

YORK REGION CHILDREN'S AID SOCIETY

Update to Operational Review Work Plan

December 2021

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

The following summarizes the process and progress as of December 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:

- Hiring of our Chief Executive Officer, Ginelle Skerritt
- Calls for Expression of Interest to participate in workplace initiatives continue with 7 new opportunities posted since October 1, 2021
- Exceptional day of learning and reflection hosted to honour the first annual National Day of Truth and Reconciliation
- Completion of Equity in Child Welfare training for 239 staff
- Collaborative learning event attended by over 200 community members, professionals and staff (mandated referrers) about racism, anti-Black racism and the disproportionality and disparity for Indigenous, Black and equity 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.
- Multiple staff training opportunities offered supporting ongoing learning and skill development

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)	Work Plan Update October 2021	Work Plan Update December 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>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>	<p>The Management Team continues to engage in learning opportunities to integrate equity and inclusion in their leadership practice including both facilitated learning sessions and book review discussions.</p>
L #2: Vision, Direction and Strategy for YRCAS					
<p>The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization.</p>	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 included as part of the strategic plan.</p> <p>Diverse community representation in consultation process.</p>	<p>Accountable: Board of Directors Consulted: Staff; Union; Service Users; Community Partners; Foster Parent Association (FPA); resource parents; volunteers</p>	<p>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</p> <p>Leadership for review of the Strategic Plan will commence under the leadership of the Board of Directors and new CEO.</p>	<p>Our new Chief Executive Officer, Ginelle Skerritt, commenced her new role on October 12, 2021.</p> <p>Leadership for review of the Strategic Plan will commence in 2022 under the leadership of our new CEO, Ginelle Skerritt, and our Board of Directors.</p>
L #3: Guiding Principles and Values					

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
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	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.	Fall sessions of Equity in Child Welfare Training have been completed for non-management staff. Since the spring of 2021, 239 staff have participated in the 3-day training course.
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	Arising from a review of the organizational structure, additional staff positions were added to support best practice.	
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 August 1 and September 30, 2021, calls for expressions of interest have been posted seeking diverse membership on six agency forums/opportunities.	Between October 1 and November 30, 2021, calls for expressions of interest have been posted seeking diverse membership on seven new 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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
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>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</p>	<p>The DEI Framework has been reviewed and endorsed by the IDEA Committee of the Board. The next steps are to communicate the DEI framework to all staff by November 2021 <i>(OVOV Race Equity Practice #1: Commit to Courageous Leadership)</i></p> <p>The 360 Organizational Equity Plan was reviewed with the Senior Team in October 2021. Plans are in place to ensure the plan is integrated in the organizational strategic and departmental plans.</p> <p>Fall sessions of Equity in Child Welfare Training have been completed for non-management staff. Since the spring of 2021, 239 staff have participated in the 3-day training course.</p> <p>On November 10, 17, & 24, 2021, 26 staff attended the Let's Take Action: Daring to Do Child Welfare training offered by the KOJO Institute. This training</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>commenced for non-management staff.</p> <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</p>	<p>focused on anti-Black racism and the impact of child welfare on Black children, youth, and families involved with child welfare.</p> <p>For National Truth and Reconciliation Day on September 30, 2021, the Honouring Indigenous Commitments Committee planned a full day of acknowledgment and learning for staff, including the following:</p> <ul style="list-style-type: none"> • Smudging Ceremony • Land Acknowledgement • Decolonizing Child Welfare Webinar Panel hosted by Native Child and Family Services of Toronto • Orange Shirt Day Video (Phyllis Webstad) • Guest Speaker: S.P. Joseph Lyons, Anishinaabe Algonquin children's author, 60's Scoop adoptee, and intergenerational survivor of the residential school legacy. • Guest Speaker: Mary Elliot, Atikameksheng



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		<p>Diversity, Equity and Inclusion department/team will develop 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>more about the history of those schools.</p> <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 Binnoojiiyag 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</p>	<p>Anishinabek, Indigenous author, elder, educator and supporter</p> <ul style="list-style-type: none"> Residential School Survivors Stories and reflection-CBC Videos, reflections/discussions Closing Statements and Reflections <p>On Wednesday October 27, 2021, a Chai & Chat was coordinated by staff with Jewish heritage and focused on building awareness and education regarding anti-Semitism.</p> <p>On November 24, 2021, a Chai & Chat presentation and discussion was hosted focused on building awareness and helping to better understand the Muslim community and the challenges they face.</p> <p>The Equity focused service file reviews have been completed, and the findings and recommendations are on target to be provided by November 30, 2021.</p>



