

YORK REGION CHILDREN'S AID SOCIETY

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# Update to Operational Review Work Plan

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April 2022

## Work Plan Update York Region Children's Aid Society April 2022

The following summarizes the process and progress as of April 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:**

- Final report of Healing and Restoration process shared with all staff; report outlines assessment findings from the summer of 2021, along with practical solutions to support organization to continue to move forward
- Hiring of 30 child protection staff between January and March 2022
- Onboarding Support program piloted to enhance the new hire experience
- A review of organization's policies and procedures has commenced

## **Principles to Guide the Development of the Work Plan**

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

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

## York Region Children's Aid Society Operational Review Work Plan

### Leadership

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

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

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
<b>L #1: Leadership</b>					
<p>All leaders in the organization (emerging leaders to CEO) will demonstrate behavior aligned with diversity, equity, inclusion, organizational values, and competencies as set out in the York Region CAS Leadership Competency Framework.</p> <ul style="list-style-type: none"> <li>The York Region CAS Leadership Competency Framework will be adapted from the OACAS framework.</li> </ul>	2	<p>Diversity, Equity and Inclusion is a value and competency with targeted mandatory training, mentoring and coaching.</p> <p>Lived experiences are valued in selection process for leadership roles.</p>	<p><b>Accountable:</b> Board of Directors for CEO <b>Accountable:</b> CEO for all staff <b>Consulted:</b> All staff; Union</p>	The Management Team continues to engage in learning opportunities to integrate equity and inclusion in their leadership practice including both facilitated learning sessions and book review discussions.	The Management Team continues to engage in learning opportunities to integrate equity and inclusion in their leadership practice including both facilitated learning sessions and book review discussions.
<b>L #2: Vision, Direction and Strategy for YRCAS</b>					
The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization.	3	<p>Selection process for consultant to facilitate Strategic Planning Process will prioritize Diversity, Equity and Inclusion experience and skills.</p> <p>Integration of diversity, equity and inclusion across the agency to be included as part of the strategic plan.</p> <p>Diverse community representation in consultation process.</p>	<p><b>Accountable:</b> Board of Directors <b>Consulted:</b> Staff; Union; Service Users; Community Partners; Foster Parent Association (FPA); resource parents; volunteers</p>	<p>The Service Framework Steering Committee is endorsing full system implementation of the Signs of Safety Model. If full system implementation is endorsed by the agency, community information sessions to build awareness will be required.</p> <p>Leadership for review of the Strategic Plan will commence in 2022 under the leadership of our new CEO, Ginelle Skerritt, and our Board of Directors.</p>	<p>The society is moving forward with full system implementation of the Signs of Safety Model. Pre-implementation activities will commence in the spring with community information sessions to be planned.</p> <p>An RFP for a consultant to support development of the strategic plan will be distributed in April 2022. The Board of Directors, CEO and an agency procurement team are working to draft the RFP and manage the procurement process.</p>
<b>L #3: Guiding Principles and Values</b>					

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
All Board members and staff demonstrate behaviours and commitment aligned with diversity, equity, inclusion, organizational principles and values, supporting a learning culture and respectful, healthy workplace.	2	Diversity, Equity and Inclusion will be embedded in the core values.  Consultation with diverse community representation.	<b>Accountable:</b> Board of Directors <b>Responsible:</b> CEO for staff <b>Consulted:</b> All staff; Union; community partners; service users; Foster Parent Association; resource parents; volunteers	In December 2021, the Board of Directors were provided a training session focused on diversity, equity, inclusion and anti-racism. Additional training opportunities in these areas are being explored.	A DEI framework has been developed and will be implemented in practice across the organization.
<b>L #4: Roles and Responsibilities</b>					
The organizational structure clearly defines, communicates, and supports best practice, balanced spans of authority, and effective, efficient, timely decision-making that is equitable, inclusive, and shares power.	2	Selection process for consultant will prioritize Diversity, Equity and Inclusion experience and skills.	<b>Accountable:</b> CEO <b>Consulted:</b> All staff; Union; Subject Matter Expert(s); Foster Parent Association; community partners; service users		
<b>L #5: Staff Feedback and Input</b>					
Staff feedback and consultation processes are established to create a safe environment where staff input is sought, valued, and implemented.	2	Identify and remove any barriers to enable inclusive and diverse representation.	<b>Accountable:</b> CEO <b>Consulted:</b> All staff; Union; resource parents; volunteers		The society has a number of forums in place to seek staff feedback and input including team and department meetings, staff meetings, open forums, committees and workgroups. Additionally, the CEO has invited staff to contact her directly with any issues for discussion or review.

