

Brevard Family Partnership

2013-2017 Strategic Plan Executive Summary

All children have the inalienable right to grow up safe, healthy and fulfilled in families that love and nurture them. The mission of Brevard Family Partnership is to protect children, strengthen families and change lives through the prevention of child abuse and the operation and management of a comprehensive, integrated, community-based system of care for abused, abandoned and neglected children and their families. The system is family-centered, strength-based and community driven.

It is the vision of Brevard Family Partnership and its stakeholders to manage a child welfare system committed to the following:

- The safety of children will be the foremost concern, at all times;
- Permanency issues will be resolved in accordance with a child's sense of time;
- Services are customized to meet the unique needs of each child and family and are provided by a comprehensive, community-based network of providers who are dedicated to delivering a family-centered, customized, need driven, responsive service delivery system;
- Resources will be efficiently and effectively managed to achieve better outcomes for children with the ultimate goal being child safety and permanency within a twelve-month timeframe;
- Financial support will be available from diverse federal, state and local sources and flexibly managed at the local level to meet child and family needs in a timely and appropriate manner; and
- The system will be able to collect and use data to accurately forecast what services and supports are needed, at what level of intensity and duration, and at what cost to achieve desired outcomes for each child and family in need.

The Brevard Family Partnership strategic plan, through a series of goals, objectives, and strategies, provides a road map to ensure that BFP continues to provide a broad spectrum of services, maintain its valued community character, remain responsive to community needs, and operate with fiscal integrity. The community appreciates the quality of care that BFP provides to children and families and the strategic plan ensures that quality, even in the face of economic constraints and political change.

The strategic planning process was designed to build on the accomplishments of the past ten years and on the strengths of the existing system of care. Planning began with a review of organizational documents going back as far as 1999. Collectively, this material added up to over 600 mandates, goals, objectives, strategies, measures, strengths, weaknesses, and recommendations made for the child welfare system in Brevard County prior to and since the inception of community based care.

This information serves as the foundation for the goals and objectives presented in the strategic plan. The goals are high-level and inspirational. They reflect the direction of the organization since its inception and will likely continue to guide it into the future. Objectives are more specific and finite. They set milestones for progress with identifiable landmarks that define BFP's course.

Because BFP places such important value on collaboration, the input of community partners, service providers, family members and youth was essential for identifying new initiatives to achieve strategic goals. During four leadership and community meetings held in 2012, over 150 stakeholders were asked two questions:

- 1) *What do you believe are the greatest strengths or accomplishments of the current, community-based system of care?* The answers to this question were consistent across all meetings and among all stakeholders – family team conferencing; customized and individualized services; and the broad, collaborative, service provider network.
- 2) *If you could do one more thing for the children, youth, and families in our care, what would it be?* Participants offered a diverse array of feedback and suggestions, ranging from small and practical ideas to big-picture strategies. They also identified challenges and offered opportunities for improving the system of care. This input was used to develop the more immediate and directed strategies to be implemented over the next five years.

Goals, objectives, and strategies are divided into two groups – organizational and programmatic. Organizational goals address the system of care including partnerships and resources, quality assurance, case management, and the provider network. Program and service goals focus on the continuum of care including prevention, family preservation, out of home care, independent living, and adoption.

The BFP Board of Directors carefully reviewed and refined the proposed goals, objectives, and strategies and identified three strategic priorities, one organizational priority and two program priorities:

- **Increase case management agency commitment to BFP's system of care practices, values, and performance standards at every level from leadership to front line staff**
- **Engage more families in Family Team Conferencing, High Fidelity Wraparound, and Strength Discovery**
- **Expand the Quality Parenting Initiative to focus on normalcy, positive youth development, and trauma informed care principles**

SUMMARY

The strategic plan will be used to direct efforts and resources in a clearly defined way. The goals and objectives reflect the collective direction of the local community from the early beginnings of community based care while the proposed strategies capture current needs and expectations based on broad community participation in the plan's development.

Meeting these needs and expectations will require diligent leadership from the board of directors. It will also require the hard work and dedication of the staff, case management agencies, members of the provider network, and community partners. Understanding and pursuing the goals, objectives and strategies of the plan is not extra work. It is the newly defined and focused work of the organization and its partners for the future.

Achievement of these goals should be incorporated into every contract; recognition, rewards, incentives and compensation should be based on attainment of these objectives; and, performance should be measured by successful execution of these strategies. The integration of the organization's practices, values and performance standards with all partners, especially the case management agencies, is essential.

Implementation of the strategic plan will ensure that Brevard Family Partnership is well positioned to respond to changing state and federal requirements while honoring those essential characteristics that make it a unique and desirable system of care for Brevard County. Adoption of the strategic plan will also set the organization on a course to use limited resources for those things the organization, its partners, and the community, value the most.