

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.	<p>The York Region CAS Leadership Competency Framework work will be adapted from the OACAS framework.</p> <p>Selection process for leadership roles will incorporate leadership values, principles, and competencies.</p>	2	<p>Diversity, Equity and Inclusion is a value and competency with targeted mandatory training, mentoring and coaching.</p> <p>Lived experiences are valued in</p>	<p>A: Board of Directors for CEO A: CEO for all staff C: All staff; Union</p>	<p>Healthy workplace audit data.</p> <p>Performance appraisals including competency measurements in the leadership framework.</p>		<p><u>Leadership Training: York CAS Moving from Head Equity to Heart Equity</u> 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</p>	<p><u>How Good People Fight Bias, Dolly Chugh</u> During the January 26, 2022, management team meeting, continued review of various concepts were discussed.</p>

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	<p>Mandatory on-going training, mentoring, and coaching.</p> <p>Performance of leaders will be assessed against leadership values, principles and competencies.</p>		<p>the selection process for leadership roles.</p>				<p>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.</p> <p><i><u>How Good People Fight Bias, Dolly Chugh</u></i> 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.</p>	
L #2: Vision, Direction and Strategy for YRCAS								
<p>The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization.</p>	<p>An external consultant will be engaged to facilitate the strategic planning process.</p> <p>Staff, Board, Resource parents, service users, community partners and</p>	<p>3</p>	<p>Selection process for consultant will prioritize Diversity, Equity and Inclusion experience and skills.</p> <p>Integration of diversity,</p>	<p>A: Board of Directors R: CEO C: Staff; Union; Service Users; Community Partners; Foster Parent Association (FPA); resource</p>	<p>Fidelity to the Strategic Plan will be measured by the organization and monitored by the Board.</p>		<p><u>New CEO</u> Our new Chief Executive Officer, Ginelle Skerritt, commenced her new role on October 12, 2021.</p> <p><u>Strategic Planning</u> Leadership for review of the Strategic Plan will commence in 2022 under the leadership of our new CEO, Ginelle Skerritt, and our Board of Directors.</p>	<p><u>Signs of Safety</u> 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</p>

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	<p>volunteers will be engaged in the process.</p> <p>Develop a process to assess and address any reparative work required with community partners.</p> <p>Mechanisms will be developed to measure fidelity to the Strategic Plan.</p>		<p>equity and inclusion across the agency to be included as part of the strategic plan.</p> <p>Diverse community representation in consultation process.</p>	<p>parents; volunteers</p>				<p>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.</p> <p>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.</p> <p><u>Strategic Planning</u> Leadership for review of the Strategic Plan will commence in 2022 under the leadership of our new CEO, Ginelle Skerritt, and our Board of Directors.</p>
L #3: Guiding Principles and Values								
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.		<u>Equity in Child Welfare training</u> Fall sessions of Equity in Child Welfare Training were	<u>Equity in Child Welfare training</u> Fall sessions of Equity in Child Welfare Training were completed for non-management

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<p>diversity, equity, inclusion, organizational principles and values, supporting a learning culture and respectful, healthy workplace.</p>	<p>values and principles through the strategic planning process.</p> <p>Core values and principles are built into all organizational processes.</p>		<p>in the core values.</p> <p>Consultation with diverse community representation .</p>	<p>R: CEO responsible for staff C: All staff; Union; community partners; service users; FPA; resource parents; volunteers.</p>	<p>Through the Diversity, Equity and Inclusion Plan and Healthy Workplace Audits (Culture #2).</p>		<p>completed for non-management staff. Sessions took place on:</p> <ul style="list-style-type: none"> • Sep 15-17 • Sep 29-Oct 1 • Oct 27-29 • Nov 8-10 <p>Since the spring of 2021, 239 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.</p>	<p>staff. New management staff at YRCAS participated in Equity in Child Welfare (management session) on December 7 – 9.</p> <p>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.</p> <p>In December 2021, the Institute on Governance (IOG) provided a training session for the Board of Directors focused on diversity, equity, inclusion and anti-racism. Additional training opportunities are being examined as part of the work the Board is doing with IOG.</p>
L #4: Roles and Responsibilities								
<p>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.</p>	<p>Adopt a decision-making model that ensures decisions are made at the appropriate level throughout the organization and communicated.</p>	<p>2</p>	<p>Selection process for consultant will prioritize Diversity, Equity and Inclusion experience and skills.</p>	<p>A: CEO C: All staff; Union; Subject Matter Expert; FPA; community partners; service users</p>	<p>The decision-making model has been implemented.</p>		<p><u>RASCI Tool Review</u> 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</p>	<p><u>RASCI Tool Review</u> 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.</p> <p><u>Scope of Authority</u></p>

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	<p>Map key processes utilizing decision making model.</p> <p>Internal financial systems achieve transparency and inclusiveness in financial planning and decision making.</p> <p>Review the organizational structure, consider engaging external consultant.</p>						<p>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.</p>	<p>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.</p>
L #5: Staff Feedback and Input								
<p>Staff feedback and consultation processes are established to create a safe environment where staff input is sought, valued, and implemented.</p>	<p>Establish multiple transparent avenues for staff feedback and consultation both ad hoc and standing.</p> <p>Transparency includes informing how feedback was considered/ implemented and providing</p>	2	<p>Identity and remove any barriers to enable inclusive and diverse representation</p>	<p>A: CEO R: supervisors; managers; directors; CEO; staff C: All staff; Union; resource parents; volunteers</p>	<p>Feedback process has been implemented. See also C#2, Communications Plan.</p>		<p><u>Operational Review Workplan updates</u> 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.</p>	<p><u>Open Forum</u> 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.</p>

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	rationales for decision making.						<p><u>Expressions of interest</u> 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:</p> <ul style="list-style-type: none"> • Advisory Group - Resource Parent and staff relationships • 2SLGBTQ+ Employee Resource Group • Workload Review Project Team • French Language Services Implementation Project • COVID-19 Subgroup • Data Management Project • Service and Technology Committee <p>The process will be reviewed and monitored by the Project Oversight Steering Committee over the next few months to determine if it is achieving the intended outcomes.</p>	<p><u>Operational Review Workplan updates</u> 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.</p> <p><u>Expressions of Interest</u> No expression of interest requests for committee/work group or project teams were sent during December 2021 and January 2022.</p> <p>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.</p>

Diversity, Equity and Inclusion

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

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

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DEI #1: Equity								
<p>Organizational processes are fair and equitable in the treatment of:</p> <ul style="list-style-type: none"> all staff; service users; community partners. <p>All organizational structures promote diverse, equitable and inclusive policies, procedures, and practices that are responsive to the needs of equity-seeking groups and that address racism/anti-Black racism.</p> <p>The organizational Diversity, Equity and Inclusion plan includes all aspects of the organization; from Board governance to operations.</p>	<p>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.</p> <p>An assessment and evaluation of the structure, resourcing and positioning of the Diversity, Equity and Inclusion Department/Team will be undertaken to ensure diversity, equity and inclusive principles and practices are</p>	1	See key activities.	<p>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</p>	<p>Policy revisions reflect embedding of Diversity, Equity and Inclusion and are systematically reviewed and reflect legislation.</p> <p>Equitable and inclusive competencies are embedded and measured in performance as set out in HR# 5, Performance Management.</p> <p>The Society's Anti-Oppression, Anti-Racism and Equity statement and commitment is embedded in the Strategic Plan, and</p>		<p><u>DEI Framework</u> The DEI Framework has been reviewed and endorsed by the IDEA Committee of the Board. The next steps are to communicate the DEI framework to all staff by November 2021 (<i>OVOV Race Equity Practice #1: Commit to Courageous Leadership</i>).</p> <p><u>360° Organizational Equity and Inclusion Plan</u> 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.</p>	<p><u>DEI Framework</u> 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. (<i>OVOV Race Equity Practice #1: Commit to Courageous Leadership</i>).</p> <p><u>360° Organizational Equity and Inclusion Plan</u> 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</p>