## 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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<b>DEI #1: Equity</b>					
<p>Organizational processes are fair and equitable in the treatment of:</p> <ul style="list-style-type: none"> <li>all staff;</li> <li>service users;</li> <li>community partners.</li> </ul> <p>All organizational structures promote diverse, equitable and inclusive policies, procedures, and practices that are responsive to the needs of equity-seeking groups and that address racism/anti-Black racism.</p> <p>The organizational Diversity, Equity and Inclusion Plan includes all aspects of the organization; from Board governance to operations.</p> <p>The Society has integrated the One Vision, One Voice Race Equity Practices.</p> <p>The Society has integrated the Truth and Reconciliation commitments with respect to child welfare as well as the 9 Indigenous Commitments.</p> <p><b>NEW (Added January 2022)</b> The Society has integrated the 2SLGBTQ+ provincial recommendations and practices.</p>	1	<p>A comprehensive review of policies, procedures and practices, along with HR data will be undertaken to identify gaps and needed revisions and build in mechanisms for regular review.</p> <p>An assessment and evaluation of the structure, resourcing and positioning of the Diversity, Equity and Inclusion Department/Team will be undertaken to ensure diversity, equity and inclusive principles and practices are supported throughout the organization and in the community.</p> <p>The Diversity, Equity and Inclusion Department/Team to develop and implement the organizational equity and inclusion workplan.</p> <p>The Diversity, Equity and Inclusion Department/Team will develop a workplan to implement the One Vision One Voice Race Equity Practices.</p> <p>The Diversity, Equity and Inclusion Department/Team to develop a workplan to implement Truth and Reconciliation recommendations and the 9 Indigenous Commitments.</p>	<p><b>Accountable:</b> CEO  <b>Consulted:</b> Board of Directors; Staff; Union; Diversity, Equity and Inclusion Team; Resource Parents; Foster Parent Association; Internal Employee Committees/Resource Groups; Community Partners; Service Users</p>	<p>The DEI Framework was communicated to all staff in December 2021. Implementation plans will be developed through consultation with all staff over the next few months. (<i>OVOV Race Equity Practice #1: Commit to Courageous Leadership</i>).</p> <p>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. The identification of foundational priorities has been identified.</p> <p>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 Inclusion Framework, and the organization's diversity, equity and inclusion commitments. An electronic DEI consultation</p>	<p>A DEI framework has been developed and will be implemented in practice across the organization.</p> <p><u>Black History Month</u> Black History Month was recognized and celebrated with the theme of "Standing in Your Power". The Black Staff Advisory Council planned and hosted the celebrations, including two Chai and Chats:</p> <ul style="list-style-type: none"> <li>February 2, 2022 – Black History Month Opening Celebration</li> <li>February 16, 2022 – Black History Month continual celebration with a presentation on Intersectionality, celebrated and recognized social advocates who have been influential in the work of equity and advocacy.</li> </ul> <p>Additionally, daily internal communication and use of social</p>

