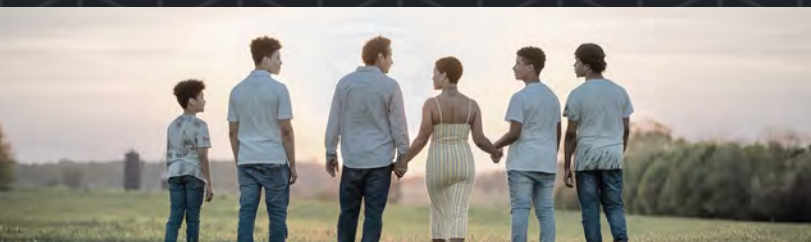




Touchstone Family Association

Strategic Roadmap

2025 to 2029



*Proudly brought to you by our
Board of Directors, Leadership
and Staff Teams.*





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Touchstone Family Association

A New Way Forward

We are very pleased to share Touchstone's new Five-Year Strategic Plan. This living document reflects our ongoing aspirations and needs, and we are dedicated to keeping it relevant.

In an ever-evolving landscape of social challenges and resource constraints, a well-defined strategic plan helps organizations identify goals, allocate resources effectively, and engage stakeholders meaningfully. It fosters a proactive approach to addressing community needs, ensuring that our Association remains relevant and responsive.

Developed through meaningful consultations, the plan articulates a bold vision for the future of our Association while reinforcing the core elements of the services provided by Touchstone Family Association—ensuring a consistent and enriching experience for all.

Our three strategic focus areas—Linking Planning, Investing in Our People, and Operational Excellence—will serve as the foundation for Touchstone Family Association to thrive as we navigate the second decade of the 21st century.

Among our key priorities is a commitment to offering innovative and dynamic services, particularly through the open access services provided by the Front Porch program, and fostering a diverse and inclusive workplace where everyone is valued and respected.

This strategic plan has been developed at a time when the Association is thriving. Our reputation is excellent, our capacity to serve children, youth and families is ever expanding, and our leadership, staff and board are dedicated to delivering effective and relevant services. With this solid foundation, we are poised to innovate, lead and meet future needs.

We invite you to share in our excitement as you explore Touchstone's new strategic plan. Our commitment is that this remains a living document, providing clear guidance and establishing priorities to suit our dynamic, changing environment.



Judy Valsonis
Executive Director



About Us

Touchstone Family Association was founded in 1983, and has served Richmond and its surrounding communities for more than four decades. Touchstone has also been accredited from the Commission on Accreditation of Rehabilitation Facilities (CARF) since 2002, thus providing further accountability to our community and funders for more than 20 years. Touchstone has seen substantial growth over the past 40+ years, expanding our reach through new services and contracts, year after year. The Association began and maintains its operations with a strong commitment and partnership with the Ministry of Children and Family Development (MCFD).

Touchstone provides a therapeutic home for youth in the care of MCFD, as well as provides family support systems to enhance and promote family stabilization and reintegration. In conjunction with this, Touchstone recognizes the need to also provide in-home/outreach support so that families can, where and whenever possible, receive our services. Over the past four decades Touchstone has expanded our impact by growing our programming beyond MCFD funded programming. Fundraising initiatives, along with government and community grants have successfully helped the Association launch programming such as the Front Porch Program, and numerous programs and groups aimed at supporting children, youth and families.



Acknowledgement

Touchstone Family Association respectfully acknowledges that we gather, work, and learn on the traditional and unceded territories of the Coast Salish Peoples, including the x"ma[®]kwayam (Musqueam), Skwxwú7mesh (Squamish), and salilwatat (Tsleil-Waututh) First Nations.

We recognize our responsibility as a social and community service organization to honor those who came before us, acknowledge their enduring relationships with the land, and confront the ongoing impacts of colonization. Touchstone is dedicated to honoring, listening to, and continuously learning from diverse perspectives to ensure our services are inclusive and welcoming to all.

Our Mission

Strengthening the social health and independence of families and children through effective intervention and support services.

Our Vision

“Strong, Self-Reliant Families, Youth, and Children.”

Our Values

Integrity - Is the foundation of our programs. Integrity requires that we operate with openness and fairness. Integrity is ensuring appropriate and objective decision making.

Respect - Is the basis of our working relationship with clients, colleagues and contractors. Respect means being sensitive to culture and responsive to situations and individual circumstance. Respect requires that we act with courtesy and consideration at all times.

Cooperation - Is the approach we take meeting the challenges of providing the community services to which we are committed. Cooperation means working together to build partnerships. Co-operation requires that we act with commitment and innovation.

Our Guiding Principles

To recognize

- The basic strengths of family and individuals and providing support to maximize these strengths
- The diversity of our population by providing culturally sensitive services;
- The impact of changes on families, children and community and working with change to provide security and stability through professional services;

To respond

- With effective intervention to families in need
- To the needs of the community by providing services that are flexible and responsive;

To maintain

- A safe and confidential environment for clients;
- A sound working knowledge of the community, its resources and personnel
- An eclectic approach to service provision;
- Responsible fiscal management of public funds to ensure cost effective service delivery;
- A professional service of excellence.



