

YORK REGION CHILDREN'S AID SOCIETY

Update to Operational Review Work Plan

October 2021

Work Plan Update York Region Children's Aid Society October 2021

The following summarizes the process and progress as of October 2021, by York Region Children's Aid Society (YRCAS), of its effort to achieve the objectives set out in the work plan required in response to the Operational Review. This update reflects the combined efforts of Board and staff. It has been shared with staff and approved by the Board of Directors.

The Operational Review made 35 recommendations, which have been grouped by the organization, under the following themes:

- Leadership (5 recommendations);
- Culture (3 recommendations);
- Diversity, Equity and Inclusiveness (2 recommendations);
- Change Management (2 recommendations);
- Human Resources (10 recommendations);
- Service (11 recommendations);
- Governance (2 recommendations).

Process to Develop the Work Plan

Over December 2020 and January 2021, YRCAS developed a Work Plan in response to the findings and recommendations of the Operational Review received in November 2020.

The process to develop the work plan involved:

- establishing principles;
- establishing a Project Team;
- establishing an Advisory Council;
- establishing an expanded mandate for the Board's Risk Oversight Committee.

The Work is Underway

Principles

The Principles that were established to guide the Work Plan development now guide the work to achieve the goals and objectives set out in the Work Plan. The finalized principles are included below.

Project Oversight Steering Committee

The Society has established a Project Oversight Steering Committee with membership reflecting all levels of the organization. As per the Terms of Reference developed, the Project Oversight Steering Committee will co-ordinate the required updates to MCCSS and Risk Oversight Committee of the Board regarding progress within the organization of activities arising from the Operational Review Work Plan.

Risk Oversight Committee

The Board's existing Risk Oversight Committee continues to provide guidance and review of the work undertaken to fulfill the requirements set out in the Work Plan on behalf of the Board of Directors. In addition, the Committee has responsibility for the development of strategies to achieve the changes needed to achieve the recommendations related to governance. The Risk Oversight Committee reviews all updates and recommends approval to the Board.

Board of Directors

The Board continues to have overall accountability for the work and approval of the Board occurs prior to each submission of progress updates.

Key Accomplishments include:

- Development of a draft DEI Framework to anchor all work going forward
- Continued activity supporting agency's commitment to implementing One Vision One Voice Race Equity Practices
- HR projects focused on the development of an HR Framework, clear recruitment and hiring processes and an HR Information System have been initiated
- Healing and Restoration Needs Assessment underway with many staff taking opportunity to share their thoughts via focus groups, individual meetings and survey completion
- Board of Directors provided with recommendations to support them in building on strengths and addressing areas of need regarding governance structure, processes and bylaws
- 200 File Reviews completed with a plan in development to share findings and recommendations

Principles to Guide the Development of the Work Plan

- **Child-centred, family-focused.** Children, youth and families will be at the forefront of our organizational processes and decision making.
- **Respect:** Individual worth, dignity and autonomy will be upheld in all actions and decisions.
- **Diversity of Engagement and Empowerment:** We will engage in fair, power-sharing, and participatory decision-making processes ensuring diversity of thought and representation.
- **Appreciation.** We will demonstrate caring and kindness, celebrate differences, recognize people for who they are and what they do well, and place value on their wellbeing.
- **Strength-based Approach.** We will start from a place of appreciative inquiry and take a strength based, outcome-focused approach to our work.
- **Transparency.** Communication regarding organizational priorities, processes, and decisions will be widely shared in an open, respectful, clear, and timely manner including what cannot be shared and why.
- **Accountability.** We will have clear measures and mechanisms in place to continually evaluate and strengthen organizational processes and service delivery practices in a way that recognizes that individuals and groups are impacted differently.

- **Efficiency and Efficacy.** We will build solutions that make sense, reduce duplication and unnecessary steps.
- **Learning Culture.** We will demonstrate attitudes, values and practices that encourage and support learning conversations and the process of continuous learning within the organization.
- **Equity.** We will build a process for fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of equity-seeking groups.
- **Inclusion.** We will build a work environment where marginalized individuals and groups can be and feel welcomed, respected, supported, and valued to participate fully.
- **Safety.** Safety is critical to service delivery at all levels in the agency - we will provide all staff, volunteers and resource parents with ongoing, relevant trainings and supports for their work.

York Region Children's Aid Society Operational Review Work Plan

Leadership

L #1: Leadership: Develop, communicate and implement a clear set of leadership principles, values and competencies for leadership at the society consistent with the established values of YRCAS.

L #2: Vision, Direction and Strategy for YRCAS: Develop clear direction, tangible strategy and goals for the organization, communicate and implement these across the organization.

L #3: Guiding Principles and Values: Engage all staff in a review and commitment to the guiding principles and values of YRCAS. All staff, beginning with senior management, need to commit to key principles such as collaboration, staff engagement, and a strength-based approach in the workplace.

L #4: Roles and Responsibilities: Identify decision-making authority at all levels of the organization from the front-line up to the senior executives to make professional decisions and judgements appropriate to their role.

L #5: Staff Feedback and Input: Develop staff feedback, input and consultation processes that will create an environment where staff input is both sought in appropriate ways and valued when received.

| Outcomes/Deliverables | Priority 1,2,3 | Diversity, Equity and Inclusion | Stakeholders (RASCI) | Current Work Plan Update August 2021 | Work Plan Update October 2021 |
|--|----------------|---|---|--|---|
| L #1: Leadership | | | | | |
| <p>All leaders in the organization (emerging leaders to CEO) will demonstrate behavior aligned with diversity, equity, inclusion, organizational values, and competencies as set out in the York Region CAS Leadership Competency Framework.</p> <ul style="list-style-type: none"> The York Region CAS Leadership Competency Framework will be adapted from the OACAS framework. | 2 | <p>Diversity, Equity and Inclusion is a value and competency with targeted mandatory training, mentoring and coaching.</p> <p>Lived experiences are valued in selection process for leadership roles.</p> | <p>Accountable: Board of Directors for CEO Accountable: CEO for all staff Consulted: All staff; Union</p> | <p>Arising from a review of the organizational structure, additional positions were added to support best practice.</p> <p>To support the integration of equity and inclusion principles and practice, the Management team are reading <i>How Good People Fight Bias</i>, by Dolly Chugh, over the summer months with plans to review the learning together in the fall.</p> <p>In May 2021, <i>Inclusive Language Guides</i> were shared with Senior Team for initial review and discussion regarding how to model the use of inclusive language throughout the organization. The use of inclusive language will be tethered to the implementation of the 360 Organizational Equity Plan and the draft Diversity, Equity and Inclusion Policy currently being reviewed.</p> | <p>Over the next several months, dedicated time during management meetings will be used for focused discussion regarding the concepts in Dolly Chugh's book, <i>How Good People Fight Bias</i>. It is expected that this learning will further support management in modeling decision-making that is reflective of one's social location and inclusivity of the children, youth, and families' lived experiences.</p> <p>In July 2021, the Management Team engaged in a learning opportunity regarding co-design as an inclusion approach to leadership.</p> |
| L #2: Vision, Direction and Strategy for YRCAS | | | | | |
| The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization. | 3 | <p>Selection process for consultant to facilitate Strategic Planning Process will prioritize Diversity, Equity and Inclusion experience and skills.</p> <p>Integration of diversity, equity and inclusion across the agency to be</p> | <p>Accountable: Board of Directors Consulted: Staff; Union; Service Users; Community Partners; Foster Parent Association (FPA); resource parents; volunteers</p> | Recruitment and hiring process underway for a CEO. The leadership for review of the Strategic Plan will commence under the leadership of the new CEO. | To support the CEO Search Committee in their decision making, a small group of staff representatives were selected to participate in interviews with a shortlist of CEO candidates |