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<p>The Society has integrated the One Vision, One Voice Race Equity Practices.</p> <p>The Society has integrated the Truth and Reconciliation commitments with respect to child welfare as well as the 9 Indigenous Commitments.</p> <p>NEW (Added January 2022) The Society has integrated the 2SLGBTQ+ provincial recommendations and practices.</p>	<p>supported throughout the organization and in the community.</p> <p>The Diversity, Equity and Inclusion Department/Team to develop and implement the organizational equity and inclusion workplan.</p> <p>The Diversity, Equity and Inclusion Department/Team will develop a workplan to implement the One Vision One Voice Race Equity Practices.</p> <p>The Diversity, Equity and Inclusion Department/Team to develop a workplan to implement Truth and Reconciliation</p>			<p>Partners; Service Users S: HR, Directors of Service; I: All staff</p>	<p>internal and external communications.</p> <p>An annual evaluation of organizational complaints related to Diversity, Equity and Inclusion is conducted and shared internally with staff, Board of Directors as set out in HR #8, Complaint and Whistleblower Process.</p> <p>Disaggregated data regarding service user, and employee complaints are available.</p> <p>Noted and documented changes that reflect Diversity, Equity and Inclusion language and processes to be included in future revisions of the Collective Agreement.</p>		<p><u>Equity in Child Welfare training</u> Fall sessions of Equity in Child Welfare Training were completed for non-management staff. Sessions took place on:</p> <ul style="list-style-type: none"> • Sep 15-17 • Sep 29-Oct 1 • Oct 27-29 • Nov 8-10 <p>Since the spring of 2021, 239 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.</p> <p><u>Leadership Training: York CAS Moving from Head Equity to Heart Equity</u> On November 1 & 5, 2021, Jean Samuels from Arise provided two ½ day sessions of Diversity, Equity, and Inclusion leadership training for the Management Team. The purpose of this training was to support management to integrate equity and inclusion in their leadership practice.</p>	<p>team planning meeting was held on January 13, 2022. During the meeting implementation foundational priorities were identified and leads were assigned.</p> <p><u>Equity in Child Welfare training</u> Fall sessions of Equity in Child Welfare Training were completed for non-management 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.</p> <p><u>Implementation of the Diversity, Equity and Inclusion Consultation Tool</u> The Diversity Equity and Inclusion Department provides a range of services and support to departments within the organization, including: DEI consults, and recommendations that support the advancement of the Diversity, Equity and</p>

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	<p>recommendations and the 9 Indigenous Commitments.</p> <p>Review all organizational complaints processes and procedures to ensure that they have been framed from a Diversity, Equity and Inclusion lens.</p> <p>Review Local 304 Collective Agreement in collaboration with OPSEU to ensure that Diversity, Equity and Inclusion is embedded, and where necessary, consider how to make revisions if possible.</p> <p>Review finance/budget policies and</p>				<p>A plan has been developed to address barriers/resources within the organization to integrate equity and inclusion processes/practices.</p>		<p><u>Training: Let's Take Action: Daring to Do™ Child Welfare</u> On November 10, 17, & 24, 2021, 26 staff attended the Let's Take Action: Daring to Do Child Welfare training offered by the KOJO Institute. This training focused on anti-Black racism and the impact of child welfare on Black children, youth, and families involved with child welfare.</p> <p><u>National Day for Truth and Reconciliation – September 30, 2021</u> For National Truth and Reconciliation Day on September 30, 2021, the Honouring Indigenous Commitments Committee planned a full day of acknowledgment and learning for staff, including the following:</p> <ul style="list-style-type: none"> • Smudging Ceremony • Land Acknowledgement • Decolonizing Child Welfare Webinar Panel hosted by Native Child and Family Services of Toronto • Orange Shirt Day Video (Phyllis Webstad) 	<p>Inclusion Framework, and the organization's diversity, equity and inclusion commitments. An electronic DEI consultation request tool has been developed and implemented to support staff with requesting and receiving timely DEI consults.</p> <p><u>Black History Month 2022</u> The Black Staff Advisory Council has commenced planning for Black History Month Celebrations (February 2022). The theme for the month: "Standing in Your Power". The celebrations will include two Chai and Chats:</p> <ul style="list-style-type: none"> • February 2, 2022 – Black History Month Opening Celebration • February 16, 2022 – Black History Month celebration with a presentation on Intersectionality. <p>Additionally, daily internal and external communications are planned, highlighting the history and achievements of Black people.</p>

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	<p>practices from DEI lens to ensure that support to service users is provided in an equitable manner.</p> <p>Review job evaluation tool as it relates equity-seeking groups, particularly for non-union staff.</p> <p>Systematically collect and analyze self-identifying data at all levels of staff to identify and address any systemic barriers.</p> <p>Diversity, Equity and Inclusion department/team to work in collaboration with HR to review HR process.</p> <p>Diversity, Equity and Inclusion department/team</p>						<ul style="list-style-type: none"> • Guest Speaker: S.P. Joseph Lyons, Anishinaabe Algonquin children's author, 60's Scoop adoptee, and intergenerational survivor of the residential school legacy. • Guest Speaker: Mary Elliot, Atikameksheng Anishinabek, Indigenous author, elder, educator and supporter • Residential School Survivors Stories and reflection-CBC Videos, reflections/discussions • Closing Statements and Reflections <p><u>Chai & Chat: Anti-Semitism</u> On Wednesday October 27th, a Chai and Chat was coordinated by staff with Jewish heritage and hosted by Jess Burke from Centre for Israel and Jewish Affairs (CIJA). The Chai & Chat focused on building awareness and education regarding anti-Semitism. The Chai & Chat was attended by over 95 staff and was recorded, making it accessible for those who were</p>	<p><u>Equity Focused Service Review (Project)</u> The Equity focused service reviews have been completed, and the draft findings and recommendations were completed by the Project Team in late November 2021. A final report will be presented to Senior Team by the end of January 2022 for discussion and identification of next steps.</p> <p><u>Commitment to Truth and Reconciliation and 9 Indigenous Commitments</u> Honouring Indigenous Commitments Committee completed Terms of Reference. The development of the workplan has been initiated. The goal is to have a completed workplan by the end of January 2022.</p> <p><u>2SLGBTQ+ Workplan</u> A 2SLGBTQ+ workplan has been drafted to support implementation of the recommendations of 2SLGBTQ+ provincial report. Consultations are scheduled to obtain staff feedback on the draft workplan over the next several months.</p>

