



**FIREFLY**

# CANDIDATE BRIEFING DOCUMENT

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**Chief  
Executive  
Officer**

Applications due

**October 31,  
2024**

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# About FIREFLY

HEALTHY PEOPLE. RESILIENT FAMILIES. VIBRANT COMMUNITIES.



## Who we are

FIREFLY is a multi-service, non-profit organization providing a wide range of services for children, youth, and families in communities across Northwestern Ontario. We are dedicated to supporting and strengthening the health and well-being of families, children, and youth through emotional, physical, developmental, and community services.

## What we do

FIREFLY is a multi-service, non-profit organization. We provide a wide range of services for children, youth, and families in communities across Northwestern Ontario.

The expertise of our professional staff is drawn from the fields of social work, speech and language, occupational therapy, physiotherapy, kinesiology, developmental services and early childhood education.

## Our history

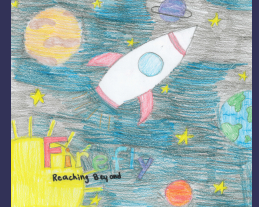
FIREFLY has a proud and progressive history with over 40 years of deep roots in the delivery of quality children's services and supporting partnerships in care. The Lake of the Woods Child Development Centre began in 1976 as a small store front service and, in 1980, a neighbourhood house held the Patricia Centre for Children and Youth.

In 2011, with the amalgamation of the Lake of the Woods Child Development Centre and the Patricia Centre for Children and Youth, our name changed to FIREFLY.

Today, FIREFLY is a leading provider of children and youth services in the area with over 150 staff serving in communities across the Kenora and Rainy River Districts.

# MISSION, VISION & VALUES

MAKING A POSITIVE DIFFERENCE  
IN THE WELLBEING AND LIFE  
JOURNEY OF CHILDREN, YOUNG  
PEOPLE AND FAMILIES.



## HEART

This value is about how we do our work; with heart, dedication and with good reason. It's how we approach our work; with empathy, passion, caring, respect and sensitivity.

## EMPOWERMENT

We believe in everyone's strength and capacity and we support their development in the work we do. We cheer and praise, build confidence and celebrate strengths of our clients.

## ACCOUNTABILITY

We are dependable and take responsibility for our work, our interactions, our relationships, and our results.

## SHARING & PLAYING

Relationships are the foundation of everything we do. We believe in joining, connecting and collaborating.

## REACHING BEYOND

We are future-focused, driven by what is possible, and gracefully navigate change for the better.

# OUR PROGRAMS & SERVICES



## CHILD AND YOUTH MENTAL HEALTH (CYMH)

- Counselling & Therapy
- Parenting Mental Health Support
- SNAP (Stop Now And Plan)
- Psychology Services
- Youth Justice Program
- Tele-psychiatry (SickKids)
- Triple P (Positive Parenting Program)
- Circle of Security Parenting Program
- Child and Adolescent Psychiatry Services
- Family and Caregiver Services
- One Stop Talk
- Eating Disorders



## EARLY YEARS

- Developmental activities
- Prenatal and nutrition program
- Play-based learning opportunities for children 0-6 and their families

## CHILD AND YOUTH DEVELOPMENTAL SERVICES (CYDS)

- Occupational Therapy
- Physiotherapy
- Kinesiology
- Speech-Language Pathology
- Augmentative and Alternative Communication
- Complex Feeding and Swallowing
- Seating and Mobility
- Infant and Child Development
- Community Based Rehabilitation Services
- School Based Rehabilitation Services
- Indigenous partnerships in service delivery



## RESPIRE SERVICES

- In-home
- Out-of-home
- Autism respite





## AUTISM SERVICES

- Behaviour Intervention
- School Support Services
- Core Clinical Services Ontario Autism Program (OAP)
- Urgent Response Service (OAP)
- Entry to School (OAP)
- Caregiver-Mediated Early Years (OAP)



## COORDINATED SERVICE PLANNING

- Service for children and youth with multiple and/or complex special needs
- Family-centred service planning & coordination



## CENTRALIZED INTAKE

- Self-referral available through phone, online form and email
- SmartStart Hub services
- Ocean eReferral

## DIAGNOSTIC SERVICES

- Autism Diagnostic Hub
- Pediatric Clinic
- Northwestern Ontario Fetal Alcohol Spectrum Disorder (FASD) Diagnostic Clinic



