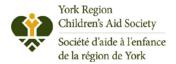
YORK REGION CHILDREN'S AID SOCIETY

Operational Review Work Plan Update

February 2022



Work Plan Update York Region Children's Aid Society February 2022

The following summarizes the process and progress as of February 1, 2022, 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

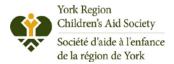
The Board continues to have overall accountability for the work and approval of the Board occurs prior to each submission of progress updates.

Key Accomplishments include:

- 247 staff participated in Equity in Child Welfare Training in 2021
- First 'Staff Open Forum' convened as an additional channel to support communication
- Diversity, Equity and Inclusion Consultation Tool launched to support staff with requesting and receiving timely DEI consults
- Employee Resource group has been formed and facilitated by staff that identify as part of the 2SLGBTQ+ community
- Organizational Policy & Procedure Review Project has commenced with staff in place to support this initiative
- Resource Parent/Staff Advisory Group established to support and enhance communication and engagement

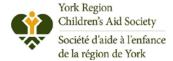
Resources:

The 2021/22 Budget Projection includes an estimate of all work plan associated costs.



Principles to Guide the Work

- 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 Update (Draft)

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.

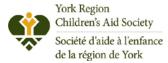
L #2: Vision, Direction and Strategy for YRCAS: Develop clear direction, tangible strategy and goals for the organization, communicate and implement these across the organization.

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.

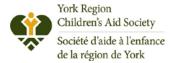
L #5: Staff Feedback and Input: Develop staff feedback, input and consultation processes that will create an environment where staff input is both sought in appropriate ways and valued when received.

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
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 work will be adapted from the OACAS framework. Selection process for leadership roles will incorporate leadership values, principles, and competencies.	2	Diversity, Equity and Inclusion is a value and competency with targeted mandatory training, mentoring and coaching. Lived experiences are valued in	A: Board of Directors for CEO A: CEO for all staff C: All staff; Union	Healthy workplace audit data. Performance appraisals including competency measurements in the leadership framework.		Leadership Training: York CAS Moving from Head Equity to Heart Equity On November 1 & 5, 2021, Jean Samuels from Arise provided two sessions of Diversity, Equity, and Inclusion leadership training for the Management team, inclusive of Senior Team. Supervisors and Lawyers. The purpose of this training was to support the integration of equity and inclusion in their leadership practice. Jean	How Good People Fight Bias, Dolly Chugh During the January 26, 2022, management team meeting, continued review of various concepts were discussed.

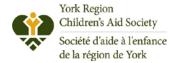


Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	Mandatory ongoing training, mentoring, and coaching. Performance of leaders will be assessed against leadership values, principles and competencies.		the selection process for leadership roles.				Samuels led further discussion with the Senior Team on November 16, 2021, and the Management team engaged in reflection during the Management Meeting on November 24, 2021, focused on how to utilize the learning in their leadership roles. How Good People Fight Bias, Dolly Chugh On November 24, 2021, time during the management team meeting was dedicated to working in small groups to discuss concepts identified by the author and discuss how the concept may impact one's leadership.	
L #2: Vision, Direction and	d Strategy for YRCA	S						
The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization.	An external consultant will be engaged to facilitate the strategic planning process. Staff, Board, Resource parents, service users, community partners and	3	Selection process for consultant will prioritize Diversity, Equity and Inclusion experience and skills. Integration of diversity,	A: Board of Directors R: CEO C: Staff; Union; Service Users; Community Partners; Foster Parent Association (FPA); resource	Fidelity to the Strategic Plan will be measured by the organization and monitored by the Board.		New CEO Our new Chief Executive Officer, Ginelle Skerritt, commenced her new role on October 12, 2021. Strategic Planning 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.	Signs of Safety On December 15, 2022, Rosina Harvey-Keeping, Regional Director for Elia International (Signs of Safety), met with the Senior Team and members of the agency's Service Framework Steering Committee. Rosina presented a 'Mission Critical Implementation Roadmap' and provided information regarding considerations should the

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	volunteers will be engaged in the process. Develop a process to assess and address any reparative work required with community partners. Mechanisms will be developed to measure fidelity to the Strategic Plan.		equity and inclusion across the agency to be included as part of the strategic plan. Diverse community representation in consultation process.	parents; volunteers				agency choose to move to full system implementation of the signs of safety model. As full system implementation of signs of safety is a significant undertaking, the initial 6-18 months is focused on leadership, supporting the development of organizational roles and structures to support success and facilitating leadership sessions needed to support implementation going forward. On January 26, 2022, the Service Framework Steering Committee presented their proposal for full system implementation of Signs of Safety Model. Senior Team endorsed the proposal. Strategic Planning Leadership for review of the Strategic Plan will commence in 2022 under the leadership of our new CEO, Ginelle Skerritt,
L #3: Guiding Principles a	nd Values							and our Board of Directors.
All Board members and staff demonstrate behaviours and commitment aligned with	Full staff engagement to develop the agency's core	2	Diversity, Equity and Inclusion will be embedded	A: Board of Directors	Performance evaluations.		Equity in Child Welfare training Fall sessions of Equity in Child Welfare Training were	Equity in Child Welfare training Fall sessions of Equity in Child Welfare Training were completed for non-management



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
diversity, equity, inclusion, organizational principles and values, supporting a learning culture and respectful, healthy workplace.	values and principles through the strategic planning process. Core values and principles are built into all organizational processes.		in the core values. Consultation with diverse community representation .	R: CEO responsible for staff C: All staff; Union; community partners; service users; FPA; resource parents; volunteers.	Through the Diversity, Equity and Inclusion Plan and Healthy Workplace Audits (Culture #2).		completed for non-management staff. Sessions took place on:	staff. New management staff at YRCAS participated in Equity in Child Welfare (management session) on December 7 – 9. Since the Spring of 2021, 247 staff have participated in the 3-day training course. New staff, or staff that have not completed the training can register for an ongoing session via the myOACAS site. In December 2021, the Institute on Governance (IOG) provided a training session for the Board of Directors focused on diversity, equity, inclusion and antiracism. Additional training opportunities are being examined as part of the work the Board is doing with IOG.
L #4: Roles and Responsil	oilities							
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.	Adopt a decision-making model that ensures decisions are made at the appropriate level throughout the organization and communicated.	2	Selection process for consultant will prioritize Diversity, Equity and Inclusion experience and skills.	A: CEO C: All staff; Union; Subject Matter Expert; FPA; community partners; service users	The decision- making model has been implemented.		RASCI Tool Review Recognizing the value of the RASCI tool in clarifying roles, building trust and empowering staff, a recommendation to implement the use of RASCI tool was endorsed by the management team in May 2021. As part of the agency's commitment to review the	RASCI Tool Review Due to the need to prioritize other issues, the evaluative review of the use of the RASCI tool was postponed to the January 2022 management team meeting. Scope of Authority



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	Map key processes utilizing decision making model. Internal financial systems achieve transparency and inclusiveness in financial planning and decision making. Review the organizational structure, consider engaging external consultant.						implementation and use of the RASCI tool, an evaluative process regarding the implementation and use of the RASCI tool will be brought forward to the December 2021 Management Meeting for input. The evaluative findings will be collated and shared with the Management Team in January 2022.	Using the RASCI tool, the Directors and Managers of Service are currently reviewing their respective 'scope of authority'. A draft document has been developed and is currently being reviewed by the Managers of Service; input from the service supervisors will be sought as this clarity is required by all staff in the organization.
L #5: Staff Feedback and I								
Staff feedback and consultation processes are established to create a safe environment where staff input is sought, valued, and implemented.	Establish multiple transparent avenues for staff feedback and consultation both ad hoc and standing. Transparency includes informing how feedback was considered/ implemented and providing	2	Identity and remove any barriers to enable inclusive and diverse representation	A: CEO R: supervisors; managers; directors; CEO; staff C: All staff; Union; resource parents; volunteers	Feedback process has been implemented. See also C#2, Communications Plan.		Operational Review Workplan updates Operational Review Workplan updates in draft are available to all staff via MS Teams Channel 2-3 weeks in advance of being shared with the Board of Directors for approval. December 2021 updates were reviewed by the Project Oversight Steering Committee on November 11, 2021. The Workplan draft was posted for all staff review and input on November 12, 2021.	Open Forum On Friday, January 10, 2022, the agency hosted its first Open Forum co-chaired by the CEO and a service supervisor. The meeting was informal and unstructured and open to all staff to share what was on their minds, creating another channel of communication where open, honest discussions can be fostered and valued. A second Open Forum is scheduled for Friday, February 25, 2022.

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	rationales for decision making.						Expressions of interest Between October 1 and November 30, 2021, calls for expressions of interest have been posted seeking diverse membership on a variety of agency forums including:	Operational Review Workplan updates Operational Review Workplan updates were shared with the Project Oversight Steering Committee on January 14, 2022 The workplan draft was posted for all staff review and input on January 21, 2022. Expressions of Interest No expression of interest requests for committee/work group or project teams were sent during December 2021 and January 2022. Due to identified workload issues because of a number of factors (I.e. staffing, COVID-19 pandemic), Senior Team is reviewing all areas of work/initiatives that can be paused for a period without compromising direct service to children, youth and families. This plan will be communicated to all staff during the week of January 24, 2022.