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

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							<p>goal is to have the completed workplan by January 2022.</p> <p><u>New Employee Resource Group: 2SLGBTQ+</u> Stemming from the OACAS' first provincial meeting of 2SLGBTQ+ identifying staff working in child welfare earlier this year, an expression of interest was sent to all York CAS staff to create <i>the</i> first-ever 2SLGBTQ+ employee resource group. This group is intended to be an informal safe space for staff who explicitly identify as members of the 2SLGBTQ+ community to come together, build connections, create a network of support, and celebrate Pride year-round. The Employee Resource group will be facilitated by staff that identify as part of the 2SLGBTQ+ community.</p> <p><u>Canadian Centre for Diversity and Inclusion (CCDI) Membership</u> 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</p>	<p>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.</p> <p><u>Chai & Chat: Anti-Semitism – 2</u> 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.</p> <p><u>Additional OVOV Updates</u></p> <p><u>OVOV Race Equity Practice #3: Evaluate and monitor programs and monitor performance</u> 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 –</p>

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

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							<p>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.</p> <p><u>OVOV Race Equity Practice #9: Provide daily supervision ongoing training and supports for staff, volunteers, and caregivers</u> 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 of Black community</p>	<p>services resource, is being utilized as:</p> <ul style="list-style-type: none"> • 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. <p>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 <i>guide is being</i> utilized when referring Black families, children and youth to services.</p>

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
							<p>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.</p> <p>The directory can be utilized:</p> <ul style="list-style-type: none"> • As a reference for staff to refer children, youth, and families to services; specifically cultural, linguistic, 2SLGBTQ+, ethno-racial and accessibility specific services. • 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								
<p>The Society's work environment is safe, welcoming, respectful, and supportive.</p> <p>The Society's consultation and decision-making framework includes comprehensive feedback mechanisms.</p>	<p>The Organization will develop feedback processes, i.e., Healthy Workplace audit as set out in L#4.</p> <p>HR to provide disaggregate data on complaints (employees) so as to identify racism, sexism, discrimination, etc.</p> <p>A process is developed to provide disaggregate data on complaints (service users) so as to identify racism, sexism, discrimination, etc.</p>	1	See key activities.	<p>A: CEO C: Staff; Union; Resource Parents; Foster Parent Association; Community Partners; Internal Employee Committees/ Resource Groups.</p>	<p>Feedback and consultation processes have been developed, documented, shared and made accessible to staff as set out in L#5, Staff Feedback and Input.</p> <p>Responses to feedback are provided according to established timelines.</p> <p>Employee resource groups have been consulted when initiating organizational change as set out in Change Management #1.</p>		<p><u>Days of Significance/Holiday Calendar 2021</u> 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.</p> <p><u>OVOV Race Equity Practice #7: Establish effective internal complaint mechanisms</u> 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</p>	<p><u>Days of Significance/Holiday Calendar 2022</u> 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.</p> <p><u>OVOV Race Equity Practice #7: Establish effective internal complaint mechanisms</u> A draft Complaint Response Reference Guide has been</p>

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							<p>2021), consultation from internal and external stakeholders will be undertaken.</p> <p><u>RASCI Tool Review</u> 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.</p>	<p>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.</p> <p><u>Leslie Office Workspace Redesign</u> In January 2022, the redesigned workspace on the 3rd 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</p>

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								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 Framework								
<p>The Society has a Human Resource Framework aligned with the Strategic Plan and organizational values that supports the delivery of timely, efficient, and equitable human resource practices and processes to support staff.</p> <p>The Society's Human Resource Department has the resources, skills, diverse representation, reporting structure and capacity to ensure the department can respond to the needs of all staff in the entire organization.</p>	<p>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.</p> <p>Consult internal Employee Resource Groups as the framework is developed and implemented.</p> <p>Develop transparent and clear processes for staff engagement with the Human Resource department.</p> <p>Develop reporting process to share data collected with staff and Board of Directors.</p>	1	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>HR staff to demonstrate competency related to diversity, equity and inclusion.</p> <p>HR department to be reflective of the organization and York Region.</p> <p>Integration of diversity, equity, and inclusion across the agency.</p>	<p>A: CEO C: All staff; Union; Board of Directors</p>	<p>Staff engagement surveys, pulse surveys.</p> <p>Union/HR relationship.</p> <p>Data regarding grievances, complaints, response times and outcomes.</p> <p>Analysis of the demographics regarding recruitment, applications, hiring are systematically conducted.</p>		<p><u>Human Resource Department Staffing</u> 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.</p> <p><u>Human Resources Framework (Project)</u> Given the importance of establishing an HR Framework that is inclusive of all aspects of the agency's approach and support of its talent resources, a decision has been made to bring a consultant in to lead this work. A process is underway to secure a consultant to be in place by early in 2022. The HR Framework will need to align with the organizations' strategic planning that will also commence in 2022.</p>	<p><u>Human Resource Department Staffing</u> 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.</p> <p><u>Human Resources Framework (Project) -the people plan 5 year plan</u> 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.</p> <p><u>HR Reference Group/Staff Input</u></p>

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
	<p>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.</p>						<p><u>HR Reference Group</u> The HR Working Group has been renamed to HR Reference Group, drafted Terms of Reference are to be reviewed by the Group.</p> <p><u>ADP Workforce Now (Project)</u> 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.</p> <p><u>Human Resource Policies and Procedures</u> Several HR policies have been reviewed and/or updated to meet legislative obligations.</p>	<p>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.</p> <p>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.</p> <p><u>ADP Workforce Now (Project)</u> 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 Recruitment</p>

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
							<p>Three policies have been forwarded for review by the HR Reference Group.</p> <p><u>Workplace Census</u> Information from OACAS regarding this RFP is expected in December 2021.</p>	<p>system. More details on this will be communicated to staff in the coming months via open forums, information sessions, and team meetings.</p> <p><u>Human Resource Policies and Procedures</u> The HR department has prioritized reviewing/updating the following three policies to align with the agency's strategic needs and legislative obligations.</p> <ul style="list-style-type: none"> ▪ Fair and Equitable Recruitment Strategy and Framework ▪ Discrimination, harassment, and workplace violence policy and procedure ▪ Sick leave policy <p>Staff will be consulted for feedback on these policies over the next three months.</p> <p><u>Workplace Census</u> OACAS is completing an RFP to seek support with this provincial initiative and the Society is</p>