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				<p>as offer concrete strategies and tips for engaging with children, youth, and families when 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</p>	<p>Stemming from the OACAS' first provincial meeting of 2SLGBTQ+ identifying staff working in child welfare earlier this year, an expression of interest was sent to all York CAS staff to create <i>the</i> first-ever 2SLGBTQ+ employee resource group. This group is intended to be an informal safe space for staff who explicitly identify as members of the 2SLGBTQ+ community to come together, build connections, create a network of support, and celebrate Pride year-round. The Employee Resource group will be facilitated by staff that identify as part of the 2SLGBTQ+ community.</p> <p>YRCAS is an employer partner with the Canadian Centre for Diversity and Inclusion (CCDI). This allows access to free webinars, training, DEI material/articles for all staff at YRCAS.</p> <p><u>OVOV Race Equity Practice #3: Evaluate and monitor programs and monitor performance</u> The DEI Department led and conducted Black children and youth in care reviews from</p>



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				<p>racism, anti-Black racism and the disproportionality and disparity for Indigenous, Black and equity 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</p>	<p>October 2021 – November 2021 to address the disproportionality and reduce the number of Black youth in care at YRCAS. Next steps and action activities were identified, and ongoing follow up will occur at scheduled meetings in January 2022-February 2022.</p> <p><u>OVOV Race Equity Practice #6: Engage and Educate Mandated Referrers</u> On November 23, 2021, the Society partnered 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 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</p>



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				<p>development of a Diversity of Black community services, businesses, etc. to be utilized by 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>	<p>over representation. Over 200 participants, including community professionals, members and staff attended the forum.</p> <p><u>OVOV Race Equity Practice #9: Provide daily supervision ongoing training</u></p> <p>In response to the feedback from the consultations on the draft 360° Organizational Equity and Inclusion Implementation plan, the One Vision One Voice Race Equity Practices, the 9 Indigenous Commitments, and the 2SLGBTQ+ recommendations. Diversity, a Equity, and Inclusion Community Resource & Service Directory & the Black, African Canadian and Caribbean Services of Black community services resource has been created. The directory can be utilized:</p> <ul style="list-style-type: none"> As a reference for staff to refer children, youth, and families to services; specifically cultural, linguistic, 2SLGBTQ+, ethno-racial and accessibility specific services.



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					<ul style="list-style-type: none"> As a resource tool to use in consultations/supervision when determining appropriate services for a family, child or youth. The Black, African Canadian and Caribbean Services of Black community services and businesses is included in the Diversity, Equity and Inclusion Community Resource & Service Directory. This resource can be utilized when referring Black families, children and youth to services.
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><u>OVOV 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>	<p><u>OVOV Race Equity Practice #7: Establish effective internal complaint mechanisms</u></p> <p>A draft Complaint Response Reference Guide has been completed and is ready for review by the Diversity, Equity and Inclusion Department to ensure that the document reflects the Society's commitment to equitable and inclusive practices in the hearing and resolution of complaints. Once an internal review of the Reference Guide has been</p>

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					completed (end of November 2021), consultation from internal and external stakeholders will be undertaken.

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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
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 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>	<p>Given the importance of establishing an HR Framework that is inclusive of all aspects of the agency's approach and support of its talent resources, a decision has been made to bring a consultant in to lead this work. A process is underway to secure a consultant to be in place by early in 2022. The HR Framework will need to align with the organizations' strategic planning that will also commence in 2022.</p> <p>Information from OACAS regarding the workplace census RFP is expected in December 2021.</p>
HR #2: Diversity, Equity and Inclusion					
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>		Lifeworks, a microsite provided by the agency's EAP Provider, Morneau Shepell is available to all staff. Lifeworks provides information to support self-care practices.