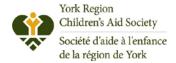


Diversity, Equity and Inclusion

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	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
DEI #1: Equity		-	-					
Organizational processes are fair and equitable in the treatment of:	A comprehensive scan 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	1	See key activities.	R: Diversity, Equity and Inclusion Director A: CEO S- Diversity, Equity and Inclusion, HR C: Board of Directors; Staff; Union; Diversity, Equity and Inclusion Team; Resource Parents; Foster Parent Association; Internal Employee Committees/ Resource Groups; Community	Policy revisions reflect embedding of Diversity, Equity and Inclusion and are systematically reviewed and reflect legislation. Equitable and inclusive competencies are embedded and measured in performance as set out in HR# 5, Performance Management. The Society's Anti-Oppression, Anti-Racism and Equity statement and commitment is embedded in the Strategic Plan, and		DEI Framework 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 (OVOV Race Equity Practice #1: Commit to Courageous Leadership). 360° Organizational Equity and Inclusion Plan The Plan was reviewed with the Senior Team in October 2021. To ensure the plan is integrated in the organizational strategic and departmental plan, a decision was made to have a senior team planning meeting at which time implementation priorities will be identified and leads will be assigned. The planning meeting has been scheduled for January 13, 2022.	DEI Framework The DEI Framework was communicated to all staff in December 2021. The DEI specialist will be meeting with the various departments/ teams during February/March 2022 to discuss the DEI Framework and how it will be implemented in practice across the organization. (OVOV Race Equity Practice #1: Commit to Courageous Leadership). 360° Organizational Equity and Inclusion Plan The_360° Organizational Equity and Inclusion Plan was developed through broad consultation with agency staff and has been reviewed with the Senior Team and the Board. To ensure the plan is integrated in the organizational strategic and departmental plans, a senior

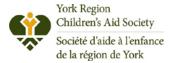


Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
The Society has integrated the One Vision, One Voice Race Equity Practices.	supported throughout the organization and in the community.			Partners; Service Users S: HR, Directors of Service;	internal and external communications. An annual evaluation		Equity in Child Welfare training Fall sessions of Equity in Child Welfare Training were completed for non-management	team planning meeting was held on January 13, 2022. During the meeting implementation foundational priorities were identified and leads were
The Society has integrated the Truth and Reconciliation commitments with respect to child welfare as well as the 9 Indigenous Commitments.	The Diversity, Equity and Inclusion Department/Team to develop and implement the organizational			I: All staff	of organizational complaints related to Diversity, Equity and Inclusion is conducted and shared internally with staff, Board of		staff. Sessions took place on: Sep 15-17 Sep 29-Oct 1 Oct 27-29 Nov 8-10 Since the spring of 2021, 239	Equity in Child Welfare training Fall sessions of Equity in Child Welfare Training were completed for non-management staff. New management staff at
NEW (Added January 2022) The Society has integrated the 2SLGBTQ+ provincial recommendations and	equity and inclusion workplan. The Diversity, Equity and Inclusion				Directors as set out in HR #8, Complaint and Whistleblower Process. Disaggregated data		staff have participated in the 3-day training course facilitated by members of our DEI Department. New staff, or staff that have not completed the training can register for an ongoing session via the myOACAS site.	YRCAS participated in Equity in Child Welfare (management session) on December 7 – 9. Since the Spring of 2021, 247 staff have participated in the 3-day training course. New staff,
practices.	Department/Team will develop a workplan to implement the One Vision One Voice				regarding service user, and employee complaints are available.		Leadership Training: York CAS Moving from Head Equity to Heart Equity On November 1 & 5, 2021, Jean	or staff that have not completed the training can register for an ongoing session via the myOACAS site.
	Race Equity Practices. The Diversity, Equity and Inclusion Department/Team to develop a				Noted and documented changes that reflect Diversity, Equity and Inclusion language and processes to be included in future revisions of the		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	Implementation of the Diversity, Equity and Inclusion Consultation Tool The Diversity Equity and Inclusion Department provides a range of services and support to departments within the organization, including: DEI
	workplan to implement Truth and Reconciliation				Collective Agreement.		and inclusion in their leadership practice.	consults, and recommendations that support the advancement of the Diversity, Equity and

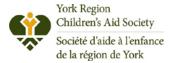
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	recommendations				A plan has been	Training: Let's Take Action:	Inclusion Framework, and the
	and the 9				developed to	Daring to Do™ Child Welfare	organization's diversity, equity
	Indigenous				address	On November 10, 17, & 24, 2021,	and inclusion commitments. An
	Commitments.				barriers/resources	26 staff attended the Let's Take	electronic DEI consultation
					within the	Action: Daring to Do Child	request tool has been developed
	Review all				organization to	Welfare training offered by the	and implemented to support
	organizational				integrate equity and	KOJO Institute. This training	staff with requesting and
	complaints				inclusion	focused on anti-Black racism and	receiving timely DEI consults.
	processes and				processes/practices.	the impact of child welfare on	
	procedures to					Black children, youth, and	Black History Month 2022
	ensure that they					families involved with child	The Black Staff Advisory Council
	have been framed					welfare.	has commenced planning for
	from a Diversity,						Black History Month Celebrations
	Equity and					National Day for Truth and	(February 2022). The theme for
	Inclusion lens.					Reconciliation – September 30,	the month: "Standing in Your
						2021	Power".
	Review Local 304					For National Truth and	The celebrations will include two
	Collective					Reconciliation Day on September	Chai and Chats:
	Agreement in					30, 2021, the Honouring	February 2, 2022 – Black
	collaboration with					Indigenous Commitments	History Month Opening
	OPSEU to ensure					Committee planned a full day of	Celebration
	that Diversity,					acknowledgment and learning	 February 16, 2022 –
	Equity and					for staff, including the following:	Black History Month
	Inclusion is					 Smudging Ceremony 	celebration with a
	embedded, and					Land Acknowledgement	presentation on
	where necessary,					Decolonizing Child	Intersectionality.
	consider how to					Welfare Webinar Panel	, ,
	make revisions if					hosted by Native Child	Additionally, daily internal and
	possible.					and Family Services of	external communications are
						Toronto	planned, highlighting the history
	Review					Orange Shirt Day Video	and achievements of Black
	finance/budget					(Phyllis Webstad)	people.
	policies and					(11)1131133333)	



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	practices from DEI						Guest Speaker: S.P.	Equity Focused Service Review
	lens						Joseph Lyons,	(Project)
	to ensure that						Anishinaabe Algonquin	The Equity focused service
	support to service						children's author, 60's	reviews have been completed,
	users is provided in						Scoop adoptee, and	and the draft findings and
	an equitable						intergenerational	recommendations were
	manner.						survivor of the	completed by the Project Team
							residential school legacy.	in late November 2021. A final
	Review job						Guest Speaker: Mary	report will be presented to
	evaluation tool as						Elliot, Atikameksheng	Senior Team by the end of
	it relates equity-						Anishinabek, Indigenous	January 2022 for discussion and
	seeking groups,						author, elder, educator	identification of next steps.
	particularly for						and supporter	·
	non-union staff.						Residential School	Commitment to Truth and
							Survivors Stories and	Reconciliation and 9 Indigenous
	Systematically						reflection-CBC Videos,	Commitments
	collect and analyze						reflections/discussions	Honouring Indigenous
	self-identifying						Closing Statements and	Commitments Committee
	data at all levels of						Reflections	completed Terms of Reference.
	staff to identify and							The development of the
	address any						Chai & Chat: Anti-Semitism	workplan has been initiated. The
	systemic barriers.						On Wednesday October 27 th , a	goal is to have a completed
							Chai and Chat was coordinated	workplan by the end of January
	Diversity, Equity						by staff with Jewish heritage and	2022.
	and Inclusion						hosted by Jess Burke from Centre	
	department/team						for Israel and Jewish Affairs	2SLGBTQ+ Workplan
	to work in						(CIJA). The Chai & Chat focused	A 2SLGBTQ+ workplan has been
	collaboration with						on building awareness and	drafted to support
	HR to review HR						education regarding anti-	implementation of the
	process.						Semitism. The Chai & Chat was	recommendations of 2SLGBTQ+
							attended by over 95 staff and	provincial report. Consultations
	Diversity, Equity						was recorded, making it	are scheduled to obtain staff
	and Inclusion						accessible for those who were	feedback on the draft workplan
	department/team						decession for those who were	over the next several months.



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	will develop						unable to attend. The need for	
	material and/or						additional discussion and	NEW Employee Resource Group:
	seek out						learning on the topic were	2SLGBTQ+
	professional						identified and a second Chai &	The Employee Resource group
	development						Chat is being planned.	has been formed and is
	opportunities that							facilitated by staff that identify as
	support the						Chai and Chat: Understanding	part of the 2SLGBTQ+
	ongoing transfer of						the Muslim Community	community.
	learning and						On November 24, 2021,	·
	change in practice						FosterLink facilitated a Chai &	Chai & Chat: Peer Support
	for all staff.						Chat presentation and	On Wednesday December 8,
							discussion, focused on building	2021, a Chai & Chat was hosted
	Diversity, Equity						awareness and helping to better	by Phil Howe. Phil Howe was the
	and Inclusion						understand the Muslim	original founder of the CAST Peer
	training						community and the challenges	Support Team and has
	opportunities						they face.	successfully supported the
	includes processes							development of Peer Support
	to identify further						Equity Focused Service Review	Teams across the sector focusing
	training needs						(Project)	on critical incident debriefing
	within the agency.						The Equity focused service	and/or psychological first aid.
							reviews have been completed,	The presentation and discussion
							and the findings and	focused on the understanding of
							recommendations are on target	trauma, compassion fatigue and
							to be provided by November 30,	the impact of organizational
							2021.	culture on staff safety and
								wellness.
							Commitment to Truth and	
							Reconciliation and 9 Indigenous	Chai & Chat: York Support
							Commitments	<u>Services Network</u>
							Honouring Indigenous	On Wednesday, January 5, 2022,
							Commitments Committee	a Chai and Chat was coordinated
							completed Terms of Reference.	to review the York Support
							The development of the	Services Network Intake process,
							workplan has been initiated. The	Bridge Coordination and



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							goal is to have the completed workplan by January 2022. New Employee Resource Group: 2SLGBTQ+ 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 the 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.	Children's Case Coordination. The discussion focused on collaborating with community partners to support the children, youth and families we work with across various sectors. Chai & Chat: Anti-Semitism — 2 The need for additional learning and discussion regarding Anti-Semitism was identified during October 2021 Chai and Chat. On Wednesday, January 12, 2021, a second Chai & Chat was coordinated by staff with Jewish heritage and hosted by Jess Burke, Centre for Israel and Jewish Affairs (CIJA). The Chai & Chat focused on building awareness and education regarding anti-Semitism. Additional OVOV Updates
							Canadian Centre for Diversity and Inclusion (CCDI) Membership 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. It is imperative that there	OVOV Race Equity Practice #3: Evaluate and monitor programs and monitor performance To address the disproportionality and reduce the number of Black youth in care at YRCAS, the DEI Department led and conducted Black children and youth in care reviews from October 2021 —