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								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 and Inclusion								
See Diversity, Equity and Inclusion Section of Work Plan.								
HR #3: Wellness Framework								
The Society's HR Framework includes a wellness strategy that is resourced to prioritize wellness promotion, prevention, and intervention for all staff.	<p>Conduct a review of all wellness activities and explore opportunities for enhancement.</p> <p>Review data gathered from audit tools (see C#2, Healthy Workplace Audits) to measure the health of the workplace.</p> <p>Conduct a review of Estoppels that were issues in 2019 in addition to</p>	3	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Identify barriers and ensure equitable access to benefits for union and non-union staff.</p>	<p>A: CEO C: All staff; Union; Board of Directors</p>	<p>Staff retention data.</p> <p>Exit/Stay interview results.</p> <p>Staff engagement surveys.</p> <p>Compensation review.</p> <p>Estoppel review will be reported to agency and Board of Directors.</p>		<p><u>Peer Support Team</u> The Society's Peer Support Team has refreshed its membership, all of whom have been trained to support agency staff. Peer support is a peer-to-peer consultation or defusing/debriefing session available for all staff immediately following a work-related critical incident. The team utilizes the Jefferey T. Mitchell model of Critical Incident Stress Debriefing and is available to support staff through critical incidents, including:</p> <ul style="list-style-type: none"> • Client death or serious illness • Threat to staff or agency/building 	<p><u>Wellness KPIs</u> The HR department is identifying key performance indicators focused on staff wellness to determine areas for improvement and staff need. Proposed KPIs include but are not limited to: # of grievances/resolved grievances, turnover rate, average sick time, overtime, referral hiring, 'time to fill' job vacancies, staff complaints, EAP usage. HR is working in alignment with phase 2 of the ADP Workforce project over the next 3-6 months to develop reporting mechanisms.</p> <p><u>Chai & Chat: Peer Support</u></p>

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	recent changes to benefits.						<ul style="list-style-type: none"> • 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. <p><u>Lifeworks</u> Lifeworks, a microsite provided by the agency's EAP Provider, Morneau Shepell is available to all staff. Lifeworks provides information to support self-care practices.</p>	<p>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.</p>
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
<p>The Society has equitable recruitment, hiring and promotion practices that are transparent and clear.</p>	<p>Review 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.</p> <p>Provide mandatory Diversity, Equity and Inclusion training for all HR and hiring supervisors/managers/directors that includes instruction on how to recognize and combat unconscious, implicit, overt, prejudicial and any other kinds of bias.</p> <p>Develop an interview tool that encompasses both competency and</p>	<p>1</p>	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Review job evaluation process to ensure diversity, equity, and inclusion (i.e., Indigenous peoples, gender, racialized, people living with disability).</p> <p>Monitor and analyze data to identify any potential systemic barriers to advancement.</p> <p>Identify and plan to</p>	<p>A: CEO C: All Staff; Union</p>	<p>Disaggregated data for all hires and promotions reported to Board of Directors.</p>		<p><u>Recruitment and Hiring Process (Project)</u> The process map of the current recruitment workflow was completed; and a draft of the re-designed process has been developed.</p> <p>The Reference Group has received the Hiring Process and project plan and draft recruiting process workflow and invited to provide feedback.</p> <p><u>Workplace Census</u> Information from OACAS regarding this RFP is expected in December 2021.</p>	<p><u>Recruitment and Hiring Process (Project)</u> 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.</p> <p><u>Workplace Census</u> 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 by the pandemic and strategic needs.</p>

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
	<p>value-based indicators.</p> <p>Explore a workplace census to collect data on the demographics of the agency.</p> <p>Explore the use of an applicant tracking mechanism to gather and report on demographics.</p>		<p>address barriers with respect to recruitment, applications, hiring.</p>					
HR #5: Performance Management								
<p>The Society has implemented a knowledge and competency-based performance review process that is aligned with the organization's priorities and values that evaluates and supports the development of skills, behavior and goals.</p>	<p>Review and update the performance review process to ensure that it is equitable and inclusive.</p> <p>Develop and train all staff regarding the performance review process.</p> <p>Establish a regular, consistent, transparent, cycle for performance</p>	3	<p>Ensure equitable and inclusive practices are evident in policies, procedures, and processes.</p> <p>Equitable and inclusive competencies are embedded and measured in performance.</p>	<p>A: CEO C: All staff; Union</p>	<p>Completion of probationary and regular performance appraisals.</p> <p>Qualitative review of performance appraisals.</p>			

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
	<p>appraisals across the organization.</p> <p>Review and update the Supervision Framework to ensure that it supports the performance review process and demonstrated understanding and engagement in equity and inclusive practice.</p> <p>Establish a clear progressive discipline policy that is communicated to all staff that provides the opportunity for performance/behavior to be improved upon or corrected.</p> <p>Establish HR role and responsibilities in the performance review process.</p>		<p>All staff to have knowledge and understanding and specific training regarding the impact of unconscious bias/racism/stereotypes etc. in performance review.</p>					

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								
<p>The Society has implemented a workload assessment process that provides data to establish a baseline understanding of what constitutes a manageable workload for all job functions in the organization.</p>	<p>A systematic and equitable <i>workload assessment process</i> for all job functions in the organization to be actioned.</p> <p>Consult with OACAS to explore and identify any resources or expertise available.</p> <p>Leaders in the organization to receive training and support to recognize and address workload inequities, budgeting etc.</p> <p>Establish a work assignment process to ensure work assignment is equitable and inclusive and supported by a transparent sharing of data.</p>	1	<p>Ensure equitable and inclusive practices are evident in the continual assessment of workload and assignment of work.</p>	<p>A: CEO C: All Staff; Union; Board of Directors if additional budget requirements are identified.</p>	<p>Workload assessment results utilized to develop a response plan.</p>		<p><u>Workload (Project)</u> 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.</p> <p>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.</p> <p>We anticipate that the process could take 2-3 months to procure an appropriate consultant.</p>	<p><u>Workload (Project)</u> 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.</p> <p>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.</p>

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
	Staffing levels are adequately resourced to support the needs of the agency.							
HR #7: Training								
<p>The Society has an integrated learning and development plan for all roles that provides for onboarding, training, mentoring and coaching, and opportunities for cross training.</p> <p>All staff have opportunities to access additional learning opportunities to further their development.</p>	<p>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.</p> <p>Review and update policies related to training and development.</p> <p>Training and development are adequately resourced.</p> <p>Onboarding of new staff must include sector and</p>	3	Mandatory training and ongoing support for all staff, volunteers, and resource caregivers to increase awareness, knowledge and understanding of equitable practices, anti-oppression, anti-racism/anti-black racism/anti-indigenous racism and how it impacts service delivery and interactions within the	<p>A: CEO C: All Staff; Union; Community Partners</p>	Training matrices; Training attendance.	<p><u>Equity Training:</u> While the training is provided by OACAS, the time cost is significant: 3 days x 285 staff.</p>	<p><u>Equity in Child Welfare training</u> Fall sessions of Equity in Child Welfare Training were completed for non-management staff. Sessions took place on:</p> <ul style="list-style-type: none"> • Sep 15-17 • Sep 29-Oct 1 • Oct 27-29 • Nov 8-10 <p>Since the spring of 2021, 239 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.</p> <p><u>Additional Learning Opportunities:</u> National Day for Truth and Reconciliation – September 30, 2021</p>	<p><u>Learning Opportunities</u> <u>Chai & Chat: Peer Support</u> 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.</p> <p><u>Chai & Chat: York Support Services Network</u> 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</p>