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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>	Accountable: CEO Consulted: All Staff; Union	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.	HR Hiring and Recruitment Project continues to progress.
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>	Accountable: CEO Consulted: All staff; Union		

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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>	<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>	An RFP process has been initiated, seeking a consultant to complete the workload review for all front-line positions as well as to review additional identified positions within the organization.
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>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>	<p>Fall sessions of Equity in Child Welfare Training have been completed; since the spring, a total of 239 staff have participated in a 3-day training course.</p> <p><u>Additional Learning Opportunities:</u> National Day for Truth and Reconciliation – September 30, 2021</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
		<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>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>	<p>For National Truth and Reconciliation Day on September 30, 2021, the Honouring Indigenous Commitments Committee planned a full day of acknowledgment and learning for staff, including the following:</p> <ul style="list-style-type: none"> • Smudging Ceremony • Land Acknowledgement • Decolonizing Child Welfare Webinar Panel hosted by Native Child and Family Services of Toronto • Orange Shirt Day Video (Phyllis Webstad) • Guest Speaker: S.P. Joseph Lyons, Anishinaabe Algonquin children's author, 60's Scoop adoptee, and intergenerational survivor of the residential school legacy. • Guest Speaker: Mary Elliot, Atikameksheng Anishinabek, Indigenous author, elder, educator and supporter • Residential School Survivors Stories and reflection-CBC Videos, reflections/discussions



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
				<p>the risk for children who are victims of violence against woman. Training dates have been confirmed.</p>	<ul style="list-style-type: none"> Closing Statements and Reflections <p>Chai & Chat: Anti-Semitism On Wednesday October 27, 2021, a Chai & Chat was coordinated by staff with Jewish heritage and hosted by Jess Burke from Centre for Israel and Jewish Affairs (CIJA). The Chai & Chat focused on building awareness and education regarding anti-Semitism. The Chai & Chat was attended by over 95 staff and was recorded, making it accessible for those who were unable to attend. The need for additional discussion and learning on the topic were identified and a second Chai & Chat is being planned.</p> <p>Chai and Chat: Understanding the Muslim Community On November 24, 2021, FosterLink facilitated a Chai & Chat presentation and discussion, focused on building awareness and helping to better understand the Muslim community and the challenges they face.</p>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
					<p>Leadership Training: York CAS Moving from Head Equity to Heart Equity On November 1 & 5, 2021, Jean Samuels from Arise provided two ½ day sessions of Diversity, Equity, and Inclusion leadership training for the Management Team. The purpose of this training was to support management to integrate equity and inclusion in their leadership practice.</p> <p>Training: Let's Take Action: Daring to Do™ Child Welfare On November 10, 17, & 24, 2021, 26 staff attended the <i>Let's Take Action: Daring to Do Child Welfare</i> training offered by the KOJO Institute. This training focused on anti-Black racism and the impact of child welfare on Black children, youth, and families involved with child welfare.</p> <p>Chai & Chat: Adoption Awareness Month On November 10, 2021, a Chai & Chat was hosted in wake of Adoption Awareness Month. Staff</p>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
					<p>and adoptive families shared information and expressed appreciation for the diligent ongoing work required to support children and youth through the adoption process and to find and support adoptive families.</p> <p><u>360 Family Engagement Training</u></p> <p>Between October 25 and November 29, 2021, 5 – ½ day training sessions were hosted by Family and Children Services of Waterloo Region to provide 360 Family Engagement Training to all service staff, providing staff with tools and strategies for engaging families from the first point of contact to case closure. This training is well aligned with agency priorities of DEI, Admission Prevention, and Keeping Children and Youth with Family.</p> <p>Legal Clinic: Bill C-92 On November 22, 2021, agency counsel facilitated a legal clinic for all staff regarding what child</p>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
					welfare practitioners need to know to embed the expectations of Bill C-92, an Act respecting First Nations, Inuit and Métis Children, Youth and Families into their everyday practice.
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>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>	<p>Phase 1 of the Healing and Restoration Project has been completed with Phase 2 - analyzing the data, providing recommendations, and implementing strategies to facilitate healing and restoration for all staff - underway. Actioning the plan and a post implementation review will be initiated once the report has been shared with agency staff.</p> <p>In early November 2021, a contract was signed with Loft Consulting who will be working to develop and launch an Employee Engagement Survey</p>
HR #9: Other HR Policies					