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							is ongoing support, training, and	January 2022. Next steps and
							resources provided to integrate	action activities have been
							DEI in our service delivery and	identified, and ongoing follow up
							support to staff, children, youth	will occur at scheduled meetings
							and families.	in January 2022-February 2022.
							Additional OVOV Updates	Additionally, the DEI Team completed OVOV anti-Black
							OVOV Race Equity Practice #3:	Racism meetings/file
							Evaluate and monitor programs	consultations with Children's
							and monitor performance	Service Workers and/or
							The DEI Department led and	supervisors for all Black children
							conducted Black children and	in care. An Executive Summary
							youth in care reviews from	Report of these OVOV consults
							October 2021 – November 2021	will be completed by end of
							to address the disproportionality	January 2022. This report will
							and reduce the number of Black	provide speak to the
							youth in care at YRCAS. Next	experiences, themes and
							steps and action activities were	patterns of Black children and
							identified, and ongoing follow up	youth in care, as well as
							will occur at scheduled meetings	recommendations to move
							in January 2022-February 2022.	forward in achieving equitable
								outcomes for Black children and
							OVOV Race Equity Practice #6:	youth in care.
							Engage and Educate Mandated	
							<u>Referrers</u>	OVOV Race Equity Practice #9:
							On November 23, 2021, the	Provide daily supervision ongoing
							Society partnered with York	training and supports for staff,
							Region Alliance of African	volunteers, and caregivers
							Canadian Communities,	The Diversity, Equity, and
							Dnaagdawenmag Binnoojiiyag	Inclusion Community Resource &
							Child & Family Services, and	Service Directory & the Black,
							Jewish Family and Child Services	African Canadian and Caribbean
							and offices	Services of Black community

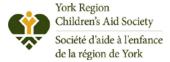
Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							to host an educational forum for mandated referrers about racism, anti-Black racism and the disproportionality 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 over representation. Over 200 participants, including community professionals, members and staff attended the forum. OVOV Race Equity Practice #9: Provide daily supervision ongoing training and supports for staff, volunteers, and caregivers On October 15, 2021, the DEI department sent out communication to all staff advising of the development of the Diversity, Equity, and Inclusion Community Resource & Service Directory & the Black, African Canadian and Caribbean	services resource, is being utilized as: a reference for staff to refer children, youth, and families to services; specifically cultural, linguistic, 2SLGBTQ+, ethno-racial and accessibility specific services. a resource tool for use during case 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 guide is being utilized when referring Black families, children and youth to services.

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							services resource, 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.	
							The directory can be utilized:	
							The directory can be diffized.	
							As a reference for staff to	
							refer children, youth, and	
							families to	
							services; specifically cultural,	
							linguistic, 2SLGBTQ+, ethno-	
							racial and accessibility specific	
							services.	
							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,	



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							children, and youth to services.	
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.	The Organization will develop feedback processes, i.e., Healthy Workplace audit as set out in L#4. HR to provide disaggregate data on complaints (employees) so as to identify racism, sexism, discrimination, etc. A process is developed to provide disaggregate data on complaints (service users) so as to identify racism, sexism, discrimination, etc.	1	See key activities.	A: CEO C: Staff; Union; Resource Parents; Foster Parent Association; Community Partners; Internal Employee Committees/ Resource Groups.	Feedback and consultation processes have been developed, documented, shared and made accessible to staff as set out in L#5, Staff Feedback and Input. Responses to feedback are provided according to established timelines. Employee resource groups have been consulted when initiating organizational change as set out in Change Management #1.		Days of Significance/Holiday Calendar 2021 On September 14, 2021, a Days of Significance Calendar for October to December 2021 was sent to all staff via email. The three-month calendar identifying observances/days of significance is a resource for staff, assisting them to keep dates in mind as they are planning with children, youth and families. OVOV Race Equity Practice #7: Establish effective internal complaint mechanisms 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 completed (end of November	Days of Significance/Holiday Calendar 2022 On December 20, 2021, a Days of Significance Calendar for January to March 2022 was sent to all staff via email. The three-month calendar identifying observances/days of significance is a resource tool, and recognition of significance/observance and holidays for staff. Highlighting the dates can help with engaging children, youth, and families, as well as an opportunity to recognize, and acknowledge significant days that are important to staff. YRCAS is encouraging all staff to highlight days that are significant to them, which may include sending all staff/department/team emails, sharing their stories or customs and ways of celebrating. OVOV Race Equity Practice #7: Establish effective internal complaint mechanisms A draft Complaint Response Reference Guide has been

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							2021), consultation from internal and external stakeholders will be undertaken. RASCI Tool Review Recognizing the value of the RASCI tool in clarifying roles, building trust and empowering staff, a recommendation to implement the use of RASCI tool was endorsed by the management team in May 2021. As part of the agency's commitment to review the implementation and use of the RASCI tool, an evaluative process regarding the implementation and use of the RASCI tool will be brought forward to the December 2021 Management Meeting for input. The evaluative findings will be collated and shared with the Management Team in January 2022.	reviewed by the DEI Department to ensure that the document reflects the Society's commitment to equitable and inclusive practices in the hearing and resolution of complaints. The document is undergoing an additional review to ensure that it embeds restorative practice principles and actions. Once this is completed, the document will be shared with internal and external stakeholders for input and actioning. Leslie Office Workspace Redesign In January 2022, the redesigned workspace on the 3 rd floor of our Leslie Street Office was completed. The workspace was designed as an inclusive space with the following features: workstations that provide accessibility options (sitting/standing, noise level, lighting etc.), a gender-neutral washroom, and a redesigned Serenity Room. Artwork, completed by several of our youth, reflecting their diversity, has been commissioned for



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
								display and adorns the walls of
								this inclusive space.

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 Inclusions 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.

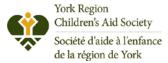
HR #6: Workload: Develop a process for assessing workload for all areas of the organization and a process through which identified workload issues can be addressed.

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.

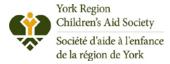
HR #10: HR Framework: Ensure that commitment to Diversity, Equity and Inclusion is integrated throughout the HR Framework.



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
HR #1: Human Resource I	Framework	<u> </u>		-				
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.	Evaluate the roles, resources and reporting structure of the Human Resource department and ensure that it is resourced to support the needs of the agency. Consult internal Employee Resource Groups as the framework is developed and implemented. Develop transparent and clear processes for staff engagement with the Human Resource department. Develop reporting process to share data collected with staff and Board of Directors.	1	Ensure equitable and inclusive practices are evident in policies, procedures and processes. HR 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.	A: CEO C: All staff; Union; Board of Directors	Staff engagement surveys, pulse surveys. Union/HR relationship. Data regarding grievances, complaints, response times and outcomes. Analysis of the demographics regarding recruitment, applications, hiring are systematically conducted.		Human Resource Department Staffing Since August 2021, there have been several staffing changes/additions to the HR department including the hiring of an HR Manager and the filling of position vacancies. These changes and additions have created an opportunity to reassign and clarify roles within the HR department. Human Resources Framework (Project) 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.	Human Resource Department Staffing The HR department is going through a leadership transition and is re-aligning roles and responsibilities, ensuring that there is an integration and focus on diversity, equity and inclusion. HR will communicate the roles and duties of the respective HR staff in an all-staff communication to be sent by the end of January 2022. Human Resources Framework (Project) -the people plan 5 year plan The HR department is re- aligning the department's focus to build trust and establish systems of credibility with all staff. The department will be facilitating strategy sessions over the next several months and will utilize the findings to inform the overall HR Framework for the organization. HR Reference Group/Staff Input

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	Consider use of a HR consultant with expertise in diversity, equity, and inclusion to conduct an environmental scan to contribute to the development of the HR Framework and reporting structure.						HR Reference Group The HR Working Group has been renamed to HR Reference Group, drafted Terms of Reference are to be reviewed by the Group. ADP Workforce Now (Project) On October 29, 2021, communication was sent to all staff to introduce stage one of Workforce Now, a cloud-based system that enhances employee life cycle activities, including a self-serve option to allow employees to access HR and Payroll information at their discretion. Once this module is live, work will begin on stage two implementation which will include an online Time and Attendance and HR Recruitment system. More details on this will be communicated to staff in the coming months. Human Resource Policies and Procedures Several HR policies have been reviewed and/or updated to meet legislative obligations.	While an HR Reference Group was being utilized to provide input to the various HR initiatives/projects, this group has been put on hold and its structure modified to align with staff feedback. The Human Resource Team will be meeting directly with agency teams/departments/Union to discuss and seek feedback on changes to policies, procedures practices. Open forums and information sessions will also be held to allow staff to have open transparent conversations to maximize the most inclusive approach. ADP Workforce Now (Project) Phase 1 of project was implemented successfully, and all agency staff can now login into Workforce Now to view HR and Payroll information. Work on the next module will span over the months of February and March 2022. The module includes an online Time and Attendance and HR Recruitmen

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							Three policies have been	system. More details on this will
							forwarded for review by the HR	be communicated to staff in the
							Reference Group.	coming months via open
								forums, information sessions,
							Workplace Census	and team meetings.
							Information from OACAS	
							regarding this RFP is expected in	Human Resource Policies and
							December 2021.	<u>Procedures</u>
								The HR department has
								prioritized reviewing/updating
								the following three policies to
								align with the agency's strategic
								needs and legislative
								obligations.
								Fair and Equitable
								Recruitment Strategy
								and Framework
								Discrimination,
								harassment, and
								workplace violence
								policy and procedure
								 Sick leave policy
								Staff will be consulted for
								feedback on these policies over
								the next three months.
								die neke in ee montils.
								Workplace Census
								OACAS is completing an RFP to
								seek support with this provincial
								initiative and the Society is