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.		<p>organization and with community partners.</p> <p>Onboarding of new staff must include organizational priorities (i.e., diversity, equity, and inclusion).</p> <p>Review and strengthen forums for ongoing sharing and transfer and sharing of knowledge related to diversity, equity, and inclusion.</p>				<p>For National Truth and Reconciliation Day on September 30, 2021, the Honouring Indigenous Commitments Committee planned a full day of acknowledgment and learning for staff, including the following:</p> <ul style="list-style-type: none"> • Smudging Ceremony • Land Acknowledgement • Decolonizing Child Welfare Webinar Panel hosted by Native Child and Family Services of Toronto • Orange Shirt Day Video (Phyllis Webstad) • Guest Speaker: S.P. Joseph Lyons, Anishinaabe Algonquin children's author, 60's Scoop adoptee, and intergenerational survivor of the residential school legacy. • Guest Speaker: Mary Elliot, Atikameksheng Anishinabek, Indigenous author, elder, educator and supporter • Residential School Survivors Stories and 	<p>Coordination. The discussion focused on collaborating with community partners to support the children, youth and families we work with across various sectors.</p> <p><u>Chai & Chat: Anti-Semitism – 2</u> 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.</p> <p><u>Legal Clinic: Death and Serious Bodily Harm Training (Ombudsman)</u> 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</p>

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
							<p>reflection-CBC Videos, reflections/discussions</p> <ul style="list-style-type: none"> Closing Statements and Reflections <p>Legal Clinic: Contact Log A two-part Legal Clinic was held on October 18th and 25th, 2021 with respect to contact logs in CPIN, that was very well attended by over 120 staff. The clinic was facilitated by a panel of internal subject matter experts in the areas of CPIN, Equity, Signs of Safety, Legal and Privacy to provide their perspectives on what was necessary to create a good contact log that the voice of the child was clearly captured and effectively documented. A Contact log handbook will also be provided to staff with responses to their concerns and worries.</p> <p>Chai & Chat: Anti-Semitism On Wednesday October 27, 2021, a Chai & Chat was coordinated by staff with Jewish heritage and hosted by Jess Burke from Centre for Israel and Jewish Affairs (CIJA). The Chai &</p>	<p>the forum, providing information regarding the legislated mandate of the Ombudsman's Office and the requirement to report child deaths and incidences of serious bodily harm reporting. An informational/tip sheet was distributed to staff prior to the clinic. Following the clinic, the agency policy and procedure and Business Harmonized Practice, related to Ombudsman reporting, was re-shared with all staff via email.</p> <p><u>2021 Online International Signs of Safety Gathering</u> On November 30 –December 2, 2021, 15 members of the Management/Senior Team attended the online International Signs of Safety Gathering. Attendance was aimed to build an enhanced understanding of the principles, concepts and application of the signs of safety model (SOS) within child welfare and to support further agency discussion regarding full system implementation of SOS.</p>

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
							<p>Chat focused on building awareness and education regarding anti-Semitism. The Chai & Chat was attended by over 95 staff and was recorded, making it accessible for those who were unable to attend. The need for additional discussion and learning on the topic were identified and a second Chai & Chat is being planned.</p> <p>Chai and Chat: Understanding the Muslim Community On November 24, 2021, FosterLink facilitated a Chai & Chat presentation and discussion, focused on building awareness and helping to better understand the Muslim community and the challenges they face.</p> <p>Leadership Training: York CAS Moving from Head Equity to Heart Equity On November 1 & 5, 2021, Jean Samuels from Arise provided two ½ day sessions of Diversity, Equity, and Inclusion leadership training for the Management</p>	<p>Additional opportunities for staff to attend Signs of Safety focused training occurred throughout 2021.</p> <p><u>360 Family Engagement Training</u></p> <p>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.</p>

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
							<p>Team. The purpose of this training was to support management to integrate equity and inclusion in their leadership practice.</p> <p>Training: Let's Take Action: Daring to Do™ Child Welfare On November 10, 17, & 24, 2021, 26 staff attended the Let's 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.</p> <p>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</p>	

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
							<p>and to find and support adoptive families.</p> <p><u>360 Family Engagement Training</u></p> <p>Between October 25 and November 29, 2021, 5 – ½ day training sessions were hosted by Family and Children Services of Waterloo Region to provide 360 Family Engagement Training to all service staff, providing staff with tools and strategies for engaging families from the first point of contact to case closure. This training is well aligned with agency priorities of DEI, Admission Prevention, and Keeping Children and Youth with Family.</p> <p>Legal Clinic: Bill C-92 On November 22, 2021, agency counsel facilitated a legal clinic for all staff regarding what child welfare practitioners need to know to embed the expectations of Bill C-92, an <i>Act respecting First Nations, Inuit and Métis Children, Youth and Families</i> into their everyday practice.</p>	

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 Whistleblower Processes								
<p>The Society has a meaningful and effective resolution process available to all staff, (of which all staff are aware), that includes a spectrum of options for staff to safely approach complaint discussions from early issue resolution to whistleblower processes.</p>	<p>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.</p> <p>Consider a pulse survey to seek staff feedback regarding current climate and recommendations for resolution processes.</p> <p>Explore alternate dispute resolution processes.</p> <p>Explore engagement of an external ombudsman service for whistleblower complaints to establish trust in the process.</p>	1	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>All staff have equitable access to processes available for complaint resolution which considers systemic barriers and acknowledges the impacts of the experience on the individual.</p>	<p>A: CEO C: All Staff; Union; Board of Directors</p>	<p>Annual evaluation of organizational complaints with disaggregated data communicated to agency and Board of Directors.</p>	<p>Ombudsman Service: No cost estimate is yet available. The 2021/22 budget projection includes an estimate for all work plan associated costs.</p>	<p><u>Healing and Restoration</u> On October 19, 2021, Agapi Gessesse and Farheen Khan of Gessesse 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.</p> <p><u>Employee Engagement Survey</u> In early November 2021, a contract was signed with Loft Consulting who will be working to develop and launch an Employee Engagement Survey.</p>	<p><u>Healing and Restoration</u> 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.</p> <p><u>Employee Engagement Survey</u> The agency is working with Loft Consulting to develop a staff engagement action plan.</p>

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								
<p>The Society's Human Resource policies, procedures and processes are aligned with legislated requirements and reflect the organization's values/priorities including diversity, equity, and inclusion.</p>	<p>Review and update all HR policies, procedures and practices to ensure alignment with legislation and organization's values/priorities.</p> <p>Create new policies and procedures as required to address the issues identified in the workplace cultural assessment of the Operational Review 2020.</p>	3	<p>Ensure equitable and inclusive practices are evident in policies, procedures, and processes.</p>	<p>A: CEO C: All staff; Union</p>	<p>Policy revisions reflect embedding of diversity, equity, and inclusion, are aligned with legislation and are systematically reviewed.</p>		<p><u>HR Policy Review</u> 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.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> 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.</p>	<p><u>Organizational Policy and Procedure Review (Project)</u> 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</p> <p>Several HR policies have been identified as requiring priority in their review and development. These include:</p> <ul style="list-style-type: none"> ▪ 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
								<ul style="list-style-type: none"> Discrimination, harassment, and workplace violence policy and procedure Sick leave policy <p>Staff will be consulted for feedback on these policies over the months of February and March.</p>
HR #10: HR Framework								
See HR #1 and the Diversity, Equity and Inclusion Section.								

