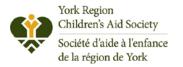YORK REGION CHILDREN'S AID SOCIETY

Update to Operational Review Work Plan

March 2021

Draft Work Plan Update
York Region Children's Aid Society
March 31, 2021

The following summarizes the process and progress as of March 31, 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 (March 23) and approved by the Risk Oversight Committee of the Board of Directors (March 29). It will be reviewed by the Board of Directors on April 6, and is therefore, at time of submission, a draft.

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;
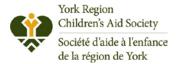- establishing an expanded mandate for the Board's Risk Oversight Committee.

The Work is Underway

<u>Principles</u>
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.

<u>An Extended Role for the Work Plan Advisory Council</u>
The Work Plan Advisory Council that had been assembled to advise regarding the development of the Work Plan has taken on the role of Interim Project Oversight Steering Committee so as to facilitate this early stage of the work. This initial work related to Change Management and the associated development of Terms of Reference for a Project Oversight Steering Committee and selection of its members

required an interim oversight body. The Advisory Council/Interim Steering Committee has continued to meet weekly throughout February and March so as to facilitate the preliminary work. The Terms of Reference for the Project Oversight Steering Committee have been drafted and the selection process for members, closely mirroring that which was used to form the Work Plan Advisory Council, is currently underway.

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 development of strategies to achieve the changes needed to achieve the recommendations related to governance.
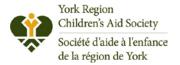
Board of Directors
The Board continues to have overall accountability for the work.
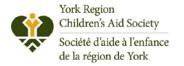
Key Accomplishments include:

- For all Outcomes in the Work Plan (with the exception of the Governance section), the senior team sponsor has been determined;
- Project Plan has been drafted for Change Management;
- Project Plan has been drafted for Healing and Restoration;
- Terms of Reference have been developed for the Project Oversight Steering Committee and the process to determine members is underway;
- The 3-day OACAS Equity in Child Welfare Training is planned for all staff; Sessions for the Management Team are underway (March and April). Sessions for remaining staff are being provided from May through July.

During the past two months the focus has primarily been on those outcomes that were prioritized (Priority 1), however other activities have also been undertaken and the work has been summarized in the "Update" column.

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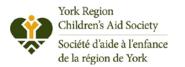
L #2: Vision, Direction and Strategy for YRCAS: Develop clear direction, tangible strategy and goals for the organization, communicate and implement these across the organization.

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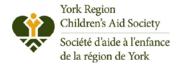
L #4: Roles and Responsibilities: Identify decision-making authority at all levels of the organization from the front-line up to the senior executives to make professional decisions and judgements appropriate to their role.

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 Status Update
L #1: Leadership				
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. • The York Region CAS Leadership Competency Framework will be adapted from the OACAS framework.	2	Diversity, Equity and Inclusion is a value and competency with targeted mandatory training, mentoring and coaching. Lived experiences are valued in selection process for leadership roles.	**Accountable:** Board of Directors for CEO **Accountable:** CEO for all staff **Consulted:** All staff; Union	All members of the management team have been scheduled for the 3-day OACAS Equity in Child Welfare Training sessions (March or April). A screening questionnaire that includes Equity has been implemented for recruitment for all management positions.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
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	Selection process for consultant to facilitate Strategic Planning Process will prioritize Diversity, Equity and Inclusion experience and skills. Integration of diversity, equity and inclusion across the agency to be included as part of the strategic plan. Diverse community representation in consultation process.	**Accountable:** Board of Directors **Consulted:** Staff; Union; Service Users; Community Partners; Foster Parent Association (FPA); resource parents; volunteers	
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 addition to the Equity in Child Welfare Training for the management team, 5 sessions are scheduled over May – July 2021 for staff. Further sessions will be scheduled so as to accommodate all staff.
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	A process map that illustrates the relationship and role of the Project Oversight Steering Committee has been developed and communicated.
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	

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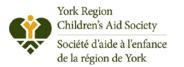
Diversity, Equity and Inclusion