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| | | included as part of the strategic plan. Diverse community representation in consultation process. | | | Leadership for review of the Strategic Plan will commence under the leadership of the Board of Directors and new CEO. |
| L #3: Guiding Principles and Values | | | | | |
| All Board members and staff demonstrate behaviours and commitment aligned with diversity, equity, inclusion, organizational principles and values, supporting a learning culture and respectful, healthy workplace. | 2 | Diversity, Equity and Inclusion will be embedded in the core values. Consultation with diverse community representation. | Accountable: Board of Directors Responsible: CEO for staff Consulted: All staff; Union; community partners; service users; Foster Parent Association; resource parents; volunteers | In March/April 2021, all members of the Management Team which include senior managers, supervisors, lawyers, HR leadership, and Senior Administrative Assistants, completed the 3-day OACAS Equity in Child Welfare Training sessions (47 participants). Five sessions of Equity in Child Welfare training for non-Management staff were facilitated between May – July 2021 (120 participants). 167 staff have attended the training, to date, with additional sessions scheduled for the fall of 2021. | Fall sessions of Equity in Child Welfare Training have commenced for non-management staff. The Ministry of Children, Community and Social Services Program Supervisor presented an overview of Child Welfare Redesign to the agency's Board of Directors on August 10, 2021 and to all staff on September 21, 2021. |
| L #4: Roles and Responsibilities | | | | | |
| The organizational structure clearly defines, communicates, and supports best practice, balanced spans of authority, and effective, efficient, timely decision-making that is equitable, inclusive, and shares power. | 2 | Selection process for consultant will prioritize Diversity, Equity and Inclusion experience and skills. | Accountable: CEO Consulted: All staff; Union; Subject Matter Expert(s); Foster Parent Association; community partners; service users | The Management Team agreed to identifying areas where the RASCI Tool can be applied and utilized to clarify roles and responsibilities, build trust and empower staff in their work. The RASCI Tool was reviewed with the Project Oversight Steering Committee | Arising from a review of the organizational structure, additional staff positions were added to support best practice. |

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| | | | | in July 2021 for reference in their oversight work. | |
| L #5: Staff Feedback and Input | | | | | |
| Staff feedback and consultation processes are established to create a safe environment where staff input is sought, valued, and implemented. | 2 | Identify and remove any barriers to enable inclusive and diverse representation. | Accountable: CEO Consulted: All staff; Union; resource parents; volunteers | Between April 1 and July 31, 2021, calls for expressions of interest have been posted seeking diverse membership on seven agency forums. As of the end of June 2021, the DEI Department completed 17 consultation sessions regarding the organization's draft 360° Organizational Equity and Inclusion Plan, seeking feedback, advice and input of over 200 people including staff, resource parents and Board Members. Feedback will be incorporated into the 360° Organizational Equity and Inclusion Plan draft. The Plan will be reviewed with the Senior Team in September 2021 at which time implementation priorities will be identified and leads will be assigned. | Between August 1 and September 30, 2021, calls for expressions of interest have been posted seeking diverse membership on six agency forums/opportunities. |

Diversity, Equity and Inclusion

DEI # 1: Equity. The organization at every level, will develop and maintain processes that support fair treatment, access, opportunity, and advancement for all people.

DEI #2: Inclusion. The Board governance and work environment will be one where all individuals and groups are welcomed, respected, supported, and valued.

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| DEI #1: Equity | | | | | |
| <p>Organizational processes are fair and equitable in the treatment of:</p> <ul style="list-style-type: none"> • all staff; • service users; • community partners. <p>All organizational structures promote diverse, equitable and inclusive policies, procedures, and practices that are responsive to the needs of equity-seeking groups and that address racism/anti-Black racism.</p> <p>The organizational Diversity, Equity and Inclusion Plan includes all aspects of the organization; from Board governance to operations.</p> <p>The Society has integrated the One Vision, One Voice Race Equity Practices.</p> <p>The Society has integrated the Truth and Reconciliation commitments with respect to child welfare as well as the 9 Indigenous Commitments.</p> | 1 | <p>A comprehensive review of policies, procedures and practices, along with HR data will be undertaken to identify gaps and needed revisions and build in mechanisms for regular review.</p> <p>An assessment and evaluation of the structure, resourcing and positioning of the Diversity, Equity and Inclusion Department/Team will be undertaken to ensure diversity, equity and inclusive principles and practices are supported throughout the organization and in the community.</p> <p>The Diversity, Equity and Inclusion Department/Team to develop and implement the organizational equity and inclusion workplan.</p> <p>The Diversity, Equity and Inclusion Department/Team will develop a workplan to implement the One Vision One Voice Race Equity Practices.</p> <p>The Diversity, Equity and Inclusion Department/Team to develop a workplan to implement Truth and Reconciliation recommendations and the 9 Indigenous Commitments.</p> | <p>Accountable: CEO Consulted: Board of Directors; Staff; Union; Diversity, Equity and Inclusion Team; Resource Parents; Foster Parent Association; Internal Employee Committees/Resource Groups; Community Partners; Service Users</p> | <p>As of the end of June 2021, the DEI Department completed 17 consultation sessions regarding the organization's draft 360° Organizational Equity and Inclusion Plan, seeking feedback, advice and input of over 200 people including staff, resource parents and Board Members. Feedback will be incorporated into the 360° Organizational Equity and Inclusion Plan.</p> <p>To support implementation of the 360° Organizational Equity and Inclusion plan, three Equity Practice Integration Specialists have been hired. These specialists are responsible for training, coaching and mentoring staff in the integration of anti-oppression, anti-Racism, and equity into policies, service delivery practices, and agency processes to build internal capacity in the implementation of the agency's diversity, equity, and inclusion strategy. They will also work with local ethno-cultural communities to enhance positive working relationships between the agency, other organizations, and the community in general, to</p> | <p>The 360° Organizational Equity and Inclusion plan will be reviewed with the Senior Team in October 2021 at which time implementation priorities will be identified and leads will be assigned.</p> <p>A DEI Framework, outlining overarching strategies to build, foster, and sustain an equitable and inclusive workplace has been developed through consultation with various stakeholders. The DEI Framework will be reviewed by the Board and communicated to staff by November 2021. <i>(OVOV Race Equity Practice #1: Commit to Courageous Leadership)</i></p> <p>Three Equity Practice Integration (EPI) Specialists have transitioned into their roles in the DEI department.</p> <p>Fall sessions of Equity in Child Welfare Training have commenced for non-management staff.</p> |