Culture

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

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

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

Outcomes/Deliverables	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 Healing								
Processes are established for internal restoration and healing including safe environments for	Develop processes for supervisors and senior team to examine operational	1	Selection for third party will prioritize expertise and	A: CEO C: HR; Diversity, Equity and	Healthy Workplace audit measures.	Gessesse and Farheen Khan of Gessese	<u>Healing and Restoration</u> On October 19, 2021, Agapi Gessesse and Farheen Khan of Gessese Consulting and FSK	<u>Healing and Restoration</u> The healing and restoration process is in Phase 2: Action

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
<p>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.</p>	<p>review and critically reflect on and align their leadership approaches and behaviours.</p> <p>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).</p> <p>Consider engaging third part(ies) to lead/facilitate processes (e.g. consultant, community partners)</p> <p>Transparent and timely communication in relation to all organizational and work plan activities.</p>		<p>skill in DEI and Anti-Black Racism.</p>	<p>Inclusion team; staff; Union.</p>	<p>Diversity, Equity and Inclusion organizational plan, OVOV plan measures.</p> <p>Mechanism to measure relationship between Union and management.</p> <p>See HR Wellness Measures.</p>	<p>Consulting and FSK Associates</p>	<p>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.</p>	<p>Plan, which includes analyzing the data, providing recommendations, and implementing strategies to facilitate healing and restoration.</p>

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								
<p>The Society has implemented a system to measure the health of the organization on a permanent and on-going basis, the results of which are shared with the Board, Ministry, all staff, resource parents, volunteers, identified external partners, and publicly posted.</p>	<p>Identify criteria for measuring organizational health, audit frequency, and methods to promote confidentiality and full staff engagement.</p> <p>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.</p> <p>Implement a process with timelines to communicate results and develop action plans.</p> <p>An action plan for external quality audits will be considered.</p>	3	<p>Identify and remove barriers to participation.</p> <p>Establish a process within the audit tool to collect disaggregated data for all groups to identify systemic barriers within policies and processes connected with equity and diversity and inclusion objectives.</p>	<p>A: CEO C: HR; Diversity, Equity and Inclusion team; staff; Union</p>	<p>Measures to be determined based on identified tools and criteria.</p> <p>Disaggregated data for all groups.</p>			

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 Process								
Refer to HR #8, Complaint and Whistleblower Process								

Governance

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

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

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

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

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

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
			includes re-fresher training for all board members.					
G #2: Feedback Strategy								
The Board has a robust feedback strategy and monitors all aspects of organizational health.	<p>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.</p> <p>The Board regularly conducts a 360 evaluation of the CEO and supports 360 evaluations of key management staff.</p> <p>The Board regularly reviews and updates the key performance measures upon which it relies for its governance.</p>	1	<p>The feedback strategy will include the capacity to oversee and meet the diversity, equity and diversity objectives as set out in the Strategic Plan.</p> <p>Employee engagement survey allows for provision of demographically disaggregated results.</p> <p>Complaint data (both employee and service user) is disaggregated.</p>	<p>A: Board of Directors S: Board; staff C: staff; service users; community partners; external expert on board governance</p>	<p>Performance appraisal of CEO is conducted as required by policy.</p> <p>Employee engagement data is reviewed.</p> <p>Complaint data is reviewed.</p>		<p><u>Employee Engagement Survey</u> In early November 2021, a contract was signed with Loft Consulting who will be working to develop and launch an Employee Engagement Survey.</p> <p><u>Governance Review</u> As part of the governance review being led by the Institute on Governance (IOG), Phase 3 implementation is inclusive of training and development tools, including a 360-performance review framework for use in oversight of CEO, in collaboration with the senior team will developed</p>	<p>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.</p> <p><u>Employee Engagement Survey</u> The agency is working with Loft Consulting to develop a staff engagement action plan.</p>

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
	<p>The Board regularly reviews complaint data.</p> <p>The Board supports engagement of an external ombudsperson to ensure staff safety for whistleblower complaints.</p>							

Change Management

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

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

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
CM # 1: Change Management Strategy and Plan								
The Society has adopted a clear change management framework for each significant initiative that identifies the change being made, organizational readiness, rationale,	Select a change management framework that supports the inclusion of diverse voices; provide training and	1 To be completed by April 30	Ensure that change management framework includes a variety of learning	A: CEO C: Staff; Union; Internal Employee Committees/	Staff survey and/or Focus Group findings.			<u>Change Management Framework</u> The Project Oversight Steering Committee has identified the need to ensure that the change 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, accountabilities, supports and resources, and metrics.	<p>support for implementation.</p> <p>Develop tools to support the implementation of the change management framework.</p>		opportunities/m methods to support different learning styles/strengths	Resource Groups; Community Partners; Board of Directors				and tool is referenced and utilized. The framework and tool will be reviewed by the POSC during February 2022 meeting and will also be highlighted during discussions with the Management and Senior Team in January/February 2022.
Resources are in place to support the review, prioritization, and coordination of all current and new initiatives in the organization.	<p>Develop a process to demonstrate that the pace and volume of change is achievable before initiating new projects; ensure projects and initiatives are adequately resourced and align with the Society's Strategic Plan (i.e., staffing, budget).</p> <p>Identify criteria to determine when a change management process is required.</p> <p>To determine priorities, map all current and</p>	1	Application of diversity, equity and inclusion lens required when establishing agency priorities.	<p>A: CEO C: Staff; Union; Internal Employee Committees/R esource Groups; Resource Parents</p>	<p>Approved Project Plans.</p> <p>Updated Terms of Reference for Committees/ Workgroups.</p> <p>The outcome of each project will be measured against the scope and deliverables established at the beginning of the project and recognition of key successes and future learning opportunities reported for each project and or committee/ workgroup.</p>	<p>Project Coordinator position is under consideration</p>	<p><u>Project Oversight Steering Committee (POSC)</u> The Project Oversight Steering Committee is in place. Terms of Reference, Co-chairs and monthly meeting dates have been established, supporting the POSC to provide oversight to the review, prioritization and coordination of new projects and initiatives within the organization.</p> <p><u>Expressions of interest</u> 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:</p> <ul style="list-style-type: none"> Advisory Group - Resource Parent and staff relationships 	<p><u>Project Oversight Steering Committee (POSC)</u> The POSC has been in place for 9 months and will be reviewing its Terms of Reference during their February meeting to ensure that all members are in agreement and alignment with the purpose and key functions of the group.</p> <p><u>Operational Review Workplan updates</u> 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.</p>

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
	<p>upcoming projects, committees, workgroups, training, Ministry Directives etc. to assess the relevance and importance of the initiative, resources required, time commitments etc.</p> <p>Review purpose and outcomes and update Terms of Reference for all Committees/ Workgroups.</p> <p>Ensure resources with proper authority are in place to support the project/initiative; project Champion(s) to be identified.</p> <p>Consider allocating resources to a create an internal <i>Project Oversight Steering</i></p>						<ul style="list-style-type: none"> • 2SLGBTQ+ Employee Resource Group • Workload Review Project Team • French Language Services Implementation Project • COVID-19 Subgroup • Data Management Committee • Service and Technology Committee 	<p><u>Expressions of Interest</u> No expression of interest requests for committee/work group or project teams were sent during December 2021 and January 2022.</p> <p>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.</p>