First Steps

The development of our new strategic roadmap began in Spring 2024, when senior leadership and the Board's Executive convened to pinpoint key areas for strategic focus following a successful Accreditation Survey in late 2023.

Led by our Executive Director, this meeting served as a foundation for shaping the next five years for the Association. To guide our process, we first assessed the following key areas:

- Acknowledging our current position
- Identifying key strategic focus areas for the next 5 years
- Clarifying our direction and evaluating our objectives
- Revisiting our mission, vision, values and guiding principles
- Drafting goals and determining how they tie into our performance measurement and management objectives
- Formulating priority strategies and actions to achieve desired outcomes

In addition, information and feedback were reviewed from our most recent:

- Annual Stakeholder Survey
- Bi-annual Staff Survey
- Annual Consumer Survey Feedback Report
- Our CARF Accreditation Final Report

With key focus areas identified during the meeting, we moved on to the next crucial phase of the project: setting up discussions with employees to gather their feedback on the future directions of the Association they proudly represent. Including their insights and perspectives was vital to ensuring that those who work daily with the children, youth, and families we serve have a voice in shaping our future initiatives.



Employee Engagement

Throughout the summer and fall, employees gathered with their respective teams, program director, and the executive director to share their thoughts. These sessions were incredibly engaging and revealed that our workforce has many insightful and thoughtful ideas that align with our new strategic vision. Below is a summary of employee feedback.

- Establish a parenting group specifically for parents of children with neurodiversity.
- Develop pre-teen services tailored to meet the needs of this age group.
- Create a position for a resource/family support worker within the Front Porch program.
- Secure funding for an Occupational Therapist position.
- Recruit a neurodivergent counselor who is proficient in Chinese.
- Expand counseling services to include additional languages, such as Arabic and Spanish.
- Implement Punjabi language translation for phone systems.
- Transition to electronic files, eliminating the use of paper records.
- Strengthen collaboration with housing providers to improve client support.
- Increase opportunities for staff gatherings
- Foster greater connectivity and cohesion among team members
- Advocate for educational initiatives
- Provide support for employees' families
- Enhance and modernize orientation programs
- Revitalize the wellness committee
- Organize staff morale-building events and agency gatherings
- Host an open house at Francis House
- Develop a comprehensive calendar to promote community events and group activities
- Improve access to translation services and foster connections with complementary organizations
- Increase the reach of the Holiday Hamper program by forming partnerships with local businesses.
- Work in conjunction with Child and Youth Mental Health (CYMH) for streamlined screening and intake processes.
- Access and update confidentiality protocols in collaboration with community partners to ensure best practices are upheld.
- Create a structured table for community partners to foster collaboration and communication.
- Ensure access to essential forms and resources through our website



Area of Focus #1

PRIORITIZING INTEGRATED PLANNING

INITIATIVE 1:

- Enhance the interconnectedness and significance of all planning efforts.

INITIATIVE 2:

- Leverage community strength to support healthy families; strategically invest resources for maximum collaborative impact.

INITIATIVE 3:

- Develop and maintain an internal inventory of community tables; assess TFA's role and contributions, and recommend next steps for a community capacity-building plan in partnership with social service providers.



Area of Focus #2

INVESTING IN OUR PEOPLE

INITIATIVE 1:

- Establish Touchstone as the employer of choice in the Lower Mainland.

INITIATIVE 2:

- Implement a comprehensive professional development plan focused on personal growth, clinical training, and self-care to enhance employee's overall well-being.

INITIATIVE 3:

- Promote equity, diversity, inclusion, and social justice through increased awareness, understanding, and participation in relevant activities.



Area of Focus #3

OPERATIONAL EXCELLENCE

INITIATIVE 1:

- Ensure affordability and accessibility for all children, youth, and families to self-refer and access barrier-free services.

INITIATIVE 2:

- Create and communicate long-term financial sustainability and technology strategies.

INITIATIVE 3:

- Deliver the most effective and relevant programs and services possible





Next Steps

Sometimes thought of as a picture of the future, our vision statement articulates the hopes and dreams of Touchstone. It is intended as an inspiration, and serves as the framework for strategic planning.

Touchstone is committed to working with staff, volunteers, and the community to align service delivery with principles of justice, equity, and inclusion to create opportunities for everyone to thrive and lead meaningful lives. This commitment to creating inclusive spaces for both our staff, volunteers and clients advances our aspiration and vision for “strong, self-reliant families, youth, and children.”

The strategic plan outlined in this report serves as a comprehensive roadmap for Touchstone's future. As we move forward, it is essential that we remain committed to actualizing the goals and objectives set forth. By fostering a culture of collaboration, leveraging our strengths, and embracing innovation, we can navigate challenges and seize new opportunities.

To ensure successful implementation, we must prioritize accountability across all levels. Regular reviews will be crucial in keeping us aligned with our vision. Engaging clients, employees, stakeholders and the wider community will further empower us to achieve our objectives.

Together, let us embrace this strategic plan as a living document—one that evolves with our Association and the environment in which we operate. With determination and collective effort, we are well-positioned to realize our goals and drive sustainable growth for the future.