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| | | <p>Review all organizational complaints processes and procedures to ensure that they have been framed from a Diversity, Equity and Inclusion lens.</p> <p>Review Local 304 Collective Agreement in collaboration with OPSEU to ensure that Diversity, Equity and Inclusion is embedded, and where necessary, consider how to make revisions if possible.</p> <p>Review finance/budget policies and practices from Diversity, Equity and Inclusion lens to ensure that support to service users is provided in an equitable manner.</p> <p>Review job evaluation tool as it relates equity-seeking groups, particularly for non-union staff.</p> <p>Systematically collect and analyze self-identifying data at all levels of staff to identify and address any systemic barriers.</p> <p>Diversity, Equity and Inclusion department/team to work in collaboration with HR to review HR process.</p> <p>Diversity, Equity and Inclusion department/team will develop</p> | | <p>promote/advocate equitable outcomes for children, youth, and families.</p> <p>Initiatives implemented or are in progress with respect to 8 of the 11 One Vision One Voice Race Equity Practices:</p> <ul style="list-style-type: none"> • 167 staff have attended mandatory Equity in Child Welfare Training which provides education on disproportionality and disparities, anti-Black Racism and anti oppression. Additional mandatory sessions have been scheduled for the fall 2021 (Practice 1: Courageous Leadership; Practice 8: Enhance Human Resource Management) • Review of policies, processes and practices have been in progress using an equity lens to integrate equity into all aspects of the work of the organization (Practice 1: Courageous Leadership) • Black Employee Resource Groups have been established (Practice 8: Enhance Human Resource Management, Practice 9: Ongoing Training, and Supports for Staff) • Equity Practice Integration Specialist – promotion of staff from historically under-representative | <p>A file review of service provided to Indigenous and Black children and youth will commence in September 2021 with findings and recommendations to be provided by the end of November 2021. This project is aligned with the 9 Indigenous commitments. (<i>OVOV Race Equity Practice #3: Evaluate and monitor programs and monitor performance</i>)</p> <p>Agency Honouring Indigenous Commitments Committee has been convened and completed Terms of Reference in September 2021.</p> <p>For National Truth and Reconciliation Day on September 30, 2021, the Committee is planning to incorporate learning opportunities as well as recognition of the experience and losses for indigenous people resulting from the sending of their children to residential schools in Canada and learn more about the history of those schools.</p> |



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| | | <p>material and/or seek out professional development opportunities that supports the ongoing transfer of learning and change in practice for all staff.</p> <p>Diversity, Equity and Inclusion training opportunities includes processes to identify further training needs within the agency.</p> | | <p>groups (Practice 8: Enhance Human Resource Management, Practice 9: Ongoing training and supports for staff)</p> <ul style="list-style-type: none"> • OVOV funds available to support black staff to access professional development (Practice 4: Allocate Appropriate and dedicated resources, Practice 8: Enhance Human Resource Management) • Healing and restoration sessions hosted for Black Staff completed in the spring of 2021 (Practice 4: Allocate Appropriate and dedicated resources, Practice 9: Ongoing Training, and support for staff) • BLACC Youth Summit-to engage Black youth hosted in spring 2021 (Practice 9: Provide ongoing supports for staff and caregivers) • Resource Dashboard developed and disaggregated race data reviewed which has indicated a reduction of Black Youth coming into the care of the Society (Practice 1: Courageous Leadership, Practice 2: Collect and analyze Data to Measure Racial Disproportionality and Disparities) • Diversity, Equity and Inclusion Policy outlining the organization's stated commitment to diversity, equity and inclusion which also | <p>The DEI Department has partnered with the Social Committee to arrange for the purchasing of Orange Shirts with a portion of the proceeds to go to residential school survivors.</p> <p>Registration details for participation in a sharing circle through <i>Dnaagdawenmag Binnoojiyag Child and Family Services</i> on September 27, 2021 were shared with all staff.</p> <p>On Wednesday September 15th, a Chai and Chat was hosted focused on barriers and strategies for collecting information specific to sex, gender identity, and sexual orientation as part of the Identity-Based Data Collection initiative. The Chai & Chat provided opportunity for learning about specific SOGIE (sexual orientation, gender identity, and expression) terminology that is used as part of the Identity-Based Data Collection questionnaire, as well as offer concrete strategies and tips for engaging with children, youth, and families when</p> |



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| | | | | <p>includes dedicated efforts to combat racism, anti-Black racism and anti-Indigenous racism, and Employment Equity practices to support equitable and inclusive hiring practices developed in draft and shared with the Management team for feedback by July 31, 2021. The policy has a target completion date of September 2021 (Practice 1: Courageous Leadership; Practice 8: Enhance Human Resource Management)</p> <ul style="list-style-type: none"> • Co-partnership with York University's Aya mentoring and tutoring program to address educational needs for Black youth in care (Practice 5: Engage African Canadian Communities, Practice 10: Establish Collaborations and Partnerships) • Supporting the partnership with York Region Police, a youth series supporting Black youth to know and understand their rights/human rights is being launched starting July and September 2021 (Practice 10: Establish Collaborations and Partnerships) • Black Children and Youth in Care OPR/In Care reviews and consultations being developed to address over-representation (September 2021) (Practice 2: | <p>discussing these subjects. The Chai and Chat was attended by over 80 staff.</p> <p><u>Additional One Vision One Voice Updates</u></p> <p><u>OVOV Race Equity Practice #3: Evaluate and monitor programs and monitor performance</u> The DEI Department will be leading and conducting Black children and youth in care reviews from October 2021 – November 2021 to address the disproportionality and reduce the number of Black youth in care at YRCAS.</p> <p><u>OVOV Race Equity Practice #6: Engage and Educate Mandated Referrers</u> The Society is partnering with York Region Alliance of African Canadian Communities, Dnaagdawenmag Binnoojiiyag Child & Family Services, and Jewish Family and Child Services to host an educational forum for mandated referrers about racism, anti-Black racism and the disproportionality and disparity for Indigenous, Black and equity</p> |

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| | | | | <p>Collect and Analyze Data to Measure Racial Disproportionality and Disparities)</p> <ul style="list-style-type: none"> • Monthly forums with Black community partner, YRAACC for accountability, met with other Black community organizations to improve community relations, and support services for Black Youth (Practice 5: Engage African Canadian Communities) • Planning initiated to host a community engagement forum in September 2021 to educate mandated referrers on their impact on the over-representation of Black and Indigenous children, youth and families involved with child welfare (Practice 6: Engage and Educate Mandated Referrers) • The DEI Department in collaboration with the Quality Assurance Department has started to identify equity indicators, and the collecting and analyzing of disaggregated race data (Practice 2: Collect and Analyze Data to measure Racial Disproportionality and Disparities) • The DEI Department regularly shares African Canadian Community Service Programs and resources to staff, and to be shared | <p>seeking children, youth and families receiving service from child welfare; the intersection between the child welfare system and their respective system; their role as referrers, and a call to action so to speak in terms of how our systems can come together to reduce the over representation. The goal is to host the forum by the end of November 2021.</p> <p><u>OVOV Race Equity Practice #7: Establish effective internal complaint mechanisms</u> The DEI department provided consultation to the Service Excellence Department to ensure inclusion of anti-Black racism in the review and development of the client complaint process.</p> <p><u>OVOV Race Equity Practice #9: Provide daily supervision ongoing training and supports for staff, volunteers, and caregivers</u> In August 2021, the DEI department initiated the development of a Diversity of Black community services, businesses, etc. to be utilized by</p> |