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
								awaiting information with
								respect to the next steps.
								There's been a delay in
								conducting workplace census
								due to shifting priorities brought
								by the pandemic and strategic needs.
HR #2: Diversity, Equity a	and Inclusion							
See Diversity, Equity and								
Inclusion Section of Work								
Plan.								
HR #3: Wellness Framew	ork							
The Society's HR	Conduct a review	3	Ensure	A: CEO	Staff retention data.		Peer Support Team	Wellness KPIs
Framework includes a	of all wellness		equitable and	C: All staff;			The Society's Peer Support	The HR department is
wellness strategy that is	activities and		inclusive	Union; Board	Exit/Stay interview		Team has refreshed its	identifying key performance
resourced to prioritize	explore		practices are	of Directors	results.		membership, all of whom have	indicators focused on staff
wellness promotion,	opportunities for		evident in				been trained to support agency	wellness to determine areas for
prevention, and	enhancement.		policies,		Staff engagement		staff. Peer support is a peer-to-	improvement and staff need.
intervention for all staff.			procedures		surveys.		peer consultation or defusing/	Proposed KPIs include but are
	Review data		and processes.				debriefing session available for	not limited to: # of
	gathered from				Compensation		all staff immediately following a	grievances/resolved grievances,
	audit tools (see		Identify		review.		work-related critical incident.	turnover rate, average sick time
	C#2, Healthy		barriers and				The team utilizes the Jefferey T.	overtime, referral hiring, 'time
	Workplace Audits)		ensure		Estoppel review will		Mitchell model of Critical	to fill' job vacancies, staff
	to measure the		equitable		be reported to		Incident Stress Debriefing and is	complaints, EAP usage. HR is
	health of the		access to		agency and Board of		available to support staff	working in alignment with phase
	workplace.		benefits for union and		Directors.		through critical incidents, including:	2 of the ADP Workforce project over the next 3-6 months to
	Conduct a review		non-union				Client death or serious	develop reporting mechanisms.
	of Estoppels that		staff.				illness	
	were issues in 2019						Threat to staff or	
	in addition to						agency/building	Chai & Chat: Peer Support

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	recent changes to benefits.						 Assault to staff Media involvement/inquest in a case Harassment in the workplace by a client Lawsuit-statement of Claim-staff named Major disaster Death or Serious illness of a Staff member Assistance with Death Notification Anytime a staff member's ability to cope or process a specific work-related event has been overwhelming or significant to their daily functioning. Lifeworks Lifeworks provided by the agency's EAP Provider, Morneau Shepell is available to all staff. Lifeworks provides information to support self-care practices. 	On Wednesday December 8, 2021, a Chai & Chat was hosted by Phil Howe. Phil Howe was the original founder of the CAST Peer Support Team and has successfully supported the development of Peer Support Teams across the sector focusing on critical incident debriefing and/or psychological first aid. The presentation and discussion focused on the understanding of trauma, compassion fatigue and the impact of organizational culture on staff safety and wellness.
HR #4: Hiring Processes								



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
The Society has equitable recruitment, hiring and	Review recruitment, hiring,	1	Ensure equitable and	A: CEO C: All Staff;	Disaggregated data for all hires and		Recruitment and Hiring Process (Project)	Recruitment and Hiring Process (Project)
recruitment, hiring and promotion practices that are transparent and clear.	recruitment, hiring, promotion practices and tools to ensure they are transparent, fair, open and free of bias or favoritism in consultation with Diversity, Equity and Inclusion subject matter expert. Provide mandatory Diversity, Equity and Inclusion training for all HR and hiring supervisors/manag ers/directors that includes instruction on how to recognize and						The process map of the current recruitment workflow was completed; and a draft of the re-designed process has been developed. The Reference Group has received the Hiring Process and project plan and draft recruiting process workflow and invited to provide feedback. Workplace Census Information from OACAS regarding this RFP is expected in December 2021.	(Project) HR is piloting a standardized best practice approach to talent acquisition and has developed a draft road map to enhance the candidate selection process. This approach will align with the HR framework process that is in development and feedback will be sought over the next three months. Workplace Census OACAS is completing an RFP to seek support with this provincial initiative and the Society is awaiting information with respect to the next steps. There's been a delay in conducting workplace census due to shifting priorities brought
combat unconscious, implicit, overt, prejudicial and other kinds of Develop an interview tool encompasses b	combat unconscious, implicit, overt, prejudicial and any other kinds of bias.		Monitor and analyze data to identify any potential systemic barriers to advancement. Identify and plan to					by the pandemic and strategic needs.

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	value-based		address					
	indicators.		barriers with					
			respect to					
	Explore a		recruitment,					
	workplace census		applications,					
	to collect data on		hiring.					
	the demographics							
	of the agency.							
	Explore the use of							
	an applicant							
	tracking							
	mechanism to							
	gather and report							
	on demographics.							
HR #5: Performance Man	agement							
The Society has	Review and update	3	Ensure	A: CEO	Completion of			
implemented a knowledge	the performance		equitable and	C: All staff;	probationary and			
and competency-based	review process to		inclusive	Union	regular performance			
performance review	ensure that it is		practices are		appraisals.			
process that is aligned with	equitable and		evident in					
the organization's priorities	inclusive.		policies,		Qualitative review of			
and values that evaluates			procedures,		performance			
and supports the	Develop and train		and processes.		appraisals.			
development of skills,	all staff regarding							
behavior and goals.	the performance		Equitable and					
	review process.		inclusive					
	Fotoblish a magnifer		competencies					
	Establish a regular,		are embedded					
	consistent,		and measured					
	transparent, cycle for performance		in					
	Tor periormance		performance.					

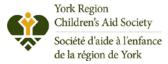
Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	appraisals across		All staff to					
	the organization.		have					
			knowledge					
	Review and update		and					
	the Supervision		understanding					
	Framework to		and specific					
	ensure that it		training					
	supports the		regarding the					
	performance		impact of					
	review process and		unconscious					
	demonstrated		bias/racism/st					
	understanding and		ereotypes etc.					
	engagement in		in					
	equity and		performance					
	inclusive practice.		review.					
	Establish a clear							
	progressive							
	discipline policy							
	that is							
	communicated to							
	all staff that							
	provides the							
	opportunity for							
	performance/beha							
	vior to be improved							
	upon or corrected.							
	Establish HR role							
	and responsibilities							
	in the performance							
	review process.							
	TEVIEW PIOCESS.							



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
HR #6: Workload		-		-	<u> </u>			
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.	A systematic and equitable workload assessment process for all job functions in the organization to be actioned. Consult with OACAS to explore and identify any resources or expertise available. Leaders in the organization to receive training and support to recognize and address workload inequities, budgeting etc. Establish a work assignment process to ensure work assignment is equitable and inclusive and supported by a transparent sharing of data.	1	Ensure equitable and inclusive practices are evident in the continual assessment of workload and assignment of work.	A: CEO C: All Staff; Union; Board of Directors if additional budget requirements are identified.	Workload assessment results utilized to develop a response plan.		Workload (Project) 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. In collaboration with key stakeholders and the senior team we will work to identify key project indicators and project scope that would be consistent with both reviews once a consultant has been identified. We anticipate that the process could take 2-3 months to procure an appropriate consultant.	Workload (Project) A Request for Proposal (RFP) was posted on January 21, 2022, to invite bids and submissions to support this project. It is anticipated that the agency will have a signed contract by the end of February 2022. The project leads also met to review those who expressed an interest in participating as part of the Workload Assessment Stakeholder Group. The members of the group will be identified and communicated to all staff by the end of January 2022.



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
HR #7: Training	Staffing levels are adequately resourced to support the needs of the agency.							
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.	Develop and implement a learning and development strategy for all staff that aligns with legislated mandate, organization and sector priorities and identified learning and development needs of staff. Review and update policies related to training and development. Training and development are adequately resourced. Onboarding of new staff must include sector and	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	A: CEO C: All Staff; Union; Community Partners	Training matrices; Training attendance.	Equity Training: While the training is provided by OACAS, the time cost is significant: 3 days x 285 staff.	Equity in Child Welfare training Fall sessions of Equity in Child Welfare Training were completed for non-management staff. Sessions took place on:	Learning Opportunities Chai & Chat: Peer Support On Wednesday December 8, 2021, a Chai & Chat was hosted by Phil Howe. Phil Howe was the original founder of the CAST Peer Support Team and has successfully supported the development of Peer Support Teams across the sector focusing on critical incident debriefing and/or psychological first aid. The presentation and discussion focused on the understanding of trauma, compassion fatigue and the impact of organizational culture on staff safety and wellness. Chai & Chat: York Support Services Network On Wednesday, January 5, 2022, a Chai and Chat was coordinated to review the York Support Services Network Intake process, Bridge Coordination and Children's Case



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	organizational priorities.		organization and with community partners. Onboarding of new staff must 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.				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:	Coordination. The discussion focused on collaborating with community partners to support the children, youth and families we work with across various sectors. Chai & Chat: Anti-Semitism – 2 The need for additional learning and discussion regarding Anti-Semitism was identified during October 2021 Chai and Chat. On Wednesday, January 12, 2021, a second Chai & Chat was coordinated by staff with Jewish heritage and hosted by Jess Burke, Centre for Israel and Jewish Affairs (CIJA). The Chai & Chat focused on building awareness and education regarding anti-Semitism. Legal Clinic: Death and Serious Bodily Harm Training (Ombudsman) An informational legal clinic was organized on Monday, January 17th, 2022, with the Office of the Ombudsman of Ontario. Investigators for the Ombudsman's Office, Eileen Laffey, James McGuirk, and Connie Hansenberger hosted