## INDIGENOUS PROFESSIONAL LEARNING OPPORTUNITIES

- Provide differentiated Indigenous professional learning opportunities to enhance culturally relevant programming
- Health teaching



**FIREFLY SERVES CHILDREN AND YOUTH FROM THE MANITOBA BORDER TO THUNDER BAY WITH EIGHT OFFICE LOCATIONS.**

# Strategic Plan



## Listen, empower and inspire each other

- Sustain an aligned culture of inclusion, pride and teamwork where staff voice matters.
- Increase staff retention and recruitment – Employer of Choice.
- Invest in our people for service excellence and planning for change.
- Foster an environment where staff, student and volunteers share and continuously grow.
- Provide a healthy and safe work environment.

## Champion for children, families and communities

- Elevate the voice of the families for change.
- Promote health equity and system integration.
- Facilitate and act on Calls to Action and service alignment with Indigenous communities.
- Create and grow with communities and partners for greater impact.

## Transform experiences and outcomes

- Integrate voice of families as experts and partners for service excellence.
- Remove barriers to timely and equitable access to services.
- Adopt creative approaches and outreach for underserved and those who are marginalized in our communities.
- Lead in regional best practices to deliver specialized services for those with complex needs.
- Incorporate cultural competency and client safety practices in all we do.

## Innovate for quality and success

- Grow as a centre of excellence for research, innovation, and education.
- Drive evidence-based practice with enhanced capacity and efficient use of data.
- Build greater capacity and focus on external communications.
- Plan and develop facilities for staff and service requirements.

# Quick Facts



**\$18,625,215.00**

Annual Budget

**178**

Full & Part-time Employees

**2,537**

Referrals in 2023

**CYMH clients served**

**1,147 in 2023**

**CYDS clients served**

**2,765 in 2023**

**Union**

**OPSEU Local 743**

**Early Years services**

**5,832 child visits in 2023**

**First Nation Child  
Care Centres &  
programs on reserve**

**137 in 2023**

**Canada Prenatal  
Nutrition Program  
clients served**

**203 in 2023**



# Position Description

Reporting to the Board of Directors, the Chief Executive Officer is responsible for the overall leadership and operations of FIREFLY. Working in accordance with the mission, vision, values, goals, strategic directions, and policies of the organization approved by the Board to create strategies that ensure the organization's current and future success.

The Chief Executive officer is also key to establishing and maintaining collaborative relationships with community partners, interest holders and funders. The Chief Executive Officer ensures that the Agency is well-positioned externally, and is a key advocate and service system leader for child and youth physical, emotional, developmental and community services across the Kenora and Rainy River Districts and the province.



## Ideal Candidate

The ideal candidate for Chief Executive Officer of FIREFLY embodies a unique blend of compassionate leadership, strategic vision, and operational expertise. They should possess a deep understanding of child development and wellbeing, coupled with a proven track record in managing complex social services through a nonprofit organization. Exceptional communication skills are paramount enabling them to effectively advocate for children's welfare and engage with diverse interest holders, including medical professionals, government agencies, and community partners. The ideal Chief Executive Officer should be adept at fostering a supportive and inclusive organizational culture that prioritizes the well-being and growth of both staff and the children/families under their care. They must also demonstrate strong financial acumen to ensure sustainable funding and resource allocation, thereby ensuring FIREFLY's ability to deliver high quality, innovative services to children and their families.

# Responsibilities

The Chief Executive Officer is expected to recommend, develop, and implement a comprehensive strategy to address the distinct emerging characteristics and needs of the FIREFLY region.

The Chief Executive Officer is expected to undertake the necessary timely actions to meet the changing needs of the community in which it provides services.

Working with key internal and community care-holders (such as Board, Management, staff, social services, education and health providers) the Chief Executive Officer is accountable for developing and implementing programs, services, budgets, staffing, and communication for the organization and serves as a link with Ministries, community leaders, agencies and the community at large.

## General Responsibilities

- Provides leadership, guidance and management to FIREFLY staff, including human and financial resources management in accordance with applicable legislation, accepted business and financial practices and standards, as well as Ministry and Board directives, guidelines, policies and procedures, as may be changed or established from time to time.
- Translates the strategic direction of the Board, goals and objectives into operational plans and activities and engages the FIREFLY team to effectively carry out the mandate.
- Develops and promotes a positive and productive FIREFLY work culture, consistent with the shared Mission, Vision, Commitments and Values of FIREFLY, to attract, inspire and retain the best personnel; and
- Demonstrates the Core Values of the organization.