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| | | | | <p>with children, youth and families (Practice 9: Provide ongoing supports for staff and caregivers)</p> <ul style="list-style-type: none"> • Black Local Community Advisory Council to the Board initiated in June 2021; • Board of Directors hosted a forum for representatives of Black Community services and advocacy groups on June 14, 2021 with outcomes and next steps to be provided to Board at their meeting in September 2021 (Practice 1: Courageous Leadership; Practice 5: Engage African Canadian Communities) <p>The first meeting of the <i>Honouring Indigenous Commitments Committee</i> was held in June 2021. The Committee will focus on actioning the sector's commitments to the Truth and Reconciliation Commission of Canada's Calls to Action. Workplan to be developed.</p> <p>Land Acknowledgements are being spoken at the beginning of meetings throughout the organization.</p> <p>Indigenous Heritage Month was celebrated throughout June. Throughout the month,</p> | <p>staff when referring Black families to services. The directory will be embedded in the <i>Diversity Equity and Inclusion Community Resource & Services list</i>.</p> |



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| | | | | <p>communication was sent to all staff highlighting Indigenous voices, recognizing the contributions and achievements of many historical and current Indigenous people. The Metis Nation of Ontario met with staff on June 23 and July 7, 2021, sharing information about their history and their services.</p> <p>Pride month was celebrated throughout the month of June beginning with the raising of the Pride Inclusive flag at the at the Society's office on June 1, 2021. A variety of activites were utilized to enhance allyship and raise awareness of historical events impacting the LGBT2SQ+ community and provide information about current services and supports available to children, youth and families.</p> <p>In addition, the Pride Planning Committee launched a Pronoun Campaign, encouraging all staff to use pronouns in their email signatures.</p> <p>Caribbean Heritage was honour on July 21, 2021. Members of the Markham African Caribbean Canadian Association (MACCA) and KinnectYouth Mentoring Program</p> | |



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| | | | | <p>joined staff to share information regarding their services. A celebratory vibe was introduced with Soca Dance, Steel Drumming, and a virtual tour of the Caribbean Islands along with the sharing achievements of many prominent figures from the Caribbean community.</p> <p>All staff were invited to attend a Webinar facilitated by Dr. JoLee Sasakamoose, Research Director, Indigenous Wellness Research Community Network & Wellness Wheel Medical Outreach Clinic and Associate Professor, University of Regina. Dr. Sasakamoose discussed the Cultural Responsiveness Framework and why it is needed to help restore Indigenous wellness in Western society.</p> | |
| DEI #2: Inclusion | | | | | |
| <p>The Society's work environment is safe, welcoming, respectful, and supportive.</p> <p>The Society's consultation and decision-making framework includes comprehensive feedback mechanisms.</p> | 1 | <p>Develop feedback processes, as set out in L#5.</p> <p>Human Resources to provide disaggregated data on complaints so as to identify racism, sexism, discrimination.</p> | <p>Accountable: CEO Consulted: Staff; Union; Resource Parents; Foster Parent Association; Community Partners; Internal Employee Committees/Resource Groups</p> | <p>Quarterly communication is sent to staff, highlighting a representation of dates of significance/holidays from a diversity, and inclusion perspective.</p> <p><i>Inclusive Language Guides</i> were shared with Senior Team for initial review and discussion regarding how to model the use of inclusive language throughout the</p> | <p><u>QVOV Race Equity Practice #7: Establish effective internal complaint mechanisms</u></p> <p>In September 2021, the DEI department provided consultation to the Service Excellence Department to ensure inclusion of anti-Black racism in the review and development of the client complaint process.</p> |

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| | | | | organization. The use of inclusive language will be tethered to the implementation of the 360 Organizational Equity Plan and the draft Diversity, Equity and Inclusion Policy currently being reviewed by Senior Team. | |

Human Resources

HR #1: HR Framework: Ensure that the Human Resources function is a resource for all staff in the organization and Diversity, Equity and Inclusion is integrated as a priority throughout the HR Framework.

HR #2: Diversity, Equity and Inclusion: Revise the HR strategy to ensure that Diversity, Equity and Inclusion is a priority throughout.

HR #3: Wellness Framework: Develop and implement a wellness framework, the purpose of which is to support staff and reduce work-related stress and burnout.

HR #4: Hiring Processes: Establish clear hiring processes that are fair, open, and free of bias or favouritism.

HR #5: Performance Management: Develop and implement a competency-based performance management system.

HR #6: Workload: Develop a process for assessing workload for all areas of the organization and a process through which identified workload issues can be addressed.

HR #7: Training: Develop and implement a training and development plan for the organization that ensures increasing competency for all staff.

HR #8: Complaint and Whistleblower Processes: Ensure that there are meaningful and effective complaint processes available to all staff.

HR #9: Other HR Policies: Conduct a full review of all other HR functions, including leaves, accommodations, and return to work processes, ensuring that policies, procedures and practices are equitable and consistent with Diversity, Equity and Inclusion principles.

HR #10: HR Framework: Ensure that commitment to Diversity, Equity and Inclusion is integrated throughout the HR Framework.

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| HR #1: Human Resource Framework | | | | | |
| <p>The Society has a Human Resource Framework aligned with the Strategic Plan and organizational values that supports the delivery of timely, efficient, and equitable human resource practices and processes to support staff.</p> <p>The Society's Human Resource Department has the resources, skills, diverse representation, reporting structure and capacity to ensure the department can respond to the needs of all staff in the entire organization.</p> | 1 | <p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Human Resource staff to demonstrate competency related to diversity, equity and inclusion.</p> <p>HR department to be reflective of the organization and York Region.</p> <p>Integration of diversity, equity, and inclusion across the agency.</p> | <p>Accountable: CEO Consulted: All staff; Union; Board of Directors</p> | <p>A Manager of Human Resources will commence in their position on August 2021. Additionally, a Human Resources Project Manager (contract) has been hired and will provide oversight and support to the HR Projects identified in this workplan.</p> <p>OACAS is in the process of hiring a consultant to develop and implement a workplace census survey, supporting the collection of non-identifying data regarding the identify of staff. YRCAS has committed to promote the use of the survey within our organization. Implementation of the survey is anticipated for the fall of 2021</p> | <p>A Human Resource Framework inclusive of a review and enhancement of all aspects of the agency's approach to talent management is in development. The project is being led by the HR Project Manager and has an anticipated completion date of December 31, 2021.</p> <p>OACAS is in the process of hiring a consultant to develop and implement a workplace census survey, supporting the collection of non-identifying data regarding the identity of staff. YRCAS has committed to promote the use of the survey within our organization. Implementation of the survey is anticipated for the fall of 2021.</p> |
| HR #2: Diversity, Equity and Inclusion | | | | | |
| See Diversity, Equity and Inclusion Section of Work Plan. | | | | See Diversity, Equity and Inclusion Section of Work Plan. | |
| HR #3: Wellness Framework | | | | | |
| The Society's Human Resource Framework includes a wellness strategy that is resourced to prioritize wellness promotion, prevention, and intervention for all staff. | 3 | Ensure equitable and inclusive practices are evident in policies, procedures and processes. | <p>Accountable: CEO Consulted: All staff, Union, Board of Directors</p> | | |