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
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.	3	Ensure equitable and inclusive practices are evident in policies, procedures, and processes.	Accountable: CEO Consulted: All staff; Union	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.	
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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
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	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.	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	Phase 1 of the Healing and Restoration Project has been completed with Phase 2 - analyzing the data, providing recommendations, and implementing strategies to

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
<p>organization conducive to collaborative work and learning.</p> <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). 				Review, will take place during the fall and early winter with a plan to conclude the work by January 1, 2022.	facilitate healing and restoration for all staff - underway. Actioning the plan and a post implementation review will be initiated once the report has been shared with agency staff.
C #2: Healthy Workplace Audits					
<p>The Society has implemented a system to measure the health of the organization on a permanent and on-going basis, the results of which are shared with the Board, Ministry, all staff, resource parents, volunteers, identified external partners, and publicly posted.</p> <ul style="list-style-type: none"> Develop and implement audit tools to measure the health of the workplace. 	3	<p>Identify and remove barriers to participation.</p> <p>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.</p>	<p>Accountable: CEO Consulted: HR; Diversity, Equity and Inclusion team; staff; Union</p>		
C #3: Issue Resolution 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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
G #1: Review of Governance Structures					
The Board holds senior staff accountable to the strategic plan.	1	<p>The revised Strategic Plan will ensure integration of diversity, equity and inclusion.</p> <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>	<p>Accountable: Board of Directors</p> <p>Consulted: staff; service users; community partners; external expert on board governance</p>	The Institute on Governance (IOG) has actively engaged in phase 1 assessment work and provided the findings and recommendations to the full 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.	The Institute on Governance (IOG) continues to provide consultation to the agency's Board of Directors ensuring that they have the information that they need to establish the governance structure and policies that will support them in their role. A board IDEA Committee (Inclusion, Diversity, Equity and Anti-Racism) is in formation and draft policies have been created, including a policy that outlines the roles and responsibilities of the CEO in the oversight work of the board. Also, over the past two months, the board members have completed a survey to inform their learning and development priorities.
G #2: Feedback Strategy					
The Board has a robust feedback strategy and monitors all aspects of organizational health.	1	The feedback strategy will include capacity to oversee and meet the diversity, equity and diversity objectives as set out in the Strategic Plan.	<p>Accountable: Board of Directors</p> <p>Consulted: staff; service users; community partners;</p>	The Society is awaiting proposals from Northern Supply Chain from vendors able to work with the Society to implement an Employee Engagement Survey.	In early November 2021, a contract was signed with Loft Consulting who will be working to develop and launch an Employee Engagement Survey.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
		<p>Employee engagement survey allows for provision of demographically disaggregated results.</p> <p>Complaint data (both employee and service user) is disaggregated.</p>	external expert on board governance	<p>Anticipating receipt of proposals by the end of September 2021.</p> <p>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.</p>	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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
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,	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;		

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
timeframes, accountabilities, supports and resources, and metrics.		Select a change management framework that supports the inclusion of diverse voices.	Community Partners; Board of Directors		
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	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.	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. Between October 1 and November 30, 2021, calls for expressions of interest have been posted seeking diverse membership on a variety of agency forums
CM #2: Communications Plan					
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.	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	A recruitment process to hire a Manager of Communications continues. 2021 Communication Strategy was shared with staff in June 2021; a copy of the Communication Plan is posted for staff to access.	A recruitment process to hire a Manager of Communications continues. This process has been ongoing since May 2021. 2021 Communication Strategy is accessible to all staff. YRCAS follows the communication plan which intends to:



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
<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 mediums, venues and channels that have been collaboratively identified. 				<p>The development of an internal agency newsletter is in the planning phase with a target date moved to early January 2022.</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>	<ul style="list-style-type: none"> Support ongoing, clear, consistent communication to staff and other stakeholders Support staff learning, share successes, positive results Support the agency's rebuilding efforts to establish trust among staff Connect and engage with external stakeholders Establish feedback loops <p>The development of an agency newsletter is in the planning phase with a launch target date deferred to January 2022 due to competing priorities and limited resources. In the meanwhile, internal and external stakeholders will be consulted to obtain feedback and suggestions on the Newsletter.</p> <p>The development of a new agency website is in the execution phase with a launch target date deferred to January 2022. Agency staff with knowledge and expertise in various areas reviewed and developed content for various site pages.</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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
The Society will address and implement all recommendations relating to Intake and Assessment in the File Review of 2020.	2	Ensure equitable and inclusive practices are evident in policies, procedures and processes. Review of history arising from record checks must incorporate a DEI lens; create tools to support identification of possible bias.	Accountable: Director of Service Consulted: Staff; Union; Community Stakeholders	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	Plans are in progress to conduct a review of all organizational policies, procedures and processes, ensuring that they accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion.