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							reflection-CBC Videos,	the forum, providing
							reflections/discussions	information regarding the
							 Closing Statements and 	legislated mandate of the
							Reflections	Ombudsman's Office and the
								requirement to report child
							Legal Clinic: Contact Log	deaths and incidences of serious
							A two-part Legal Clinic was held	bodily harm reporting. An
							on October 18 th and 25 th , 2021	informational/tip sheet was
							with respect to contact logs in	distributed to staff prior to the
							CPIN, that was very well	clinic. Following the clinic, the
							attended by over 120 staff. The	agency policy and procedure
							clinic was facilitated by a panel	and Business Harmonized
							of internal subject matter	Practice, related to Ombudsman
							experts in the areas of CPIN,	reporting, was re-shared with all
							Equity, Signs of Safety, Legal and	staff via email.
							Privacy to provide their	
							perspectives on what was	2021 Online International Signs
							necessary to create a good	of Safety Gathering
							contact log that the voice of the	On November 30 –December 2,
							child was clearly captured and	2021, 15 members of the
							effectively documented. A	Management/Senior Team
							Contact log handbook will also	attended the online
							be provided to staff with	International Signs of Safety
							responses to their concerns and	Gathering. Attendance was
							worries.	aimed to build an enhanced
								understanding of the principles,
							Chai & Chat: Anti-Semitism	concepts and application of the
							On Wednesday October 27,	signs of safety model (SOS)
							2021, a Chai & Chat was	within child welfare and to
							coordinated by staff with Jewish	support further agency
							heritage and hosted by Jess	discussion regarding full system
							Burke from Centre for Israel and	implementation of SOS.
							Jewish Affairs (CIJA). The Chai &	

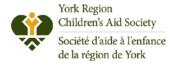
Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
			Inclusion				Chat focused on building awareness and education regarding anti-Semitism. The Chai & Chat was attended 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. 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. 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,	Additional opportunities for staff to attend Signs of Safety focused training occurred throughout 2021. 360 Family Engagement Training Between February 7 and March 7, 2022, 5 – ½ day training sessions are scheduled as part 2 of the 360 Family Engagement Training hosted by Family and Children Services of Waterloo. Training is 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.
							Equity, and Inclusion leadership	

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							Team. The purpose of this	
							training was to support	
							management to integrate equity	
							and inclusion in their leadership	
							practice.	
							Training: Let's Take Action:	
							Daring to Do™ Child Welfare	
							On November 10, 17, & 24,	
							2021, 26 staff attended the <i>Let's</i>	
							Take Action: Daring to Do Child	
							Welfare 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.	
							Chai & Chat: Adoption	
							Awareness Month	
							On November 10, 2021, a Chai	
							& Chat was hosted in wake of	
							Adoption Awareness Month.	
							Staff and adoptive families	
							shared information and	
							expressed appreciation for the	
							diligent ongoing work required	
							to support children and youth	
							through the adoption process	

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update - February 2022
							and to find and support adoptive families.	
							360 Family Engagement Training	
							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.	
							Legal Clinic: Bill C-92 On November 22, 2021, agency counsel facilitated a legal clinic for all staff regarding what child 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.	



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
HR #8: Complaint and Wh	nistleblower Process	es		<u>'</u>	-			
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.	Review and update related policies and develop and implement clearly outlined steps, tools, training, and escalation options to ensure that all staff have mechanisms to safely identify concerns. Consider a pulse survey to seek staff feedback regarding current climate and recommendations for resolution processes. Explore alternate dispute resolution processes. Explore engagement of an external ombudsman service for whistle-blower complaints to establish trust in the process.	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.	A: CEO C: All Staff; Union; Board of Directors	Annual evaluation of organizational complaints with disaggregated data communicated to agency and Board of Directors.	Ombudsman Service: No cost estimate is yet available. The 2021/22 budget projection includes an estimate for all work plan associated costs.	Healing and Restoration On October 19, 2021, Agapi Gessesse and Farheen Khan of Gessese Consulting and FSK Associates attended an all staff meeting to advise of the completion of Phase 1 of the Healing and Restoration Project. Phase 2 includes analyzing the data, providing recommendations, and implementing strategies to facilitate healing and restoration for all staff. 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. 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.	Healing and Restoration The healing and restoration process is in Phase 2: Action Plan, which includes analyzing the data, providing recommendations, and implementing strategies to facilitate healing and restoration. Employee Engagement Survey The agency is working with Loft Consulting to develop a staff engagement action plan.



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
HR #9: Other HR Policies	•	-	<u>'</u>	<u>'</u>				
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.	Review and update all HR policies, procedures and practices to ensure alignment with legislation and organization's values/priorities. Create new policies and procedures as required to address the issues identified in the workplace cultural assessment of the Operational Review 2020.	3	Ensure equitable and inclusive practices are evident in policies, procedures, and processes.	A: CEO C: All staff; Union	Policy revisions reflect embedding of diversity, equity, and inclusion, are aligned with legislation and are systematically reviewed.		HR Policy Review Several HR policies have been reviewed and/or updated to meet legislative obligations. Three policies have been forwarded for review by the HR Reference Group. Organizational Policy and Procedure Review (Project) This project is awaiting the hiring of 2 Policy Analyst/Writers. The hiring process is underway with interviews scheduled in mid to late November 2021.	Organizational Policy and Procedure Review (Project) As of January 4, 2022, two Policy Advisors/Writers are in place to commence the work of reviewing organizational policies and procedures. Local reference teams in the various areas of the organization will be established to support this work, ensuring that policies and procedures are reflective of provincial/federal legislation, directives, standards, agency and sector priorities, including our commitment to diversity, equity and inclusion. A policy management system will be implemented to ensure that policies and procedures are appropriately disseminated, reviewed and actioned Several HR policies have been identified as requiring priority in their review and development. These include: Fair and Equitable Recruitment Strategy and Framework



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
								 Discrimination, harassment, and workplace violence policy and procedure Sick leave policy Staff will be consulted for feedback on these policies over the months of February and March.
HR #10: HR Framework								
See HR #1 and the Diversity, Equity and Inclusion Section.								

<u>Culture</u>

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.

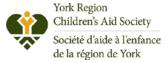
C #3: Issue Resolution Process: Develop and incorporate a staff issue resolution process whereby issues can be raised and resolved at the lowest level in the Society without fear.

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
C #1: Restoration and He	ealing	-						
Processes are established	Develop processes	1	Selection for	A: CEO	Healthy Workplace	Gessesse and	Healing and Restoration	Healing and Restoration
for internal restoration	for supervisors and		third party will	C: HR;	audit measures.	Farheen	On October 19, 2021, Agapi	The healing and restoration
and healing including safe	senior team to		prioritize	Diversity,		Khan of	Gessesse and Farheen Khan of	process is in Phase 2: Action
environments for	examine operational		expertise and	Equity and		Gessese	Gessese Consulting and FSK	•



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
restorative conversations and addressing difficult issues between staff at all levels, with the goal to build a supportive, inclusive, and equitable organization conducive to collaborative work and learning.	review and critically reflect on and align their leadership approaches and behaviours. In consultation with staff at all levels, develop plans for, and engage in, restorative process(es) that maintain safety of all participants (e.g., talking circles, group conferencing, peer support). Consider engaging third part(ies) to lead/facilitate processes (e.g. consultant, community partners) Transparent and timely communication in relation to all organizational and work plan activities.		skill in DEI and Anti-Black Racism.	Inclusion team; staff; Union.	Diversity, Equity and Inclusion organizational plan, OVOV plan measures. Mechanism to measure relationship between Union and management. See HR Wellness Measures.	Consulting and FSK Associates	Associates attended an all staff meeting to advise of the completion of Phase 1 of the Healing and Restoration Project. Phase 2 includes analyzing the data, providing recommendations, and implementing strategies to facilitate healing and restoration. 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.	Plan, which includes analyzing the data, providing recommendations, and implementing strategies to facilitate healing and restoration.

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
C #2: Healthy Workplace	Audits		<u>-</u>	-	-			
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.	Identify criteria for measuring organizational health, audit frequency, and methods to promote confidentiality and full staff engagement. Develop and implement audit tools to measure the health of the workplace including a baseline audit as a first priority followed by the development of a full on-going audit. Implement a process with timelines to communicate results and develop action plans. An action plan for external quality audits will be considered.	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 and diversity and inclusion objectives.	A: CEO C: HR; Diversity, Equity and Inclusion team; staff; Union	Measures to be determined based on identified tools and criteria. Disaggregated data for all groups.			



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
C #3: Issue Resolution Pr	ocess							
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:

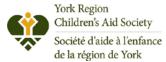
G #1: The Board conduct a full review of its governance structures to ensure these structures are designed to properly hold senior staff accountable to the strategic plan of the Society;

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	Key Activities	Priority 1,2,3	Diversity, Equity and	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
			Inclusion					
G #1: Review of Governa	ance Structures							
The Board holds senior	A full review of	1	The revised	A: Board of	Information	The 2021/22	Governance Review	Governance Review
staff accountable to the	governance		Strategic Plan	Directors	provided to the	budget	The Institute on Governance	The Institute on Governance
strategic plan.	policies and		will ensure	S: Board; staff	Board covers all	projection	(IOG) continues to provide	(IOG) continues their work with
	structures is		integration of	C: staff;	aspects of	includes an	consultation to the agency's	the Board and has been assisting
	undertaken with		diversity, equity	service users;	organizational	estimate for	Board of Directors ensuring that	them to review and align their
	support of an		and inclusion.	community	performance.	all work plan	they have the information that	governance structure. As part of
	external			partners;		associated	they need to establish the	this work, the Board has
	consultant.		The Board	external	Board development	costs.	governance structure and	adopted IOG's recommendation
			regularly	expert on	plan is established		policies that will support them in	to form an IDEA Committee o
	The Board will		receives	board	and followed.		their role. A board IDEA	the board focused on Inclusion,
	ensure that its		information that	governance			Committee (Inclusion, Diversity,	