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| | | Identify barriers and ensure equitable access to benefits for union and non-union staff. | | | |
| HR #4: Hiring Processes | | | | | |
| The Society has equitable recruitment, hiring and promotion practices that are transparent and clear. | 1 | <p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Review job evaluation process to ensure diversity, equity, and inclusion (i.e., Indigenous peoples, gender, racialized, people living with disability).</p> <p>Monitor and analyze data to identify any potential systemic barriers to advancement.</p> <p>Identify and plan to address barriers with respect to recruitment, applications, hiring.</p> | <p>Accountable: CEO Consulted: All Staff; Union</p> | <p>HR Project Manager will provide leadership in the development of a hiring strategy for the organization that ensures equitable practices and outcomes are established through the recruitment and hiring process in alignment with the organization's Diversity, Equity and Inclusion Policy.</p> <p>Screening and Interview tools utilized for hiring process have been amended to include questions that aim to assess each applicants' knowledge, experience and personal journey related to diversity, equity and inclusion.</p> | <p>HR Hiring Project underway and will include a review and development of recruitment, hiring, promotion practices and tools ensuring that they are aligned with relevant legislation and best practices. A mandatory training plan for HR staff and staff involved in the hiring process (Supervisors, Managers, Directors) inclusive of instruction on how to recognize and combat all forms of bias is also identified as a project deliverable. The HR Manager is seeking consultation from a reference team (HR Working Group), with membership from both management/non-management in addition to the DEI department.</p> |
| HR #5: Performance Management | | | | | |
| The Society has implemented a knowledge and competency-based performance review process that is aligned with the organization's priorities and values that evaluates and supports the development of skills, behavior and goals. | 3 | <p>Ensure equitable and inclusive practices are evident in policies, procedures, and processes.</p> <p>Equitable and inclusive competencies are embedded and measured in performance.</p> | <p>Accountable: CEO Consulted: All staff; Union</p> | | |

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| | | All staff to have knowledge, understanding and specific training regarding the impact of unconscious bias/racism/stereotypes etc. in performance review. | | | |
| HR #6: Workload | | | | | |
| <p>The Society has implemented a workload assessment process that provides data to establish a baseline understanding of what constitutes a manageable workload for all job functions in the organization.</p> <ul style="list-style-type: none"> A systematic and equitable workload assessment process for all job functions in the organization to be undertaken. | 1 | Ensure equitable and inclusive practices are evident in the continual assessment of workload and assignment of work. | <p>Accountable: CEO Consulted: All Staff; Union</p> | Caseload reports for all case carrying staff are provided to all service Managers and Union executive on a monthly basis with further review occurring by the Employer-Employee Relations Committee (EERC). | <p>Work is underway to complete an RFP process to secure a 3rd party vendor to complete a workload review for case carrying staff and administrative assistants who are supporting the direct service work.</p> <p>Caseload reports for all case carrying staff continue to be provided to all service Managers and Union Executive on a monthly basis with further review occurring by the Employer-Employee Relations Committee (EERC).</p> |
| HR #7: Training | | | | | |
| <p>The Society has an integrated learning and development plan for all roles that provides for onboarding, training, mentoring and coaching, and opportunities for cross training.</p> <p>All staff have opportunities to access additional learning opportunities to further their development.</p> | 3 | Mandatory training and ongoing support for all staff, volunteers, and resource caregivers to increase awareness, knowledge and understanding of equitable practices, anti-oppression, anti-racism/anti-black racism/anti-indigenous racism and how it impacts service delivery and interactions within the organization and with community partners. | <p>Accountable: CEO Consulted: All Staff; Union; Community Partners Informed- Staff, Service Users; Community Partners.</p> | <p>In March/April 2021, All members of the Management Team completed the 3-day OACAS Equity in Child Welfare Training sessions (47 participants).</p> <p>Five sessions of Equity in Child Welfare training for non-management staff were facilitated between May – July 2021 (120 participants).</p> | <p>Fall sessions of Equity in Child Welfare Training have commenced for non-management staff.</p> <p>Legal Clinic: No Legalese Please! In September, Agency counsel facilitated a legal clinic for all staff regarding the need for the use of plain language, avoiding legalese,</p> |



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| | | <p>Onboarding of new staff will include organizational priorities (i.e., diversity, equity, and inclusion).</p> <p>Review and strengthen forums for ongoing sharing and transfer and sharing of knowledge related to diversity, equity, and inclusion.</p> | | <p>167 staff have attended the training, to date, with additional sessions scheduled for the fall of 2021.</p> <p>Dr. Lori Haskell facilitated a 3-hour virtual training workshop regarding trauma informed practice on June 14, 2021.</p> <p>On July 13, 2021, Dr. JoLee Sasakamoose, Research Director, Indigenous Wellness Research Community Network & Wellness Wheel Medical Outreach Clinic and Associate Professor, University of Regina presented a Webinar: Finding a Better Way: Strength Based Trauma Informed Practice, discussing the importance of shifting from deficit to strengths-based trauma-informed practice and provided tools for use.</p> <p>Legal Clinics: <i>VYSAs & Rights of Youth</i> (June 2021). Guest Speakers: Mary Birdsell, Executive Director, Justice for Children and Youth; Patric Sensor, Counsel, Office of the Children's Lawyer.</p> <p><i>Legal Advice for Parents/Kin</i> (July 2021). Guest Speaker: Dawn Kaufman-Frey, Duty Counsel, Ontario</p> | <p>as one strategy for improving our working relationship with families.</p> <p>On September 1, 2021, Cedar Centre presented Project Resiliency. Project Resiliency is a new program delivering rapid response trauma-specific therapy for children and youth who are at risk of, or have experienced, sex trafficking. The presenters provided information regarding the criteria for participation in the program, referral processes and an overview of the services to be provided. York CAS is an active partner with Cedar Centre and will likely be a primary referral source to this program.</p> <p>CAS/VAW Training Joan Riggs, Catalyst Research and Communications will support YRCAS and deliver Collaboration in Practice Training with a specific focus on the York Region CAS/VAW protocol, Training in Engaging Men and Risk Management. This training is aimed to enhance collaboration within the region between the Society and the violence against women sector while also enhancing skills which will reduce</p> |