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
	<i>Committee</i> to support the review/prioritization/coordination and communication of current and new projects/initiatives.							
CM #2: Communications Plan								
The Society's communication plan is foundationally built on engagement of internal staff and external stakeholders. The Communication Plan reflects commitment to transparent, open, and structured communications aligned with the agency Strategic Plan and sector priorities. Communication planning is incorporated into all change management initiatives, projects and decision making.	<p>Map communication plan to ensure and improve two-way communication with staff, Union Executive, service partners and other external stakeholder groups using effective and diverse mediums, venues and channels that are collaboratively identified.</p> <p>Review and establish mechanisms for staff engagement. See also Leadership #5, Diversity Equity and Inclusion #2</p>	1	Community engagement strategy in collaboration with Diversity, Equity and Inclusion and Service Delivery Model.	<p>A: CEO C: Diversity, Equity and Inclusion team; Staff; Union; Volunteers; Resource Parents; Community Partners; Media</p>	<p>Agency initiatives, directions, their context and rationale, and why certain information is not available is shared with all staff.</p> <p>Evaluation of communication plan to assess that the outcomes of the communication plan are met (i.e., staff and stakeholders report that transparency and timeliness of information sharing is improved).</p>		<p><u>Manager of Communications</u> A recruitment process to hire a Manager of Communications continues. This process has been ongoing since May 2021.</p> <p><u>Communication Strategy</u> 2021 Communication Strategy is accessible to all staff via Intranet. YRCAS follows the communication plan which intends to:</p> <ul style="list-style-type: none"> • Support ongoing, clear, consistent communication to staff and other stakeholders • Support staff learning, share successes, positive results • Support the agency's rebuilding efforts to establish trust among staff • Connect and engage with external stakeholders • Establish feedback loops 	<p><u>Manager of Communications</u> A recruitment process to hire a Manager of Communications continues. First round of interviews took place in January 2022.</p> <p><u>Communication Strategy</u> The agency's Communication Strategy will be reviewed for 2022 to ensure it is responsive to feedback gathered from staff through a variety of forums over the past several months.</p> <p><u>Agency Newsletter</u> The development of an agency newsletter is in the consultation phase. Staff will be consulted about</p>

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

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
							<u>Use of social media, All Staff Meetings, and COVID Updates</u> 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 platforms.

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
<p>The society demonstrates compliance with the Ministry's Fast Track/CPIN Policy Directive.</p> <p>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.</p> <p>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.</p> <p>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</p>	<ul style="list-style-type: none"> 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	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Review of history arising from record checks must incorporate a DEI lens; create tools to support identification of possible bias</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p>	<p>A: Director of Service R: Service Supervisors C: Staff; Union; S: Community Stakeholders</p>	<p>Compliance with Part X requirements measured via privacy breach data.</p> <p>Compliance with Child Protection Standards measured via Quality Improvement Plan.</p> <p>Measures for file reviews to be determined based on identified criteria for review.</p>		<p><u>Compliance with Fastrack Directive:</u> 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.</p>	<p><u>CAS/VAW Training</u> 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.</p> <p><u>Workload (Project)</u> 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.</p> <p>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.</p> <p><u>VAW Situation Table</u> Participation in this forum has continued with scheduling of a meeting in January 2022 to include a Protection Supervisor and a member of the agency</p>

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
<p>mitigate risk going forward.</p> <p>The society has implemented a less intrusive approach to assess risk in cases of DV where such an approach is supported by evidence-based practice/VAW sector.</p> <p>Society staff actively engage in safety planning when domestic violence may be a concern.</p> <p>The society has active, collaborative partnerships with the region's VAW service providers; <i>Collaborative Response Protocol</i> is current and guides decision making with respect to child exposure to partner violence.</p> <p>When legislated timelines for transferring cases to ongoing family services cannot be met, supervisory approved</p>	<ul style="list-style-type: none"> Conduct a review of known instances whereby Fast Track/CPIN was utilized in contravention of the Directive. Comply with reporting requirements for breaches of privacy. Establish criteria and indicators for file review; conduct a file review and implement recommendations arising from review. Consult with VAW sector for advice/expertise and seek input from the child welfare sector regarding alternate approaches; implement best practice 						<p><u>File Reviews (Project)</u> 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.</p> <p><u>CAS/VAW Training</u> Due to unforeseen circumstances, the training dates in October 2021 have been postponed to the week of January 24 and February 7, 2022.</p> <p><u>CAS/VAW Collaborative Protocol & Community Partnerships</u> The CAS/VAW Collaborative Protocol has been updated and is available for reference by all</p>	<p>VAW committee to participate in presenting a case where CAS/VAW/Police interactions could be enhanced.</p> <p><u>File Reviews (Project)</u> 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 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.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> 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</p>

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
<p>departures from <i>Child Protection Standards</i> will be documented in contact logs, with rationale for the departure captured.</p>	<p>strategies and tools.</p> <ul style="list-style-type: none"> The Society will actively work to establish collaborative partnerships with the region's VAW service providers; <i>Collaborative Response Protocol</i> to be reviewed and utilized by society staff to guide decision making with respect to child exposure to partner violence. Liaise with York Region Violence Against Women Coordinating Committee to coordinate staff training. Service supervisors and staff to review Child Protection Standards #5: Concluding a Child Protection Investigation. 						<p>staff on the YCAS VAW <i>Resources Teams Channel</i> along with OACAS Critical Connections Guide, a best practice reference document.</p> <p>Specific to our collaboration with the VAW sector, the following meetings are occurring:</p> <p>CAS/VAW Collaboration table Meetings every two months inclusive of VAW Sector Executives and YRCAS Internal VAW Co-Chairs, Equity Practice Specialist, Manager of Service – information sharing/program updates</p> <p>CAS/VAW Collaboration table – Front Line Meet every two months inclusive of VAW Sector Front Line Staff and Internal VAW Committee members – information sharing, discussions regarding role clarity</p> <p>Situation Table Opportunity for discussion and collaborative problem solving of</p>	<p>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.</p>

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
	<ul style="list-style-type: none"> 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. 						<p>concerns that arise amidst service intersection. Monthly meetings inclusive of YRCAS Manager of Service and representatives from York Region Police and VAW sector. Arrangements underway to add additional YRCAS representation to this forum.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> 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.</p>	

Ongoing Family Services

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

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

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
<p>The society's Supervision Framework supports caseworkers to embed the service delivery model into practice.</p> <p>The society has conducted a review of ongoing family service files to determine if the current supervision approach aligns with the society's Supervision Framework and service delivery model and includes a clinical assessment of the family's progress to date in mitigating identified risk and safety factors.</p> <p>Case closure documentation complies with Child Protection Standards noting no recent occurrences of child abuse/maltreatment,</p>	<ul style="list-style-type: none"> Review the <i>Practice of Supervision: Framework and Guidelines</i> and its application. Establish criteria and indicators for review; conduct review; implement recommendations arising from the file review. Service supervisors and service staff to review Child Protection Standard ##7: Ongoing Service Case Management and Child Protection Standard #8: Closing a Case to 	2	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>To engage in practice that is equitable and inclusive, critical self-reflection and self-reflexivity are identified as a core learning area for all staff and will be embedded supervision framework.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p> <p>Diversity, Equity and Inclusion lenses must</p>	<p>A: Director of Service R: Service Supervisors C: Staff; Union</p>	<p>Compliance with Child Protection Standards measured via Quality Improvement Plan</p> <p>Supervision Framework updated and re-launched.</p> <p>Measures for file reviews to be determined based on identified criteria for review.</p>		<p><u>Robust Conferencing Model</u> The existing case conferencing mechanisms remain available with discussions continuing with respect to the timing of a review in this area.</p> <p><u>Learning Labs</u> As part of a practice focused learning series, the 5th and 6th lab in the series, focused on family finding and social history writing were facilitated on October 6 and November 3, 2021, respectfully. Surveys seeking feedback from staff have been circulated to the pilot team of staff. Feedback arising from the series to date continues to be positive with excellent feedback provided for consideration of future sessions.</p>	<p><u>Robust Conferencing Model</u> Project Leads have been identified to support the development of a robust conferencing model that will align with our service principles, service model and best practices, outline processes, such as referral, family/youth participation, sharing of conference outcomes and follow up to plans and commitments. The existing case conferencing mechanisms remain available while the work is underway.</p> <p><u>File Reviews (Project)</u> 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</p>