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	committee		supports its				Equity and Anti-Racism) is in	Diversity, Equity and Anti-
	structure supports		oversight of				formation and draft policies	Racism.
	the Board's		organizational				have been created, including a	
	oversight of		progress to				policy that outlines the roles and	IOG has surveyed the Board to
	service, human		address				responsibilities of the CEO in the	identify training needs and did
	resources,		racism/anti-				oversight work of the board.	deliver IDEA focused training to
	diversity, equity		black racism.				Also, over the past two months,	the Board in December 2021.
	and inclusion,						the board members have	
	organizational		The Board has				completed a survey to inform	IOG is further supporting the
	wellness and		established a				their learning and development	Board in their review and
	finance.		Diversity, Equity				priorities.	updating of by-laws, policies an
			and Inclusion					the development of a
	The Strategic Plan		Committee to					mechanism for evaluation of th
	will be reviewed		oversee the					CEO position.
	and refreshed in		integration of					
	2021.		diversity, equity					
			and inclusion					
	Key performance		into all policies,					
	indicators are		procedures and					
	confirmed and		·					
	included in the		practices.					
	Board's dashboard.							
			The Board					
	The Board will		ensures that the					
	ensure that it has a		orientation of					
	development plan		new board					
	so as to enhance its		members					
	capacity to govern,		includes training					
	such as what is		regarding					
	provided through		diversity, equity					
	the OACAS		and inclusion					
	governance		and that board					
	resources.		development					
			regularly					



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
G #2: Feedback Strategy The Board has a robust feedback strategy and monitors all aspects of organizational health.	The Board will partner with the senior team to develop and implement an employee engagement survey process that systematically assesses employee engagement and review the findings. The Board regularly conducts a 360 evaluation of the CEO and supports 360 evaluations of key management staff.	1,2,3	Inclusion includes refresher training for all board members. The feedback strategy will include the 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	A: Board of Directors S: Board; staff C: staff; service users; community partners; external expert on board governance	Performance appraisal of CEO is conducted as required by policy. Employee engagement data is reviewed. Complaint data is reviewed.		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. Governance Review 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	Each Board Committee is supported by a member of the Senior Team who is present to provide information to the Board and answer questions. The Board has expressed interest and concern for staff wellbeing. Employee Engagement Survey The agency is working with Loft Consulting to develop a staff engagement action plan.
	The Board regularly reviews and updates the key performance measures upon which it relies for its governance.		(both employee and service user) is disaggregated.					



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	The Board regularly reviews complaint data.							
	The Board supports engagement of an external ombudsperson to ensure staff safety for whistleblower complaints.							

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.

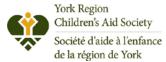
CM #2: Communications Plan: Develop a transparent, open and structured communications plan.ds to become a key component of all change management initiatives. In addition, regular channels for communicating to staff, the union executive and to community partners need to be developed collaboratively to ensure an open and transparent4 environment is both created and modelled.

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
			Inclusion					
CM # 1: Change Managen	nent Strategy and Pl	lan						
The Society has adopted a	Select a change	1	Ensure that	A: CEO	Staff survey and/or			Change Management
clear change management	management		change	C: Staff;	Focus Group			<u>Framework</u>
framework for each	framework that	To be	management	Union;	findings.			The Project Oversight
significant initiative that	supports the	complet	framework	Internal				Steering Committee has
identifies the change being	inclusion of diverse	ed by	includes a	Employee				identified the need to
made, organizational	voices; provide	April 30	variety of	Committees/				ensure that the change
readiness, rationale,	training and		learning					management framework



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
timeframes,	support for		opportunities/m	Resource				and tool is referenced and
accountabilities, supports	implementation.		ethods to	Groups;				utilized. The framework
and resources, and metrics.			support	Community				and tool will be reviewed
	Develop tools to		different	Partners;				by the POSC during
	support the		learning	Board of				February 2022 meeting
	implementation of		styles/strengths	Directors				and will also be highlighted
	the change							during discussions with the
	management							Management and Senior
	framework.							Team in January/February
								2022.
Resources are in place to	Develop a process	1	Application of	A: CEO	Approved Project	Project	Project Oversight Steering	Project Oversight Steering
support the review,	to demonstrate		diversity, equity	C: Staff;	Plans.	Coordinator	Committee (POSC)	Committee (POSC)
prioritization, and	that the pace and		and inclusion	Union;		position is	The Project Oversight Steering	The POSC has been in place
coordination of all current	volume of change		lens required	Internal	Updated Terms of	under	Committee is in place. Terms of	for 9 months and will be
and new initiatives in the	is achievable		when	Employee	Reference for	consideration	Reference, Co-chairs and	reviewing its Terms of
organization.	before initiating		establishing	Committees/R	Committees/		monthly meeting dates have	Reference during their
	new projects;		agency	esource	Workgroups.		been established, supporting	February meeting to
	ensure projects		priorities.	Groups;			the POSC to provide oversight	ensure that all members
	and initiatives are			Resource	The outcome of		to the review, prioritization and	are in agreement and
	adequately			Parents	each project will be		coordination of new projects	alignment with the
	resourced and align				measured against		and initiatives within the	purpose and key functions
	with the Society's				the scope and		organization.	of the group.
	Strategic Plan (i.e.,				deliverables			
	staffing, budget).				established at the		Expressions of interest	Operational Review
					beginning of the		Between October 1 and	Workplan updates
	Identify criteria to				project and		November 30, 2021, calls for	Operational Review
	determine when a				recognition of key		expressions of interest have	Workplan updates were
	change				successes and		been posted seeking diverse	shared with the Project
	management				future learning		membership on a variety of	Oversight Steering
	process is required.				opportunities		agency forums including:	Committee on January 14,
					reported for each		Advisory Group -	2022. The workplan draft
	To determine				project and or		Resource Parent and	was posted for all staff
	priorities, map all				committee/		staff relationships	review and input on
	current and				workgroup.			January 21, 2022.

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	upcoming projects, committees, workgroups, training, Ministry Directives etc. to assess the relevance and importance of the initiative, resources required, time commitments etc. Review purpose and outcomes and update Terms of Reference for all Committees/ Workgroups. Ensure resources with proper authority are in place to support the project/initiative; project Champion(s) to be identified. Consider allocating resources to a create an internal <i>Project Oversight Steering</i>						 2SLGBTQ+ Employee Resource Group Workload Review Project Team French Language Services Implementation Project COVID-19 Subgroup Data Management Committee Service and Technology Committee 	Expressions of Interest No expression of interest requests for committee/work group or project teams were sent during December 2021 and January 2022. Due to identified workloat issues because of a numb of factors (I.e. staffing, COVID-19 pandemic), Senior Team is reviewing all areas of work/initiative that can be paused for a period without compromising direct service to children, youth and families. This plan will be communicated to all staff during the week of January 24, 2022.



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	Committee to							
	support the							
	review/							
	prioritization/coord							
	ination and							
	communication of							
	current and new							
	projects/initiatives.							
CM #2: Communications								
The Society's	Мар	1	Community	A: CEO	Agency initiatives,		Manager of Communications	Manager of
communication plan is	communication		engagement	C : Diversity,	directions, their		A recruitment process to hire a	Communications
foundationally built on	plan to ensure and		strategy in	Equity and	context and		Manager of Communications	A recruitment process to
engagement of internal	improve two-way		collaboration	Inclusion	rationale, and why		continues. This process has	hire a Manager of
staff and external	communication		with Diversity,	team; Staff;	certain information		been ongoing since May 2021.	Communications
stakeholders. The	with staff, Union		Equity and	Union;	is not available is			continues. First round of
Communication Plan	Executive, service		Inclusion and	Volunteers;	shared with all		Communication Strategy	interviews took place in
reflects commitment to	partners and other		Service Delivery	Resource	staff.		2021 Communication Strategy is	January 2022.
transparent, open, and	external		Model.	Parents;			accessible to all staff via	,
structured	stakeholder groups			Community	Evaluation of		Intranet. YRCAS follows the	Communication Strategy
communications aligned	using effective and			Partners;	communication		communication plan which	The agency's
with the agency Strategic	diverse mediums,			Media	plan to assess that		intends to:	Communication Strategy
Plan and sector priorities.	venues and				the outcomes of		Support ongoing, clear,	will be reviewed for 2022
Communication planning is	channels that are				the communication		consistent communication to	to ensure it is responsive to
incorporated into all	collaboratively				plan are met (i.e.,		staff and other stakeholders	feedback gathered from
change management	identified.				staff and		Support staff learning, share	staff through a variety of
initiatives, projects and					stakeholders report		successes, positive results	forums over the past
decision making.	Review and				that transparency		Support the agency's	several months.
	establish				and timeliness of		rebuilding efforts to establish	
	mechanisms for				information		trust among staff	Agency Newsletter
	staff engagement.				sharing is		 Connect and engage with 	The development of an
	See also Leadership				improved).		external stakeholders	agency newsletter is in the
	#5, Diversity Equity						Establish feedback loops	consultation phase. Staff
	and Inclusion #2							will be consulted about



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	and Human						Staffing Announcements	effective internal
	Resources #8.						HR continues to use the process	communications before
							and guidelines established with	implementing a newslette
	Build capacity of						DEI and Communications for all	
	staff throughout						staffing announcements.	Website Update (Project)
	the agency to							The development of a new
	deliver effective,						Agency Newsletter	agency website is in the
	transparent						The development of an agency	execution phase with a
	communication in						newsletter is in the planning	launch target date
	a timely manner.						phase with a launch target date	deferred to February 2022
	,						deferred to January 2022 due to	Content for the new
	Ensure						competing priorities and limited	website is being developed
	communication						resources. In the meanwhile,	and reviewed. Policy and
	plan and strategies						internal and external	procedure for updating the
	are adequately						stakeholders will be consulted	new website is in planning
	resourced (i.e.,						to obtain feedback and	phase. RC Design will
	staffing, budget) to						suggestions on the Newsletter.	provide training for staff
	ensure effective							who will help
	communication.						Website Update (Project)	maintain/update the new
							The development of a new	site in February 2022.
							agency website is in the	
							execution phase with a launch	Use of social media, All
							target date deferred to January	Staff Meetings, and COVID
							2022. Agency staff with	<u>Updates</u>
							knowledge and expertise in	The agency continues to
							various areas reviewed and	leverage weekly COVID
							developed content for various	Updates and twice-
							site pages. RC Design will enter	monthly Staff Meetings to
							the content from these pages to	share information and
							beta website. Policy and	engage with staff. In
							procedure for updating the new	November 2021,
							website is in planning phase.	Communications
								Coordinator launched
								"Good News Stories" to



Outcomes/Deliverables Key Activit	es Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
						Use of social media, All Staff Meetings, and COVID Updates The agency is following its communication when using social media, engaging with staff via all staff meetings, and regularly shares COVID Communication updates.	close every Staff Meeting, which has boosted staff engagement and employee morale. Communications continues to leverage social media to share information with external stakeholders, with increased followers each month on all social media

MINISTRY REVIEW OF COMPLIANCE AND SERVICE DELIVERY ISSUES

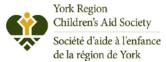
Intake and Assessment

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.