| Outcomes/Deliverables | Priority 1,2,3 | Diversity, Equity and Inclusion | Stakeholders (RASCI) | Current Work Plan Update August 2021 | Work Plan Update October 2021 |
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| | | | | Legal Aid; Tanya Cianfarani, Duty Counsel, Ontario Legal Aid. | the risk for children who are victims of violence against woman. Training dates have been confirmed. |
| HR #8: Complaint and Whistleblower Processes | | | | | |
| <p>The Society has a meaningful and effective resolution process available to all staff, (of which all staff are aware), that includes a spectrum of options for staff to safely approach complaint discussions from early issue resolution to whistle-blower processes.</p> <ul style="list-style-type: none"> Develop and implement clear steps, tools, training and escalation options to ensure that all staff have mechanisms to safely identify concerns. Explore engagement of an external ombudsman service for whistle-blower complaints to establish trust in the process. | 1 | <p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>All staff have equitable access to processes available for complaint resolution which considers systemic barriers and acknowledges the impacts of the experience on the individual.</p> | <p>Accountable: CEO Consulted: All Staff; Union; Board of Directors</p> | <p>As of July 14, 2021, a consultant is in place to support the agency to address the healing and restoration process for staff, resource families and volunteers. The workplan consists of 3-phases, inclusive of a Needs Assessment, Action Plan and Post Implementation Review.</p> <p>An RFP is in development for implementation of a fulsome Employee Engagement Survey. The RFP will be posted by mid August 2021 with the implementation of a first survey targeted for October 2021.</p> | <p>The Healing and Restoration Phase 1: Needs Assessment process is underway. Phases 2 & 3 of the Healing and Restoration Project, Action Plan and Post Implementation Review, will take place during the fall and early winter with a plan to conclude the work by January 1, 2022.</p> <p>The Society is awaiting proposals from Northern Supply Chain from vendors able to work with the Society to implement an Employee Engagement Survey. Anticipating receipt of proposals by the end of September 2021.</p> |
| HR #9: Other HR Policies | | | | | |
| <p>The Society's Human Resource policies, procedures and processes are aligned with legislated requirements and reflect the organization's values/priorities including diversity, equity, and inclusion.</p> | 3 | <p>Ensure equitable and inclusive practices are evident in policies, procedures, and processes.</p> | <p>Accountable: CEO Consulted: All staff; Union</p> | <p>Plans are in progress to conduct a review of all organizational policies and procedures ensuring that they accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion.</p> | <p>The review of HR policies and procedures is being completed by the Human Resource Project Manager, ensuring that policies align with related legislation and best practices and agency's commitment to diversity, equity and inclusion.</p> |

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| HR #10: HR Framework | | | | | |
| See HR #1 and the Diversity, Equity and Inclusion Section. | | | | | |

Culture

C #1: Restoration and Healing: Acknowledge and validate the lived experience of all staff, as uncovered through the Operational Review and develop a process or processes that will allow the majority of people to draw a gentle curtain on the past and focus forward.

C #2: Healthy Workplace Audits: Establish and implement a permanent process for auditing the health of the organization.

C #3: Issue Resolution Process: Develop and incorporate a staff issue resolution process whereby issues can be raised and resolved at the lowest level in the Society without fear.

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| C #1: Restoration and Healing | | | | | |
| Processes are established for internal restoration and healing including safe environments for restorative conversations and addressing difficult issues between staff at all levels, with the goal to build a supportive, inclusive, and equitable organization conducive to collaborative work and learning. <ul style="list-style-type: none"> Develop plans for and engage in restorative processes that maintain the safety of all participants (e.g., talking circles, group conferencing, peer support). | 1 | Selection for third party facilitators who may be engaged will prioritize expertise and skill in Diversity, Equity and Inclusion and Anti-Black Racism. | Accountable: CEO Consulted: HR; Diversity, Equity and Inclusion team; staff; Union. | As of July 14, 2021, a consultant is in place to support the agency to address the healing and restoration process for staff, resource families and volunteers. The workplan consists of 3-phases, inclusive of a Needs Assessment, Action Plan and Post Implementation Review. | The Healing and Restoration Phase 1: Needs Assessment process is underway. Phases 2 & 3 of the Healing and Restoration Project, Action Plan and Post Implementation Review, will take place during the fall and early winter with a plan to conclude the work by January 1, 2022. |
| C #2: Healthy Workplace Audits | | | | | |
| The Society has implemented a system to measure the health of the organization on a permanent and on-going basis, the results of | 3 | Identify and remove barriers to participation. | Accountable: CEO | | |

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| which are shared with the Board, Ministry, all staff, resource parents, volunteers, identified external partners, and publicly posted. <ul style="list-style-type: none"> Develop and implement audit tools to measure the health of the workplace. | | Establish a process within the audit tool to collect disaggregated data for all groups to identify systemic barriers within policies and processes connected with equity, diversity and inclusion objectives. | Consulted: HR; Diversity, Equity and Inclusion team; staff; Union | | |
| C #3: Issue Resolution Process | | | | | |
| Refer to HR #8, Complaint and Whistleblower Process | | | | Refer to HR #8, Complaint and Whistleblower Process | |

Governance

Role of the Board of Directors - Overall, it is the role of the board to hold senior staff accountable for operating the society effectively by delivering against the objectives as set out in the strategic plan. To accomplish this, the board, regardless of whether they choose to position themselves toward the operational end or the governance/strategy end of the spectrum, must ensure they are not overly insulated from the organization. They must always have good information on not only whether the strategic goals are being met, but also whether the organization, as a whole, is in a state of good health. This includes the level of employee engagement and the level of staff morale. It is recommended that:

G #1: The Board conduct a full review of its governance structures to ensure these structures are designed to properly hold senior staff accountable to the strategic plan of the Society;

G #2: The Board develop a robust feedback strategy to ensure that in addition to financial performance, the health of the organization is also tracked and monitored.

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| G #1: Review of Governance Structures | | | | | |
| The Board holds senior staff accountable to the strategic plan. | 1 | The revised Strategic Plan will ensure integration of diversity, equity and inclusion. | Accountable: Board of Directors Consulted: staff; service users; community partners; | The Institute on Governance (IOG) commenced a Governance Leadership Development and Training project in June 2021, with plans to complete a full and | The Institute on Governance (IOG) has actively engaged in phase 1 assessment work and provided the findings and recommendations to the full |

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| | | <p>The Board regularly receives information that supports its oversight of organizational progress to address racism/anti-black racism.</p> <p>The Board has established a Diversity, Equity and Inclusion Committee to oversee the integration of diversity, equity and inclusion into all policies, procedures and practices.</p> <p>The Board ensures that orientation of new board members includes training regarding diversity, equity and inclusion and that board development regularly includes re-fresher training for all board members.</p> | external expert on board governance | <p>comprehensive review and training for the Board of Directors. The Project will be comprised of 3-phases inclusive of an Assessment/Review, Recommendations/Opportunities and Training/Development.</p> <p>A virtual roundtable was hosted by the co-chairs of the DEI Committee on June 14th, 2021. A roll up and next steps meeting is planned for August 9th, 2021 to include the DEI Board Committee Chairs and agency staff. Recommendations for next steps will be presented at the Board's September 2021, allowing for integration of the recommendations with the IOG governance review work.</p> | Board of Directors on September 7, 2021 for review, discussion and consideration. The recommendations address many of the areas as identified in the key activities section, supporting the Board to hold senior staff accountable to the strategic plan. |
| G #2: Feedback Strategy | | | | | |
| The Board has a robust feedback strategy and monitors all aspects of organizational health. | 1 | <p>The feedback strategy will include capacity to oversee and meet the diversity, equity and diversity objectives as set out in the Strategic Plan.</p> <p>Employee engagement survey allows for provision of demographically disaggregated results.</p> | <p>Accountable: Board of Directors Consulted: staff; service users; community partners; external expert on board governance</p> | The option of utilizing a <i>Guarding Minds at Work</i> workplace assessment has been abandoned. An RFP is in development for implementation of a fulsome Employee Engagement Survey. The RFP will be posted by mid August 2021 with the | The Society is awaiting proposals from Northern Supply Chain from vendors able to work with the Society to implement an Employee Engagement Survey. Anticipating receipt of proposals by the end of September 2021. |

