundation Valley First pilot project in ASM and Raymer, possibly Bankhead
2. Develop an expansion plan based on review of options <ul style="list-style-type: none"> a. additional school b. mobile community engagement unit 	Leadership/KCR	Jan 2018	ongoing	Leadership Team