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
<p>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.</p>	<p>ensure that documentation requirements and timelines related to case closure are understood and adhered to.</p> <ul style="list-style-type: none"> • Service supervisors to review and adhere to <i>CPIN Supervisor's User Guide and Tip Sheets</i> (CPIN Knowledgebase) • Identify strengths and barriers with meeting the Child Protection Standard; implement strategies that support adherence. • Implement the <i>Service Delivery Model Project Plan (Learning Labs)</i> • Develop a robust conferencing and consultation model to promote 		<p>be embedded in all mechanisms/supports available to resource families; possible biases to be identified and challenged in a constructive and safe manner to promote learning.</p>				<p><u>File Reviews (Project)</u> 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.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> 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.</p>	<p>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.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> 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.</p>

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
<p>The society has a robust conferencing and consultation model available to promote collaborative case planning, learning and implementation of best practices.</p> <p>The society has clear, documented policies, guidelines and processes, aligned with legislation</p>	<ul style="list-style-type: none"> Develop a robust conferencing and consultation model to promote collaborative case planning, learning and implementation of best practices. Conduct a review of intake and assessment, ongoing family service and child-in- 	2	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Diversity, Equity and Inclusion lens must be embedded in all mechanisms/support s available to resource families; possible biases to be</p>	<p>A: Director of Service R: Service Supervisors C: Staff; Union; Internal Employee Committees/ Resource Groups; Foster Parent Association;</p>	<p>Compliance with Child Protection Standards measured via Quality Improvement Plan</p> <p>Supervision Framework updated and re-launched.</p>		<p><u>Robust Conferencing Model</u> The existing case conferencing mechanisms remain available with discussions continuing with respect to the timing of a review in this area.</p> <p><u>Learning Labs</u> As part of a practice focused learning series, the 5th and 6th lab in the series, focused on family finding and social history writing were facilitated</p>	<p><u>Robust Conferencing Model</u> Project Leads have been identified to support the development of a robust conferencing model that will align with our service principles and model and will outline processes, such as referral, family/youth participation, sharing of conference outcomes and follow up to plans and commitments. The existing</p>

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
<p>and Child Protection Standards, related to the roles and responsibilities and decision-making pertaining to the admission and discharging of children to/from care.</p> <p>Resource parents have mechanisms available to raise concerns and complaints related to child in care services.</p> <p>The society has processes in place that seek to enhance relationships between agency staff and resource parents.</p>	<p>care files and case conference minutes whereby children have been returned home to ensure that risk and safety factors were appropriately addressed prior to the child's return home.</p> <ul style="list-style-type: none"> Review policies, procedures, guidelines and practices to ensure they are clearly aligned with legislation and Child Protection Standards, related to the roles and responsibilities and decision-making pertaining to the admission and discharging of children to/from care. Seek consultation from staff, and resource parent community; clarify decision making roles of all staff and 		<p>identified and challenged in a constructive and safe manner to promote learning.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p>	<p>Resource Parents; Community Stakeholders</p>	<p>Measures for file reviews to be determined based on identified criteria for review.</p> <p>Resource Parent Surveys</p>		<p>on October 6 and November 3, 2021, respectfully. Surveys seeking feedback from staff have been circulated to the pilot team of staff. Feedback arising from the series to date continues to be positive with excellent feedback provided for consideration of future sessions.</p> <p><u>File Reviews (Project)</u> 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.</p> <p>On October 25, 2021, the lead File Reviewer presented at a general meeting of the Foster</p>	<p>case conferencing mechanisms remain available while the work is underway.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> 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.</p> <p><u>File Reviews (Project)</u> The service file reviews have been concluded. While an implementation plan to address the recommendations was to be communicated to</p>

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
	<p>resource parents; implement recommendations based on findings, ensuring that child's voice is considered in decisions making.</p> <ul style="list-style-type: none"> 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. 						<p>Parent Association on the themes that arose during the consultation process that was conducted as part of the file review process. The lead Reviewer was available to provide clarification and answer questions that arose from the group.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> 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.</p> <p><u>Resource Parent Mechanisms to raise concerns/complaints</u> 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.</p>	<p>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.</p> <p><u>Resource Parent Mechanisms to raise concerns/complaints</u> 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.</p> <p>The Society has processes in place that seek to enhance relationships between agency staff and resource parents.</p>

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
							<p><u>Resource Parent Appreciation Chai & Chat</u></p> <p>On October 13, 2021, a Chai & Chat was hosted to recognize and show our appreciation for all the wonderful work our resource parents do daily. The event was attended by agency staff and resource parents. Resource parents continue to be invited to all agency Chai & Chats.</p>	<p>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.</p> <p>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.</p>

Adoption Services

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

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

Outcomes/Deliverables	Key Activities	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Measures	Resources	Work Plan Update – December 2021	Work Plan Update – February 2022
<p>The society has a fulsome 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.</p>	<ul style="list-style-type: none"> Conduct a fulsome mapping of case activity from intake through adoption finalization to identify all points where information and documentation required for adoption finalization is gathered and sought. Review agency policy to ensure that it aligns with legislation, regulations, and MCCSS guidelines and expectations regarding documentation. Engage service staff, supervisors and Senior Team and adoptive parents to understand identified reasons for information gaps and/or documentation errors/omissions 	2	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p>	<p>A: Director of Service R: Service Supervisors C: Staff; Union; Foster Parent Association; Resource Parents; Adoptive Parents; MCCSS</p>	<p>Improved timelines for adoption finalization.</p> <p>Extended Child in Care Review Audit data regarding time to permanency.</p>		<p><u>Process and Documentation Mapping</u> 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.</p> <p><u>Social Histories</u> 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.</p> <p>The social history tracking sheet continues to be utilized by Managers of Service to ensure timely completion of documentation.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> This project is awaiting the hiring of 2 Policy Analyst/Writers. The hiring</p>	<p><u>Process and Documentation Mapping</u> 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.</p> <p><u>Social Histories</u> An overview of the Social History workshop was provided to Service Supervisors on December 8, 2021.</p> <p>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.</p> <p>A tracking sheet has been developed to track adoption finalizations. The tracking</p>

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.	<p>sheet is updated by the Adoption Supervisor and monitored by the Manager and Director of Service on a monthly basis.</p> <p><u>Organizational Policy and Procedure Review (Project)</u> 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.</p>