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| | | Complaint data (both employee and service user) is disaggregated. | | implementation of a first survey targeted for October 2021. | As part of the governance review being led by the Institute on Governance (IOG), Phase 3 implementation is inclusive of training and development tools, including a 360-performance review framework for use in oversight of CEO, in collaboration with the senior team will developed. |

Change Management

CM #1: Change Management Strategy and Plan: Adopt a clear change management framework for each significant initiative that identifies the change being made, the rationale, timeframes, accountabilities, supports and resources, and metrics.

CM #2: Communications Plan: Develop a transparent, open and structured communications plan to become a key component of all change management initiatives. In addition, regular channels for communicating to staff, the union executive and to community partners need to be developed collaboratively to ensure an open and transparent environment is both created and modelled.

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| CM # 1: Change Management Strategy and Plan | | | | | |
| The Society has adopted a clear change management framework for each significant initiative that identifies the change being made, organizational readiness, rationale, timeframes, accountabilities, supports and resources, and metrics. | 1 | Ensure that change management framework includes a variety of learning opportunities/methods to support different learning styles/strengths. | Accountable: CEO Consulted: Staff; Union; Internal Employee Committees/Resource Groups; Community Partners; Board of Directors | The Change Management Framework and tool will be referenced by the Project Oversight Steering Committee and the Service Framework Steering Committee in their | |

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| | | Select a change management framework that supports the inclusion of diverse voices. | | oversight of agency initiatives and projects. | |
| Resources are in place to support the review, prioritization, and coordination of all current and new initiatives in the organization. | 1 | Application of diversity, equity and inclusion lenses required when establishing agency priorities. | Accountable: CEO Consulted: Staff; Union; Internal Employee Committees/Resource Groups; Resource Parents | Project Oversight Committee meets monthly and have been establishing the norms for the group. Co-chairs from the management and non-management group have been selected and models for group decision making have been reviewed with consensus building identified as the group's preferred method. | The Project Oversight Steering Committee is in place. Terms of Reference, Co-chairs and monthly meeting dates have been established, supporting the POSC to provide oversight to the review, prioritization and coordination of new projects and initiatives within the organization. |
| CM #2: Communications Plan | | | | | |
| <p>The Society's communication plan is foundationally built on engagement of internal staff and external stakeholders. The Communication Plan reflects commitment to transparent, open, and structured communications aligned with the agency Strategic Plan and sector priorities. Communication planning is incorporated into all change management initiatives, projects and decision making.</p> <ul style="list-style-type: none"> A map of communication plan is developed so as to ensure and improve two-way communication with staff, Union Executive, service partners, other external stakeholder groups using effective and diverse | 1 | Community engagement strategy in collaboration with Diversity, Equity and Inclusion and Service Delivery Model. | Accountable: CEO Consulted: Diversity, Equity and Inclusion team; Staff; Union; Volunteers; Resource Parents; Community Partners; Media | <p>A recruitment process to hire a Manager of Communications is currently underway.</p> <p>2021 Communication Strategy shared with staff on June 15, 2021</p> <p>Newsletter in development with target date of October 1, 2021.</p> <p>Redesign of agency website continues in partnership with two other CASs. Completion scheduled for fall 2021.</p> | <p>A recruitment process to hire a Manager of Communications continues.</p> <p>2021 Communication Strategy was shared with staff in June 2021; a copy of the Communication Plan is posted for staff to access.</p> <p>The development of an internal agency newsletter is in the planning phase with a target date moved to early January 2022.</p> |



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| <p>mediums, venues and channels that have been collaboratively identified.</p> | | | | <p>The agency is active on social media (Twitter, Instagram, and Facebook). Daily messaging is aligned with current events, issues, foster parent recruitment, and programming offered by our community partners and reflects our commitment to diversity, equity and inclusion.</p> <p>Bi-weekly staff meetings continue with planning and agenda oversight managed by a Staff Meeting Planning Group comprised of both management and non-management staff.</p> <p>COVID communication updates are shared regularly as new or pertinent information arises</p> | <p>Redesign of agency website continues in partnership with two other CASs. Completion scheduled for fall 2021.</p> <p>The agency is active on social media (Twitter, Instagram, and Facebook) with platforms gaining new followers each month.</p> <p>COVID communication updates are shared regularly as new or pertinent information arises.</p> |

MINISTRY REVIEW OF COMPLIANCE AND SERVICE DELIVERY ISSUES

Intake and Assessment

S #1: The Society should review its policies, processes, and practices to ensure it completes record checks in accordance with the ministry Fast Track Policy Directive and that it ceases any practice of requesting that staff complete record checks in the absence of child protection referrals. The Society should also follow up with any incidents where staff completed record checks in the absence of child protection referrals and ensure that it has complied with the requirements in Part X including those for addressing unauthorized collection, use or disclosure of personal information under section 308 of the CYFSA.

S #2: The ministry recommends that the Society review a larger sample of investigations completed with no further protection concerns related to referrals that are coded as child exposure to partner violence to determine if a less intrusive approach could be used to mitigate risk.

S #3: The ministry recommends that the Society review and assess the *York Region Violence Against Women Collaborative Response Protocol* (the "Protocol") to guide decision-making with respect to child exposure to partner violence and reach out to its community VAW service providers to assess how well the CAS/VAW Collaboration Agreement is working in York Region with a view to enhancing communication, collaboration and coordination of services with these organizations.

S #4: The ministry recommends the Society aim to complete investigations transferring to ongoing family services within legislated timelines and where not possible, provide a documented rationale for departing from this requirement.