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 Status Update
DEI #1: Equity				
Organizational processes are fair and equitable in the treatment of: • all staff; • service users; • community partners. 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. The organizational Diversity, Equity and Inclusion Plan includes all aspects of the organization; from Board governance to operations. The Society has integrated the One Vision, One Voice Race Equity Practices. The Society has integrated the Truth and Reconciliation commitments with respect to child welfare as well as the 9 Indigenous Commitments.	1	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. 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. The Diversity, Equity and Inclusion Department/Team to develop and implement the organizational equity and inclusion workplan. The Diversity, Equity and Inclusion Department/Team will develop a workplan to implement the One Vision One Voice Race Equity Practices. The Diversity, Equity and Inclusion Department/Team to develop a workplan to implement Truth and Reconciliation	**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	Two members of the Diversity, Equity and Inclusion department have completed the OACAS train-the –trainers for the Equity in Child Welfare course. This will ensure ongoing internal capacity to maintain knowledge in the staff group over time and as new staff join the organization. Black History Month was recognized through: - Daily communiques sent to all staff about the contributions and achievements of Black people. - A Chai and Chat session was held on February 17 dedicated to Black History Month showcasing local talents. - The Society commissioned a Youth in Care who identifies as Black to produce 3 art pieces for Black History Month. These were showcased on the website and at the board meeting. - Information was shared with all staff, via email, regarding community events and forums.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
		recommendations and the 9 Indigenous Commitments. Review all organizational complaints processes and procedures to ensure that they have been framed from a Diversity, Equity and Inclusion lens. 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. 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. Review job evaluation tool as it relates equity-seeking groups, particularly for non-union staff. Systematically collect and analyze self-identifying data at all levels of staff to identify and address any systemic barriers. Diversity, Equity and Inclusion department/team to work in collaboration with HR to review HR process. 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.		A land Acknowledgement Guide is being developed. Two Black Employee Resource Groups have been formalized: *Black Staff Advisory Council* and *Black Latency, Adolescent, Continued in Care Advisory Committee (BLACC)*. The Diversity, Equity and Inclusion Department is engaging with various community tables such as York Regional Police, York Region District School Board and the municipality to integrate equity and inclusion practice.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
		Diversity, Equity and Inclusion training opportunities includes processes to identify further training needs within the agency.		
DEI #2: Inclusion				
The Society's work environment is safe, welcoming, respectful, and supportive. The Society's consultation and decision-making framework includes comprehensive feedback mechanisms.	1	Develop feedback processes, as set out in L#5. Human Resources to provide disaggregated data on complaints so as to identify racism, sexism, discrimination.	**Accountable:** CEO **Consulted:** Staff; Union; Resource Parents; Foster Parent Association; Community Partners; Internal Employee Committees/Resource Groups	

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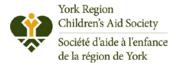
HR #4: Hiring Processes: Establish clear hiring processes that are fair, open, and free of bias or favouritism.

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.
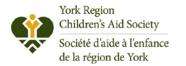
HR #8: Complaint and Whistleblower Processes: Ensure that there are meaningful and effective complaint processes available to all staff.
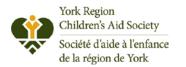
HR #9: Other HR Policies: Conduct a full review of all other HR functions, including leaves, accommodations, and return to work processes, ensuring that policies, procedures and practices are equitable and consistent with Diversity, Equity and Inclusion principles.

HR #10: HR Framework: Ensure that commitment to Diversity, Equity and Inclusion is integrated throughout the HR Framework.
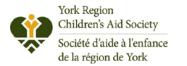
Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
HR #1: Human Resource Framework				
The Society has a Human Resource Framework aligned with the Strategic Plan and organizational values that supports the delivery of timely, efficient, and equitable human resource practices and processes to support staff.

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. | 1 | Ensure equitable and inclusive practices are evident in policies, procedures and processes.

Human Resource staff to demonstrate competency related to diversity, equity and inclusion.

HR department to be reflective of the organization and York Region.

Integration of diversity, equity, and inclusion across the agency. | **Accountable:** CEO
Consulted: All staff; Union; Board of Directors | |
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.