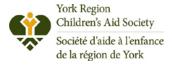
S #2: The ministry recommends that the society review a larger sample of investigations completed with no further protection concerns related to referrals that are coded as child exposure to partner violence to determine if a less intrusive approach could be used to mitigate risk.

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	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
The society demonstrates compliance with the Ministry's Fast Track/CPIN Policy Directive. Policies, processes and practices are in place to ensure that record checks are completed in accordance with the Ministry's Fast Track/CPIN Policy Directive. The society is in compliance with Part X including those for addressing unauthorized collection, use or disclosure of personal information under section 308 of the CYFSA. The society has conducted a review of investigations completed with no further protection concerns related to referrals that are coded as child exposure to partner violence to determine whether a less intrusive approach could be used to	 Communicate with all staff that all use of Fast Track outside the parameters of the Policy Directive is not permitted. Conduct a review of record check policies, processes and practices of all services and programs that currently conduct record checks to ensure alignment with Directive. Update policies, procedures and processes as necessary; share policy, procedure and process updates with all staff and include relevant record check policies, processes and practices in the Onboarding of all new staff. 	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.	A: Director of Service R: Service Supervisors C: Staff; Union; Community Stakeholders	Compliance with Part X requirements measured via privacy breach data. Compliance with Child Protection Standards measured via Quality Improvement Plan. Measures for file reviews to be determined based on identified criteria for review.		Compliance with Fastrack Directive: Following consultation with the Information & Privacy Commissioner of Ontario (IPC), further review was completed by the Society's Privacy Officer, Directors of Service and Legal counsel. A decision was made that no further reporting to the IPC was required. Considerations involved in this decision included, the intent and the impact, that the intention for completion of the record checks was previously grounded in child safety efforts supported by our legislation, as well as to meet mandated reporting obligations and identified minimal impact to the individuals occurred given the information was utilized internally only. Focus in this area is now complete. This was communicated to MCCSS October 4, 2021, reiterating that there has been a total ceasing of this practice. The Society's focus on this area has now concluded.	CAS/VAW Training New joint training dates for CAS staff and our VAW partners have been confirmed for Jan. 26-27 and Feb. 8-9, 2022. Our VAW partners have been made aware of the new dates and are confirming attendance. Workload (Project) A Request for Proposal (RFP) was posted on January 21, 2022 to invite bids and submissions to support this project. It is anticipated that the agency will have a signed contract by the end of February 2022. The project leads also met to review those who expressed an interest in participating as part of the Workload Assessment Stakeholder Group. The members of the group will be identified and communicated to all staff by the end of January 2022. VAW Situation Table Participation in this forum has continued with scheduling of a meeting in January 2022 to include a Protection Supervisor



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
mitigate risk going	Conduct a review						File Reviews (Project)	VAW committee to participate
forward.	of known						The service file reviews have	in presenting a case where
	instances						been concluded. While an	CAS/VAW/Police interactions
The society has	whereby Fast						implementation plan to address	could be enhanced.
implemented a less	Track/CPIN was						the recommendations was to be	
intrusive approach to	utilized in						communicated to staff in	File Reviews (Project)
assess risk in cases of DV	contravention of						November 2021, a decision to	The service file reviews have
where such an approach is	the Directive.						await the recommendations of	been concluded. While an
supported by evidence-	Comply with						the subsequent Equity File	implementation plan to address
based practice/VAW	reporting						Reviews has been made.	the recommendations was to be
sector.	requirements for						Recommendations arising from	communicated to staff in
	breaches of						the Equity File Review are	November 2021, a decision to
Society staff actively	privacy.						expected at the end of	await the recommendations of
engage in safety planning	Establish criteria						November and a combined	the subsequent Equity File
when domestic violence	and indicators for						workplan to address all file	Reviews was made. The Equity
may be a concern.	file review;						review recommendations will	File Review Report is in draft.
	conduct a file						be communicated to all staff in	Once completed, workplan to
The society has active,	review and						early January 2022.	address the combined
collaborative partnerships	implement							recommendations will be
with the region's VAW	recommendations						CAS/VAW Training	developed and communicated
service providers;	arising from						Due to unforeseen	to staff.
Collaborative Response	review.						circumstances, the training	
Protocol is current and	Consult with VAW						dates in October 2021 have	Organizational Policy and
guides decision making	sector for						been postponed to the week of	Procedure Review (Project)
with respect to child	advice/expertise						January 24 and February 7,	As of January 4, 2022, two
exposure to partner	and seek input						2022.	Policy Advisors/Writers are in
violence.	from the child							place to commence the work of
	welfare sector						CAS/VAW Collaborative	reviewing organizational
When legislated timelines	regarding						Protocol & Community	policies and procedures. Local
for transferring cases to	alternate						<u>Partnerships</u>	reference teams in the various
ongoing family services	approaches;						The CAS/VAW Collaborative	areas of the organization will be
cannot be met,	implement best						Protocol has been updated and	established to support this
supervisory approved	practice						is available for reference by all	work, ensuring that policies and
	<u>'</u>							procedures are reflective of



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
departures from <i>Child</i>	strategies and						staff on the YCAS VAW	provincial/federal legislation,
Protection Standards will	tools.						Resources Teams Channel along	directives, standards, agency
be documented in contact	The Society will						with OACAS Critical Connections	and sector priorities, including
logs, with rationale for the	actively work to						Guide, a best practice reference	our commitment to diversity,
departure captured.	establish collaborative						document.	equity and inclusion. A policy management system will be
	partnerships with						6	implemented to ensure that
	the region's VAW						Specific to our collaboration	policies and procedures are
	service providers;						with the VAW sector, the	appropriately disseminated,
	Collaborative						following meetings are	reviewed and actioned.
	Response Protocol						occurring:	
	to be reviewed							
	and utilized by						CAS/VAW Collaboration table	
	society staff to						Meetings every two months	
	guide decision						inclusive of VAW Sector	
	making with						Executives and YRCAS Internal	
	respect to child						VAW Co-Chairs, Equity Practice	
	exposure to						Specialist, Manager of Service –	
	partner violence.						information sharing/program	
	Liaise with York						updates	
	Region Violence							
	Against Women						CAS/VAW Collaboration table –	
	Coordinating						Front Line	
	Committee to						Meet every two months	
	coordinate staff						inclusive of VAW Sector Front	
	training.						Line Staff and Internal VAW	
	Service						Committee members –	
	supervisors and						information sharing, discussions	
	staff to review						regarding role clarity	
	Child Protection						-	
	Standards #5:						Situation Table	
	Concluding a						Opportunity for discussion and	
	Child Protection						collaborative problem solving of	
	Investigation.							

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	 Identify barriers to completing case documentation. Identify strengths and barriers to meeting this Child Protection Standard and if identified and implement processes to support consistent and continuous service delivery during transfer process. Review case documentation requirements and assigned responsibility for completion to ensure documentation requirements are met. 						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. Organizational Policy and Procedure Review (Project) This project is awaiting the hiring of 2 Policy Analyst/Writers. The hiring process is underway with interviews scheduled in mid to late November 2021.	



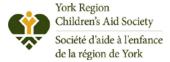
Ongoing Family Services

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	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
The society's Supervision	Review the	2	Ensure equitable and	A: Director of	Compliance		Robust Conferencing Model	Robust Conferencing Model
Framework supports	Practice of		inclusive practices are	Service	with Child		The existing case conferencing	Project Leads have been
caseworkers to embed the	Supervision:		evident in policies,	R: Service	Protection		mechanisms remain available	identified to support the
service delivery model	Framework and		procedures and	Supervisors	Standards		with discussions continuing	development of a robust
into practice.	Guidelines and its		processes.	C: Staff; Union	measured via		with respect to the timing of a	conferencing model that will
	application.				Quality		review in this area.	align with our service
The society has conducted	Establish criteria		To engage in practice		Improvement			principles, service model and
a review of ongoing family	and indicators for		that is equitable and		Plan		<u>Learning Labs</u>	best practices, outline
service files to determine	review; conduct		inclusive, critical self-				As part of a practice focused	processes, such as referral,
if the current supervision	review;		reflection and self-		Supervision		learning series, the 5 th and 6 th	family/youth participation,
approach aligns with the	implement		reflexivity are		Framework		lab in the series, focused on	sharing of conference
society's Supervision	recommendations		identified as a core		updated and		family finding and social	outcomes and follow up to
Framework and service	arising from the		learning area for all		re-launched.		history writing were facilitated	plans and commitments. The
delivery model and	file review.		staff and will be				on October 6 and November	existing case conferencing
includes a clinical	Service		embedded		Measures for		3, 2021, respectfully. Surveys	mechanisms remain available
assessment of the family's	supervisors and		supervision		file reviews		seeking feedback from staff	while the work is underway.
progress to date in	service staff to		framework.		to be		have been circulated to the	
mitigating identified risk	review Child				determined		pilot team of staff. Feedback	File Reviews (Project)
and safety factors.	Protection		Criteria for file		based on		arising from the series to date	The service file reviews have
	Standard ##7:		reviews to include		identified		continues to be positive with	been concluded. While an
Case closure	Ongoing Service		measures to assess		criteria for		excellent feedback provided	implementation plan to
documentation complies	Case Management		for possible bias in		review.		for consideration of future	address the recommendations
with Child Protection	and Child		decision-making.				sessions.	was to be communicated to
Standards noting no	Protection							staff in November 2021, a
recent occurrences of	Standard #8:		Diversity, Equity and					decision to await the
child abuse/maltreatment,	Closing a Case to		Inclusion lenses must					recommendations of the