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
		<p>Criteria for file reviews to include measures to assess for possible bias in decision making.</p>		<p>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 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 YCAS VAW Resources Teams Channel along with OACAS Critical Connections Guide, a best practice reference document.</p> <p>.</p>	<p>The service file reviews have been concluded. While an implementation plan to address the recommendations was to be communicated to staff in November 2021, a decision to await the recommendations of the subsequent Equity File Reviews has been made. Recommendations arising from the Equity File Review are expected at the end of November.</p> <p>Due to unforeseen circumstances, the training dates for the CAS/VAW Protocol training have been postponed until January/February 2022.</p> <p>Specific to our collaboration with the VAW sector, the following meetings are occurring:</p> <p>CAS/VAW Collaboration table Meetings every two months inclusive of VAW Sector Executives and YRCAS Internal VAW Co-Chairs, Equity Practice Specialist, Manager of Service – information sharing/program updates</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
					<p>CAS/VAW Collaboration table – Front Line Meet every two months inclusive of VAW Sector Front Line Staff and Internal VAW Committee members – information sharing, discussions regarding role clarity</p> <p>Situation Table Opportunity for discussion and collaborative problem solving of concerns that arise amidst service intersection. Monthly meetings inclusive of YRCAS Manager of Service and representatives from York Region Police and VAW sector. Arrangements underway to add additional YRCAS representation to this forum.</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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
<p>The Society will address and implement all recommendations relating to Ongoing Family Services in the File Review of 2020.</p>	2	<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>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>The service file reviews have been concluded. While an implementation plan to address the recommendations was to be communicated to staff in November 2021, a decision to await the recommendations of the subsequent Equity File Reviews has been made. Recommendations arising from the Equity File Review are expected at the end of November.</p> <p>Plans are in progress to conduct a review of all organizational policies, procedures and processes, ensuring that they accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion.</p>

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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
<p>The Society will address and implement all recommendations relating to Child in Care 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>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.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p>	<p>Accountable: Director of Service Consulted: Staff; Union; Internal Employee Committees/Resource Groups; Foster Parent Association; Resource Parents; Community Stakeholders</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>The agency has several case conferencing mechanisms available. A review of these mechanisms has 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 	<p>The service file reviews have been concluded. While an implementation plan to address the recommendations was to be communicated to staff in November 2021, a decision to await the recommendations of the subsequent Equity File Reviews has been made. Recommendations arising from the Equity File Review are expected at the end of November.</p> <p>On October 25, 2021, the lead File Reviewer presented at a general meeting of the Foster Parent Association on the themes that arose during the consultation process that was conducted as part of the file review process. The lead Reviewer was available to provide clarification and answer questions that arose from the group.</p> <p>A workgroup is being established to review the mechanisms for improving communication and support to resource parents. Resource Parent input and participation will be important to ensure equitable and inclusive outcomes.</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
				<p>information/education sessions;</p> <ul style="list-style-type: none"> • 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 processes that are reflective of the agency's commitment to diversity, equity and inclusion.</p>	<p>On October 13, 2021, a Chai & Chat was hosted to recognize and show our appreciation for all the wonderful work our resource parents do daily. The event was attended by agency staff and resource parents. Resource parents continue to be invited to all agency Chai & Chats.</p>

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)	Work Plan Update October 2021	Work Plan Update December 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.	Accountable: Director of Service	Plans are in progress to conduct a review of all organizational policies and procedures ensuring that they	Plans are in progress to conduct a review of all organizational policies, procedures and processes, ensuring



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update October 2021	Work Plan Update December 2021
		Criteria for file reviews to include measures to assess for possible bias in decision-making.	Consulted: Staff; Union; Foster Parent Association; Resource Parents; Adoptive Parents; MCCSS	accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion.	that they accurately reflect legislation and processes that are reflective of the agency's commitment to diversity, equity and inclusion.