Identify barriers and ensure equitable access to benefits for union and non-union staff. | **Accountable:** CEO
Consulted: All staff, Union, Board of Directors | |

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
HR #4: Hiring Processes				
The Society has equitable recruitment, hiring and promotion practices that are transparent and clear.	1	Ensure equitable and inclusive practices are evident in policies, procedures and processes. Review job evaluation process to ensure diversity, equity, and inclusion (i.e., Indigenous peoples, gender, racialized, people living with disability). Monitor and analyze data to identify any potential systemic barriers to advancement. Identify and plan to address barriers with respect to recruitment, applications, hiring.	**Accountable:** CEO **Consulted:** All Staff; Union	A screening process has been implemented for all positions to ensure that candidates meet minimum qualifications and so as to ensure that the candidate's experience is articulated. For supervisory positions the screening process includes information to reflect Diversity, Equity and Inclusion knowledge and values.
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	Ensure equitable and inclusive practices are evident in policies, procedures, and processes. Equitable and inclusive competencies are embedded and measured in performance. All staff to have knowledge, understanding and specific training regarding the impact of unconscious bias/racism/stereotypes etc. in performance review.	**Accountable:** CEO **Consulted:** All staff; Union	
HR #6: Workload				
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.	1	Ensure equitable and inclusive practices are evident in the continual assessment of workload and assignment of work.	**Accountable:** CEO **Consulted:** All Staff; Union	A Joint Job Evaluation Committee, comprised of management and union members, has been struck.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
• A systematic and equitable workload assessment process for all job functions in the organization to be undertaken.				

HR #7: Training

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
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. All staff have opportunities to access additional learning opportunities to further their development.	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. Onboarding of new staff will include organizational priorities (i.e., diversity, equity, and inclusion). Review and strengthen forums for ongoing sharing and transfer and sharing of knowledge related to diversity, equity, and inclusion.	**Accountable:** CEO **Consulted:** All Staff; Union; Community Partners Informed- Staff, Service Users; Community Partners.	Equity in Child Welfare training for all staff has been scheduled between March and July. Project Management training is planned to support the Change Management Framework, Project Oversight and all agency projects.

HR #8: Complaint and Whistleblower Processes

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
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. • Develop and implement clear steps, tools, training and escalation options to ensure that all staff have mechanisms to safely identify concerns.	1	Ensure equitable and inclusive practices are evident in policies, procedures and processes. 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.	**Accountable:** CEO **Consulted:** All Staff; Union; Board of Directors	

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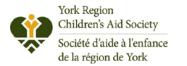| Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
• Explore engagement of an external ombudsman service for whistle-blower complaints to establish trust in the process.				
HR #9: Other HR Policies				
The Society's Human Resource policies, 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	
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 Status Update
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,	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.	A Project Plan has been developed.

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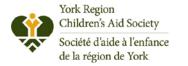| Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
inclusive, and equitable organization conducive to collaborative work and learning. • Develop plans for and engage in restorative processes that maintain the safety of all participants (e.g., talking circles, group conferencing, peer support).				
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 which are shared with the Board, Ministry, all staff, resource parents, volunteers, identified external partners, and publicly posted. • Develop and implement audit tools to measure the health of the workplace.	3	Identify and remove barriers to participation. 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.	**Accountable**: CEO **Consulted:** HR; Diversity, Equity and Inclusion team; staff; Union	
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.

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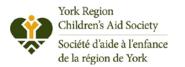| Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
G #1: Review of Governance Structures				
The Board holds senior staff accountable to the strategic plan.	1	The revised Strategic Plan will ensure integration of diversity, equity and inclusion. The Board regularly receives information that supports its oversight of organizational progress to address racism/anti-black racism. 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. 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.	**Accountable**: Board of Directors **Consulted:** staff; service users; community partners; external expert on board governance	The Board has developed an RFP to engage a consultant to provide subject matter expertise regarding governance structures, policies and board development. An RFP process is underway to facilitate the hiring of a CEO. The board has formed a Diversity, Equity and Inclusion Committee and is in the process of forming a community advisory table to advise on the organization's progress towards addressing overrepresentation of Black and Indigenous children and youth in care, ensuring that services are equitable and on human resource and governance planning.
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. Employee engagement survey allows for provision of demographically disaggregated results. Complaint data (both employee and service user) is disaggregated.	**Accountable:** Board of Directors **Consulted:** staff; service users; community partners; external expert on board governance	