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		<p>Review all organizational complaints processes and procedures to ensure that they have been framed from a Diversity, Equity and Inclusion lens.</p> <p>Review Local 304 Collective Agreement in collaboration with OPSEU to ensure that Diversity, Equity and Inclusion is embedded, and where necessary, consider how to make revisions if possible.</p> <p>Review finance/budget policies and practices from Diversity, Equity and Inclusion lens to ensure that support to service users is provided in an equitable manner.</p> <p>Review job evaluation tool as it relates equity-seeking groups, particularly for non-union staff.</p> <p>Systematically collect and analyze self-identifying data at all levels of staff to identify and address any systemic barriers.</p> <p>Diversity, Equity and Inclusion department/team to work in collaboration with HR to review HR process.</p>		<p>request tool has been developed and implemented to support staff with requesting and receiving timely DEI consults.</p> <p>The Black Staff Advisory Council has commenced planning for Black History Month Celebrations (February 2022). The theme for the month: “Standing in Your Power”. Daily internal and external communications are planned, highlighting the history and achievements of Black people.</p> <p>Honouring Indigenous Commitments Committee completed Terms of Reference. The development of the workplan has been initiated.</p> <p>A 2SLGBTQ+ workplan has been drafted to support implementation of the recommendations of 2SLGBTQ+ provincial report.</p> <p>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 Coordination.</p>	<p>media platforms to highlight the history and achievements of Black people</p> <p>Black Mental Health Week was recognized (March 7-11) by articulating that the purpose of this week is to bring awareness regarding the effect that racism and inequity has on the mental health and well-being of people with color.</p> <p><u>Lunch ‘N Love Event on the International Day of Elimination of Racial Discrimination</u> On March 21, 2022, the International Day of Elimination of Racial Discrimination, York Region Children’s Aid Society, Eva’s initiatives, Ontario Anti-Racism Directorate, Kojo Institute, City of Brampton, Strides, and the Ontario Human Rights Commission hosted a community Lunch ‘N Learn. The theme for the event was <b>Past, Present, Future: Leading Diversity Equity, and Inclusion into the Future</b>, and celebrated the legacy of Black Leadership in DEI work</p>



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		<p>Diversity, Equity and Inclusion department/team will develop material and/or seek out professional development opportunities that supports the ongoing transfer of learning and change in practice for all staff.</p> <p>Diversity, Equity and Inclusion training opportunities includes processes to identify further training needs within the agency.</p>		<p>The discussion focused on collaborating with community partners to support the children, youth and families we work with across various sectors.</p> <p>On Wednesday, January 12, 2021, a second Chai &amp; Chat was coordinated focused on building awareness and education regarding anti-Semitism.</p> <p><b><u>Additional OVOV Updates</u></b></p> <p><b><u>OVOV Race Equity Practice #3: Evaluate and monitor programs and monitor performance</u></b> 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 – 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><b><u>OVOV Race Equity Practice #9: Provide daily supervision ongoing training and supports</u></b></p>	<p>Equity focused service reviews have been completed and a plan to review the findings and action the recommendations is underway.</p> <p>A Chai and Chat was coordinated by staff with the Canadian Helen Keller Centre and hosted by Elio Riggillo. Elio is profoundly deaf with gradual vision loss and uses ASL to communicate. The presentations discussed barriers and stigma faced by the deafblind community, and how it affects their mental health. Community wrap around supports and resources available for the deafblind community were also provided.</p> <p>The DEI Department led and conducted Black children and youth in care reviews from October 2021 – January 2022 to address the disproportionality and reduce the number of Black youths in care at YRCAS. Next steps and action activities were identified, and ongoing follow up with the service team has commenced.</p>

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				<p><u>for staff, volunteers, and caregivers</u> The Diversity, Equity, and Inclusion Community Resource &amp; Service Directory &amp; the Black, African Canadian and Caribbean Services of Black community services resource, is being utilized as:</p> <ul style="list-style-type: none"> <li>• a reference for staff to refer children, youth, and families to services; specifically cultural, linguistic, 2SLGBTQ+, ethno-racial and accessibility specific services.</li> <li>• a resource tool for use during case consultations/ supervision when determining appropriate services for a family, child or youth.</li> </ul> <p>The Black, African Canadian and Caribbean Services of Black community services and businesses is included in the Diversity, Equity and Inclusion Community Resource &amp; Service Directory. This resource <i>guide is being</i> utilized when referring Black families, children and youth to services.</p>	<p>A 4-part DEI training curriculum has been developed to build awareness and training to Resource caregivers. This customized training series will provide foster parents with the foundational knowledge of equity and the practical application of equity practice in their daily care and support of a child/youth and their intersecting identities.</p>
<b>DEI #2: Inclusion</b>					