## Operations

- Ensures that the operations of FIREFLY promote the delivery of effective high quality client services to meet the needs of the community and while achieving the best possible client outcomes, meeting specific goals within the context of a balanced budget, available resources, and government priorities.
- Provides annual operating plans that support the strategic plan and correlate with annual operating budgets.
- Develops a comprehensive human resources plan to promote employee engagement and foster a high performing culture to achieve operational efficiencies, including:
  - Organization structure, roles, accountabilities and key success criteria.
  - Resource planning, recruitment, selection, retention and succession planning.
  - Learning, development and performance management;
  - Communications and conflict resolution.
  - Rewards and recognition.
- Ensures policies are in place to meet legislative requirements and effective management of people.
- Establishes strategies for planning and coordinating service priorities.
- Establishes systems and procedures to support FIREFLY in effectively serving the community as an information resource in matters related to child, youth and family community services.

## Financial & Information Management

- Prepares annual budgets to secure funding for mandated programs and services.
- Establishes a financial management framework, systems and processes to support sound and timely financial decision-making so that FIREFLY operates within its approved funding and is able to demonstrate that public funds are used to maximum effectiveness, with integrity and honesty.
- Provides financial and statistical reports to the Board to support decision-making, securing Board, Ministries or other funders approval where required and submitting timely reports to the Ministry as required.
- Establishes an information technology network and maintains the technology infrastructure.
- Establishes a system for the retention of FIREFLY corporate and client services documents and for appropriately making such documents available.
- Provides reasonable measures to ensure the protection, safety and integrity of FIREFLY client, Board, staff and organization information.

## Communications & Collaboration

- Acts as the spokesperson for FIREFLY to the media and the public.
- Develops strategic alliances with key care-holders to foster awareness of needs within the FIREFLY region, resolve issues and promote collaborative service delivery.
- Establishes and maintains relationships with community leaders, advocacy groups, Ministry staff, clients, community agencies, service providers, staff and the community at large to ensure the mandate and business purpose of FIREFLY is known and understood.
- Develops an effective communication plan and risk management plan to promote the services and positive values of FIREFLY to care-holders.
- Consults and participates with agency/service provider forums to share best practices, coordinate local services, and promote the efficiency and effectiveness of the services within the FIREFLY region.
- Promotes and builds relationships through allyship of Indigenous populations and underrepresented groups to promote diversity, equity and inclusion.
- Actively participates on provincial tables for community child and youth services, commits to liaise with community partners and funding bodies, and lead agencies and other external communities.
- Ensures system planning for the region is collaborative and fosters involvement of youth and families, clients, and service and community partners.

## Organizational Performance

- Oversees the design, delivery and quality of programs and services.
- Develops, implements, and monitors a system of performance measures of FIREFLY services.
- Develops processes and systems to identify service delivery issues, develops remedies and measures progress to promote continuous improvement in operational performance and enhance care-holder satisfaction.
- Ensures mechanisms are in place to identify and assess risks to the organization at all levels.
- Establishes ongoing learning and evaluation processes to ensure optimum standards of programs and support service are developed and maintained.

## Board & Governance

- Provides the Board with relevant information, advice and assistance in meeting its responsibilities.
- Assists the Board with the development and implementation of a Strategic Plan for FIREFLY, and works with the Board to promote, implement and monitor the strategic directions in the plan.
- Advises the Board on compliance with Ministry directives, guidelines, policies and procedures and legislative requirements.
- Apprises the Board on all matters pertaining to the implementation of policy and the operations of FIREFLY and ensures that the Board has the information that it requires to carry out its responsibilities.
- Provides updates to the Board regarding internal and external actions and trends which may impact the organization.
- Provides regular reports to the Board on all performance measures.

## Other

- Occasional travel is required. This will include travel both by car and by air. Travel will include destinations both within FIREFLY's service region as well as outside of its service region.



# QUALIFICATIONS & EXPERIENCE

WHILE THE SEARCH COMMITTEE RECOGNIZES THAT NO ONE CANDIDATE IS LIKELY TO MEET ALL QUALIFICATIONS IN EQUAL MEASURE, THOSE LISTED BELOW ARE DESIRABLE AND WILL BE USED TO COMPARE CANDIDATES.