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.ds 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 transparent4 environment is both created and modelled.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
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. Select a change management framework that supports the inclusion of diverse voices.	**Accountable:** CEO **Consulted:** Staff; Union; Internal Employee Committees/Resource Groups; Community Partners; Board of Directors	A Project Plan has been developed. Terms of Reference have been drafted for the implementation of a Project Oversight Steering Committee. Plans have been made so as to provide Project Management training and coaching for the Steering Committee and project teams.
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	An inventory of all current projects, committees, work groups, advisories has been undertaken so as to clarify roles, definitions, identify any redundancies.

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Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
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. • 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.	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	Staff meetings occur every 2 weeks. COVID communication occurs weekly. The development of an agency newsletter is being explored as a way to enhance internal communication. At the December 8, 2020 staff meeting, a presentation was made by male staff in recognition of the anniversary of the massacre at Ecole Polytechnique. See also Diversity, Equity and Inclusion section regarding recognition of Black History month.

MINISTRY REVIEW OF COMPLIANCE AND SERVICE DELIVERY ISSUES
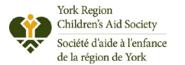
Intake and Assessment

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.

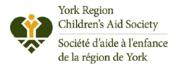| Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
The Society will address and implement all recommendations relating to Intake and Assessment in the File Review of 2020.	2	Ensure equitable and inclusive practices are evident in policies, procedures and processes. Review of history arising from record checks must incorporate a DEI lens; create tools to support identification of possible bias. Criteria for file reviews to include measures to assess for possible bias in decision making.	**Accountable:** Director of Service **Consulted:** Staff; Union; Community Stakeholders	Plans are in development for a file review to review the society's approach for cases involving children who are exposed to intimate partner violence. Methodology for the Review is being developed and will include measures to assess for possible bias in decision making. File Reviews to be completed by June 30, 2021. The *York Region Violence Against Women Collaborative Response Protocol* is currently in review to onboard Dnaagdawenmag Binnoojiyag Child and Family Services as a protocol partner, ensuring that the protocol is reflective of

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
				and responsive to the Indigenous community.

Discussions are underway with the *York Region Violence Against Women Coordinating Committee* to re-initiate joint training involving YRCAS staff and members of the VAW sector. (This training was put on hold in the spring of 2020 due to the COVID-19 pandemic) |

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 Status Update
The Society will address and implement all recommendations relating to Ongoing Family Services in the File Review of 2020.	2	Ensure equitable and inclusive practices are evident in policies, procedures and processes.

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.

Criteria for file reviews to include measures to assess for possible bias in decision-making. | **Accountable:** Director of Service **Consulted:** Staff; Union | Plans are in development for a file review of cases receiving ongoing service from the society. Methodology for the Review is being developed and will include measures to assess for possible bias in decision making. File Reviews to be completed by June 30, 2021.

A Service Framework Steering Committee (SFCS) is being established to provide oversight and support of the society's |

Progress Report submitted to the Ministry of Children, Community and Social Services March 31, 2021

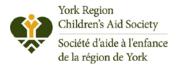| Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
		Diversity, equity and inclusion lenses must be embedded in all mechanisms/supports available to resource families; possible biases to be identified and challenged in a constructive and safe manner to promote learning.		service philosophy and model, including the development a robust conferencing model.

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 Status Update
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. Criteria for file reviews to include measures to assess for possible bias in decision-making.	**Accountable**: Director of Service **Consulted:** Staff; Union; Internal Employee Committees/Resource Groups; Foster Parent Association; Resource Parents; Community Stakeholders	Plans are in development for a file review of ongoing and child-in-care cases to review the assessments and decision making in those instances whereby children were returned home or placed with kin. Methodology for the Review is being developed and will include measures to assess for possible bias in decision making. File Review to be completed by June 30, 2021.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Status Update
				A Service Framework Steering Committee (SFCS) is being established to provide oversight and support of the society's service philosophy and model, including the development a robust conferencing model.

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 Status Update
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	The society has commenced a review of processes to improve efficiencies and timeliness of adoption finalizations. Additional resources have been put in place to add support and expertise to the legal requirements of the process.