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<p>The Society's work environment is safe, welcoming, respectful, and supportive.</p> <p>The Society's consultation and decision-making framework includes comprehensive feedback mechanisms.</p>	1	<p>Develop feedback processes, as set out in L#5.</p> <p>Human Resources to provide disaggregated data on complaints so as to identify racism, sexism, discrimination.</p>	<p><b>Accountable:</b> CEO <b>Consulted:</b> Staff; Union; Resource Parents; Foster Parent Association; Community Partners; Internal Employee Committees/Resource Groups</p>	<p>A Days of Significance Calendar for January to March 2022 has been sent to all staff as a resource tool, and recognition of significance/observance and holidays.</p> <p><u>OVOV Race Equity Practice #7: Establish effective internal complaint mechanisms</u> A draft <b>Complaint Response Reference Guide</b> has been 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>A Days of Significance Calendar for April – June 2022 was sent to all staff mid-March identifying observances/days of significance.</p>

## Human Resources

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

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

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

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

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

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

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

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

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

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

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<b>HR #1: Human Resource Framework</b>					
<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</p>	1	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Human Resource staff to demonstrate competency related to diversity, equity and inclusion.</p> <p>HR department to be reflective of the organization and York Region.</p>	<p><b>Accountable:</b> CEO <b>Consulted:</b> All staff; Union; Board of Directors</p>	<p>OACAS is completing an RFP to seek support with the completion of a workplace census.</p>	<p>The HR department will be facilitating strategic sessions to develop the HR Framework. The HR Framework will include guiding principles and strategic priorities for the agency's human resources. Staff consultations will take place over the next couple of months.</p> <p>OACAS coordinated and collated results of the workplace census survey. The results have been</p>

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respond to the needs of all staff in the entire organization.		Integration of diversity, equity, and inclusion across the agency.			received by the HR department and is being used as a reference document to inform HR work.
<b>HR #2: Diversity, Equity and Inclusion</b>					
See Diversity, Equity and Inclusion Section of Work Plan.					
<b>HR #3: Wellness Framework</b>					
The Society's Human Resource Framework includes a wellness strategy that is resourced to prioritize wellness promotion, prevention, and intervention for all staff.	3	Ensure equitable and inclusive practices are evident in policies, procedures and processes.  Identify barriers and ensure equitable access to benefits for union and non-union staff.	<b>Accountable:</b> CEO <b>Consulted:</b> All staff, Union, Board of Directors		
<b>HR #4: Hiring Processes</b>					
The Society has equitable recruitment, hiring and promotion practices that are transparent and clear.	1	Ensure equitable and inclusive practices are evident in policies, procedures and processes.  Review job evaluation process to ensure diversity, equity, and inclusion (i.e., Indigenous peoples, gender, racialized, people living with disability).  Monitor and analyze data to identify any potential systemic barriers to advancement.  Identify and plan to address barriers with respect to recruitment, applications, hiring.	<b>Accountable:</b> CEO <b>Consulted:</b> All Staff; Union	HR is piloting a standardized best practice approach to talent acquisition and has developed a draft road map to enhance the candidate selection process.  OACAS is completing an RFP to seek support with the completion of a workplace census.	To address workload issues, the HR department recruited over 30 child protection workers from January to March 2022. The agency ensured equitable recruitment and hiring practices that are transparent and clear. The talent acquisition search was expanded to include platforms aimed at attracting a more diverse pool of applicants.