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| The Society will address and implement all recommendations relating to Intake and Assessment in the File Review of 2020. | 2 | <p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Review of history arising from record checks must incorporate a DEI lens; create tools to support identification of possible bias.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision making.</p> | <p>Accountable: Director of Service</p> <p>Consulted: Staff; Union; Community Stakeholders</p> | <p>All file reviews have been completed. The Project Lead is reviewing the findings in all areas with the Reference Team, and has consulted with Resource Parents and members of the VAW sector for input and context. Recommendations will be developed by mid-August 2021.</p> <p>Joan Riggs, Catalyst Research and Communications will support YRCAS and deliver Collaboration in Practice Training with a specific focus on the York Region CAS/VAW protocol, Training in Engaging Men and Risk Management. This training is aimed to enhance collaboration</p> | <p>The file reviews as recommended by the MCCSS Operational Review team have been completed by the Project Lead and an agency Reference Team. A report with findings and recommendations has been completed and a plan for review of the report by various groups within the organization has been developed.</p> <p>Joan Riggs, Catalyst Research and Communications will support YRCAS and deliver Collaboration in Practice Training with a specific focus on the York Region CAS/VAW protocol, Training in</p> |



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| | | | | <p>within the region between the Society and the violence against women sector while also enhancing skills which will reduce the risk for children who are victims of violence against woman. Tentative training dates for September and October 2021 have been scheduled pending confirmation of our VAW partners participation.</p> <p>The society has representation on a newly formed <i>Situation Table</i> that also includes representatives from York Regional Police, Yellow Brick House and Sandgate Women's Shelter. The purpose of the Situation Table is to promote increased collaboration and improved outcomes through sharing of information about cases that have had contact with both the YRP and VAW agencies.</p> <p>Plans are in progress to conduct a review of all organizational policies and procedures ensuring that they accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion.</p> | <p>Engaging Men and Risk Management. This training is aimed to enhance collaboration within the region between the Society and the violence against women sector while also enhancing skills which will reduce the risk for children who are victims of violence against woman. Training dates have been confirmed for October 2021.</p> <p>The CAS/VAW Collaborative Protocol has been updated and is available for reference by all staff on the <i>YCAS VAW Resources Teams Channel</i> along with OACAS Critical Connections Guide, a best practice reference document.</p> |

Ongoing Family Services

S #5: The ministry recommends that the Society review a larger sample of ongoing family service files to determine if the current supervision approach aligns with the Society's service delivery model and includes a clinical assessment of the family's progress to addressing risk and safety factors.

S #6: The ministry recommends that supervisors ensure that all case closure documentation complies with Child Protection Standard #8 prior to approving a case for closure.

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| <p>The Society will address and implement all recommendations relating to Ongoing Family Services in the File Review of 2020.</p> | <p>2</p> | <p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>To engage in practice that is equitable and inclusive, critical self-reflection and self-reflexivity are identified as a core learning area for all staff and is embedded in the supervision framework.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p> <p>Diversity, equity and inclusion lenses must be embedded in all mechanisms/supports available to resource families; possible biases to be identified and challenged in a constructive and safe manner to promote learning.</p> | <p>Accountable: Director of Service Consulted: Staff; Union</p> | <p>All file reviews have been completed. The Project Lead is reviewing the findings in all areas with an internal Reference Team, and has consulted with Resource Parents and members of the VAW sector for input and context. Recommendations will be developed by mid-August 2021.</p> <p>The Service Framework Steering Committee is currently working to establish clear service principles that are aligned with the legislation, OVOV Race Equity Practices, Indigenous Calls to Action and Commitments, LGBT2SQ+ Self Assessment recommendations, trauma informed/strength based practice, signs of safety principles</p> <p>Plans are in progress to conduct a review of all organizational policies and procedures ensuring that they</p> | <p>The file reviews as recommended by the MCCSS Operational Review team have been completed by the Project Lead and an agency Reference Team. A report with findings and recommendations has been completed and a plan for review of the report by various groups within the organization has been developed.</p> |

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| | | | | accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion. | |

Child in Care Services

S #7: The ministry recommends that the Society complete a review of child-in-care files across a larger sample of files to ensure that risk and safety factors are appropriately addressed prior to returning children and youth home.

S #8: The ministry recommends that the Society review its internal decision-making processes as well as roles and responsibilities of staff at all levels of the organization to address concerns related to both admitting and discharging children from care, and to ensure decisions are made in the best interests of the child, including taking into account the child's wishes.

S #9: The ministry recommends that the Society put policies and procedures in place to address foster parent concerns and complaints related to child-in-care services and put processes in place to enhance relationships with foster parents.

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| The Society will address and implement all recommendations relating to Child in Care Services in the File Review of 2020. | 2 | Ensure equitable and inclusive practices are evident in policies, procedures and processes. Diversity, Equity and Inclusion lens must be embedded in all mechanisms/supports available to resource families; possible biases to be identified and challenged in a constructive and safe manner to promote learning. | Accountable: Director of Service Consulted: Staff; Union; Internal Employee Committees/Resource Groups; Foster Parent Association; Resource Parents; Community Stakeholders | All file reviews have been completed. The Project Lead is reviewing the findings in all areas with an internal Reference Team, and has consulted with Resource Parents and members of the VAW sector for input and context. Recommendations will be developed by mid-August 2021. Plans are in progress to conduct a review of all organizational policies and procedures ensuring that they accurately reflect legislation and processes that are reflective of the | The file reviews as recommended by the MCCSS Operational Review team have been completed by the Project Lead and an agency Reference Team. A report with findings and recommendations has been completed and a plan for review of the report by various groups within the organization has been developed The agency has several case conferencing mechanisms available. A review of these mechanisms has |

| Outcomes/Deliverables | Priority 1,2,3 | Diversity, Equity and Inclusion | Stakeholders (RASCI) | Current Work Plan Update – August 2021 | Work Plan Update October 2021 |
|-----------------------|-------------------|--|-------------------------|--|--|
| | | <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p> | | <p>agency's commitment to diversity, equity and inclusion.</p> | <p>been identified and the utilization of a project team to conduct this review is in discussion.</p> <p>A workgroup to review and strengthen a process for addressing resource family complaints will be convened in November 2021. The workgroup will be comprised of resource parents and members of the agency's Foster Care Team.</p> <p>Several initiatives are underway to enhance relationships between agency staff and resource parents, including:</p> <ul style="list-style-type: none"> • Inclusion of resource parents in Chai & Chat information/education sessions; • Use of surveys to gather feedback from resource parents regarding their needs for recognition and training; • Development of a training calendar to ensure access to current and relevant information. <p>Plans are in progress to conduct a review of all organizational policies and procedures ensuring that they accurately reflect legislation and</p> |

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|-----------------------|-------------------|---------------------------------|-------------------------|--|--|
| | | | | | processes that are reflective of the agency's commitment to diversity, equity and inclusion. |

Adoption Services

S #10: The ministry recommends that senior management work with adoption staff to develop guidelines and clear expectations for completing adoption finalization documentation.

S #11: The ministry recommends that senior management work with adoption staff to better understand the reasons for the delays in finalizing adoptions and develop strategies to finalize adoptions in a timelier way.

| Outcomes/Deliverables | Priority 1,2,3 | Diversity, Equity and Inclusion | Stakeholders (RASCI) | Current Work Plan Update – August 2021 | Work Plan Update October 2021 |
|--|-------------------|--|---|--|--|
| The Society will address and implement all recommendations relating to Adoption Services in the File Review of 2020. | 2 | Ensure equitable and inclusive practices are evident in policies, procedures and processes. Criteria for file reviews to include measures to assess for possible bias in decision-making. | Accountable: Director of Service Consulted: Staff; Union; Foster Parent Association; Resource Parents; Adoptive Parents; MCCSS | Plans are in progress to conduct a review of all organizational policies and procedures ensuring that they accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion. | Plans are in progress to conduct a review of all organizational policies and procedures ensuring that they accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion. |