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
no evidence of current or imminent safety threats and a risk reassessment that confirms risks have been reduced or no longer exist. Closing documentation also captures evidence of specific and measurable behavioral improvements in the areas identified in the family's service plan and their ability to access and utilize resources for assistance.	ensure that documentation requirements and timelines related to case closure are understood and adhered to. Service supervisors to review and adhere to CPIN Supervisor's User Guide and Tip Sheets (CPIN Knowledgebase) Identify strengths and barriers with meeting the Child Protection Standard; implement strategies that support adherence. Implement the Service Delivery Model Project Plan (Learning Labs) Develop a robust conferencing and consultation		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.				File Reviews (Project) 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 and a combined workplan to address all file review recommendations will be communicated to all staff in early January 2022. Organizational Policy and Procedure Review (Project) This project is awaiting the hiring of 2 Policy Analyst/Writers. The hiring process is underway with interviews scheduled in mid to late November 2021.	subsequent Equity File Reviews was made. The Equity File Review Report is in draft. Once completed, workplan to address the combined recommendations will be developed and communicated to staff. Organizational Policy and Procedure Review (Project) As of January 4, 2022, two Policy Advisors/Writers are in place to commence the work of reviewing organizational policies and procedures. Local reference teams in the various areas of the organization will be established to support this work, ensuring that policies and procedures are reflective of provincial/federal legislation, directives, standards, agency and sector priorities, including our commitment to diversity, equity and inclusion. A policy management system will be implemented to ensure that policies and procedures are appropriately disseminated, reviewed and actioned.



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	collaborative case planning, learning and							
	implementation of best practices.							

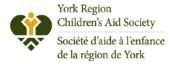
Child in Care Services

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	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
The society has a robust	Develop a robust	2	Ensure equitable and	A: Director of	Compliance		Robust Conferencing Model	Robust Conferencing Model
conferencing and	conferencing and	_	inclusive practices	Service	with Child		The existing case conferencing	Project Leads have been
consultation model	consultation model		are evident in	R: Service	Protection		mechanisms remain available	identified to support the
available to promote	to promote		policies, procedures	Supervisors	Standards		with discussions continuing	development of a robust
collaborative case	collaborative case		and processes.	C: Staff;	measured via		with respect to the timing of a	conferencing model that will
planning, learning and	planning, learning			Union;	Quality		review in this area.	align with our service
implementation of best	and implementation		Diversity, Equity and	Internal	Improvement			principles and model and will
practices.	of best practices.		Inclusion lens must	Employee	Plan		<u>Learning Labs</u>	outline processes, such as
	 Conduct a review of 		be embedded in all	Committees/			As part of a practice focused	referral, family/youth
The society has clear,	intake and		mechanisms/support	Resource	Supervision		learning series, the 5 th and 6 th	participation, sharing of
documented policies,	assessment,		s available to	Groups; Foster	Framework		lab in the series, focused on	conference outcomes and
guidelines and processes,	ongoing family		resource families;	Parent	updated and		family finding and social	follow up to plans and
aligned with legislation	service and child-in-		possible biases to be	Association;	re-launched.		history writing were facilitated	commitments. The existing



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
and Child Protection	care files and case		identified and	Resource			on October 6 and November	case conferencing
Standards, related to the	conference minutes		challenged in a	Parents;	Measures for		3, 2021, respectfully. Surveys	mechanisms remain available
roles and responsibilities	whereby children		constructive and safe	Community	file reviews to		seeking feedback from staff	while the work is underway.
and decision-making	have been returned		manner to promote	Stakeholders	be determined		have been circulated to the	
pertaining to the	home to ensure		learning.		based on		pilot team of staff. Feedback	Organizational Policy and
admission and	that risk and safety				identified		arising from the series to date	Procedure Review (Project)
discharging of children	factors were		Criteria for file		criteria for		continues to be positive with	As of January 4, 2022, two
to/from care.	appropriately		reviews to include		review.		excellent feedback provided	Policy Advisors/Writers are in
	addressed prior to		measures to assess				for consideration of future	place to commence the work
Resource parents have	the child's return		for possible bias in		Resource		sessions.	of reviewing organizational
mechanisms available to	home.		decision-making.		Parent Surveys			policies and procedures. Local
raise concerns and	Review policies,						File Reviews (Project)	reference teams in the various
complaints related to	procedures,						The service file reviews have	areas of the organization will
child in care services.	guidelines and						been concluded. While an	be established to support this
	practices to ensure						implementation plan to	work, ensuring that policies
The society has processes	they are clearly						address the recommendations	and procedures are reflective
in place that seek to	aligned with						was to be communicated to	of provincial/federal
enhance relationships	legislation and Child						staff in November 2021, a	legislation, directives,
between agency staff and	Protection						decision to await the	standards, agency and sector
resource parents.	Standards, related						recommendations of the	priorities, including our
	to the roles and						subsequent Equity File	commitment to diversity,
	responsibilities and						Reviews has been made.	equity and inclusion. A policy
	decision-making						Recommendations arising	management system will be
	pertaining to the						from the Equity File Review	implemented to ensure that
	admission and						are expected at the end of	policies and procedures are
	discharging of						November and a combined	appropriately disseminated,
	children to/from						workplan to address all file	reviewed and actioned.
	care.						review recommendations will	
	Seek consultation						be communicated to all staff	File Reviews (Project)
	from staff, and						in early January 2022.	The service file reviews have
	resource parent						,	been concluded. While an
	community; clarify						On October 25, 2021, the lead	implementation plan to
	decision making						File Reviewer presented at a	address the recommendations
	roles of all staff and						general meeting of the Foster	was to be communicated to



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	resource parents; implement recommendations based on findings, ensuring that child's voice is considered in decisions making. Review and update mechanisms available to resource parents to raise concerns and complaints related to child in care services. Review and strengthen processes in place that seek to enhance relationships between agency staff and resource parents.						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. Organizational Policy and Procedure Review (Project) This project is awaiting the hiring of 2 Policy Analyst/Writers. The hiring process is underway with interviews scheduled in mid to late November 2021. Resource Parent Mechanisms to raise concerns/complaints On October 18, 2021, an Expression of Interest email was sent to all staff and resource parents requesting participation in a workgroup to review the mechanisms for improving communication and support to resource parents.	staff in November 2021, a decision to await the recommendations of the subsequent Equity File Reviews was made. The Equity File Review Report is in draft. Once completed, workplan to address the combined recommendations will be developed and communicated to staff. Resource Parent Mechanisms to raise concerns/complaints The Society has clear, documented guidelines related to the roles and responsibilities and decision- making pertaining to the admission and discharging of children to/from care. The Managers of Service have developed a draft framework for the decision-making process of the admission of children into care. Consultation will occur with Supervisors in January and February 2022. The Society has processes in place that seek to enhance relationships between agency staff and resource parents.



Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
							Resource Parent Appreciation Chai & Chat 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.	The Resource Parent/Staff Advisory group has been established and includes 6 foster parents, 4 front-line staff and the Foster Care and Placement Supervisor. The group has met on 2 occasions and has discussed proposed changes to the resource parent complaint policy, as well as ideas for increasing foster parent engagement.
								The agency is hosting 2 training sessions with resource parents in January 2022 to share information related to Child Welfare Redesign and how these changes will impact the resource community.

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 K	Yey Activities Prior 1,2,	-	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
understanding of all of the documentation requirements, guidelines and expectations to finalize adoption and has instituted processes that have been communicated and supported through documentation reviews throughout the child/youth's period of time in care to support finalizations of adoptions in a timely way. • Report of the leg regular of the leg re	apping of case tivity from intake rough adoption alization to entify all points here information d documentation quired for option alization is thered and ught. view agency licy to ensure at it aligns with gislation, gulations, and CCSS guidelines d expectations garding cumentation. gage service off, supervisors d Senior Team d adoptive rents to derstand entified reasons r information ps and/or cumentation rors/omissions	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.	A: Director of Service R: Service Supervisors C: Staff; Union; Foster Parent Association; Resource Parents; Adoptive Parents; MCCSS	Improved timelines for adoption finalization. Extended Child in Care Review Audit data regarding time to permanency.		Process and Documentation Mapping On November 3, 2021, a draft process map of case activity from intake through adoption finalization was presented to the Manager and Director of Resources. Consultation on the process map will occur with various stakeholders over November and December 2021. Social Histories The first learning lab on the writing of social histories was facilitated on November 3, 2021. An overview of this workshop will be provided to Service Supervisors by December 31, 2021. The social history tracking sheet continues to be utilized by Managers of Service to ensure timely completion of documentation. Organizational Policy and Procedure Review (Project) This project is awaiting the hiring of 2 Policy Analyst/Writers. The hiring	Process and Documentation Mapping Consultations with supervisors on the process map occurred in November and December 2021. Front-line staff consultations will occur in January and February 2022. Once the feedback has been incorporated into the document, the final draft will be presented to the Directors and Managers of Service in March 2022. Social Histories An overview of the Social History workshop was provided to Service Supervisors on December 8, 2021. The social history tracking sheet continues to be utilized by Managers of Service to ensure timely completion of documentation. The Manager and Adoption Supervisor meet on a quarterly basis to review the status of adoption packages. A tracking sheet has been developed to track adoption

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
	that contribute to delays.						process is underway with interviews scheduled in mid to late November 2021.	sheet is updated by the Adoption Supervisor and monitored by the Manager and Director of Service on a monthly basis.
								Organizational Policy and Procedure Review (Project) As of January 4, 2022, two Policy Advisors/Writers are in place to commence the work of reviewing organizational policies and procedures. Local reference teams in the various areas of the organization will be established to support this work, ensuring that policies and procedures are reflective of provincial/federal legislation, directives, standards, agency and sector priorities, including our commitment to diversity,
								equity and inclusion. A policy management system will be implemented to ensure that policies and procedures are appropriately disseminated, reviewed and actioned.