## Board & Governance

- A progression of senior management experience, preferably acquired in the community social services/health sectors (governmental; non-governmental; not-for-profit; and commercial) of at least five years duration;
- Education/professional qualifications that give evidence of the intellectual ability to deal with complex strategic and operational issues. Academic credentials at the Master's level or equivalent are beneficial.
- An effective and respectful communicator and listener; relates well to others with proficient interpersonal and presentation skills;
- Manages conflict in a positive way;
- Confident and competent in an ambiguous and uncertain environment;
- Resilient and persistent in the face of adversity, versatile and highly energetic;
- A leader acknowledged as such;
- A bias for action;
- Regarded as a visionary who believes innovation to be an essential driver of evolution and growth;
- Enthusiasm and a passion to excel and take calculated risks;
- Sound judgment in dealing with complex, multi-lateral and hierarchical situations involving multiple stakeholders;
- A consultative, collaborative and empowering leadership style; excellent role model
- Integrity, honesty, empathy, compassion and self-confidence, with the ability to respect and motivate a team;
- Provide and be open to feedback;
- Work hard, setting challenging personal and organizational goals, objectives and achieves results.

## You're someone who

- Is an inspirational and forward-facing, influential and highly respected strategic leader.
- Has substantive leadership in an executive capacity, ideally demonstrated in human service delivery organizations.
- Demonstrates cultural competency and sensitivity, promoting a culturally inclusive environment and fostering a culture where diversity is celebrated, equity is a priority, and inclusion is embedded in every aspect of the organization's operations and interactions.
- Possesses a strong and sincere commitment to addressing the Truth and Reconciliation Commission Calls to Action.
- Demonstrates experience in Strategic Planning and high-level delivery, translating organizational vision into successful outcomes.
- Has a track record, of some material consequence, in undertaking change management processes in complex operating environments.
- Exhibits experience with the negotiation of service contracts and labour agreements.
- Has a demonstrated leadership in working with Boards of Directors and understanding of the Board governance model.
- Possesses a solid understanding of government, policy and programming related to health and social services environment and especially the area of children's services and northern practice.
- Has business management skills including budgeting, financial planning and management, project planning.
- Has excellent written, oral, and presentation communication skills.
- Demonstrates capacity to develop and maintain internal and external trusting, professional relationships.
- Has a track record of purposely developing networks to build value through collaboration.
- Understands, embraces and values lived experience.
- Is a progressive leader who thinks beyond the confines of traditional models to recognize opportunities and find new and better ways of doing things.

# SEARCH PROCESS

All applications must be submitted using the email address **fireflyceoapp@gmail.com**  
Click below to send in your application today!



**APPLY NOW**

Documents Needed to Apply:

- Detailed Resume
- Cover Letter

The submission deadline for all applications is **October 31, 2024**. Individuals are asked to address their cover letters to the Chair of the Board of Directors, Kim Vares.

## Confidentiality

FIREFLY respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act (PIPEDA), a copy of our Privacy Policy is available for your review on our website.

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of disclosure to the Board of Directors and the staff at FIREFLY working to support this process.

Thank you for considering this important opportunity. This document is intended to provide the reader with information and is not a contractual document. Some of the material therefore may be subject to change. Please feel free to contact us should you have any questions.



# Contact Us

For questions related to the job posting or your application, please email [FIREFLYCEOApp@gmail.com](mailto:FIREFLYCEOApp@gmail.com)

For more information on FIREFLY Offices and Services please see below.

**Phone**

**1-800-465-7203**

**Email**

**info@fireflynw.ca**

**Website**

**www.fireflynw.ca**

## FIREFLY Offices

### Atikokan

211 Main Street  
Atikokan, ON POT 1CO  
807-597-4528

### Dryden

75C Van Horne Avenue  
Dryden, ON P8N 2B2  
807-223-8550

### Ear Falls

5 Spruce Street  
Ear Falls, ON P0V 1T0  
807-222-2257

### Fort Frances

281 2nd Street East, Unit G  
Fort Frances, ON P9A 1M6  
807-274-9251

### Kenora

820A Lakeview Drive  
Kenora, ON P9N 3P7  
807-467-5437

### Red Lake

201 Howey Street  
Red Lake, ON POV 2MO  
807-727-9064

### Sioux Lookout

86-A Third Avenue N  
Sioux Lookout, ON P8T 1L2  
807-737-2086

### Thunder Bay

717 John Street  
Thunder Bay, ON P7B 1Z7  
807-627-0883



**FIREFLY**