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<b>HR #5: Performance Management</b>					
The Society has implemented a knowledge and competency-based performance review process that is aligned with the organization's priorities and values that evaluates and supports the development of skills, behavior and goals.	3	Ensure equitable and inclusive practices are evident in policies, procedures, and processes.  Equitable and inclusive competencies are embedded and measured in performance. All staff to have knowledge, understanding and specific training regarding the impact of unconscious bias/racism/stereotypes etc. in performance review.	<b>Accountable:</b> CEO <b>Consulted:</b> All staff; Union		
<b>HR #6: Workload</b>					
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. <ul style="list-style-type: none"> <li>A systematic and equitable workload assessment process for all job functions in the organization to be undertaken.</li> </ul>	1	Ensure equitable and inclusive practices are evident in the continual assessment of workload and assignment of work.	<b>Accountable:</b> CEO <b>Consulted:</b> All Staff; Union	A Request for Proposal (RFP) has been posted to invite bids and submissions to support a workload review for all front-line positions and additional positions as identified.	Vendor interviews are scheduled to select a vendor to complete the workload assessment.
<b>HR #7: Training</b>					
The Society has an integrated learning and development plan for all roles that provides for onboarding, training, mentoring and coaching, and opportunities for cross training.  All staff have opportunities to access additional learning opportunities to further their development.	3	Mandatory training and ongoing support for all staff, volunteers, and resource caregivers to increase awareness, knowledge and understanding of equitable practices, anti-oppression, anti-racism/anti-black racism/anti-indigenous racism and how it impacts service delivery and	<b>Accountable:</b> CEO <b>Consulted:</b> All Staff; Union; Community Partners Informed- Staff, Service Users; Community Partners.	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 Coordination. The discussion focused on collaborating with community partners to support	On Wednesday, March 2, 2022, a Chai and Chat was coordinated by staff with the Canadian Helen Keller Centre and hosted by Elio Riggillo. Elio is profoundly deaf with gradual vision loss and uses ASL to communicate. The presentations discussed barriers and stigma faced by the deafblind

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		<p>interactions within the organization and with community partners.</p> <p>Onboarding of new staff will include organizational priorities (i.e., diversity, equity, and inclusion).</p> <p>Review and strengthen forums for ongoing sharing and transfer and sharing of knowledge related to diversity, equity, and inclusion.</p>		<p>the children, youth and families we work with across various sectors.</p> <p>On Wednesday, January 12, 2021, a second Chai &amp; Chat was hosted focused on building awareness and education regarding anti-Semitism.</p> <p>An informational legal clinic was organized on Monday, January 17<sup>th</sup>, 2022, with the Office of the Ombudsman of Ontario. Information regarding the legislated mandate of the Ombudsman's Office and the requirement to report child deaths and incidences of serious bodily harm reporting were shared</p>	<p>community, and how it affects their mental health. Community wrap around supports and resources available for the deafblind community were also provided.</p> <p>An information session was organized on Monday, March 7<sup>th</sup>, 2022 with Addiction Services Central Ontario providing information regarding their services in addition to the effects of substance use, stages of change and the recovery process.</p>
<b>HR #8: Complaint and Whistleblower Processes</b>					
<p>The Society has a meaningful and effective resolution process available to all staff, (of which all staff are aware), that includes a spectrum of options for staff to safely approach complaint discussions from early issue resolution to whistle-blower processes.</p> <ul style="list-style-type: none"> <li>Develop and implement clear steps, tools, training and escalation options to ensure that all staff have</li> </ul>	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><b>Accountable:</b> CEO  <b>Consulted:</b> All Staff; Union; Board of Directors</p>	<p>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>The Healing and Restoration Report was released to all staff in early March and provided several recommendations to support healing within the organization.</p>

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mechanisms to safely identify concerns. <ul style="list-style-type: none"> <li>Explore engagement of an external ombudsman service for whistleblower complaints to establish trust in the process.</li> </ul>				The agency is working with Loft Consulting to develop a staff engagement action plan.	
<b>HR #9: Other HR Policies</b>					
The Society's Human Resource policies, procedures and processes are aligned with legislated requirements and reflect the organization's values/priorities including diversity, equity, and inclusion.	3	Ensure equitable and inclusive practices are evident in policies, procedures, and processes.	<b>Accountable:</b> CEO <b>Consulted:</b> All staff; Union	As of January 4, 2022, the work of reviewing organizational policies and procedures has commenced.	The work of reviewing organizational policies and procedures continues.
<b>HR #10: HR Framework</b>					
See HR #1 and the Diversity, Equity and Inclusion Section.					

## Culture

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
<b>C #1: Restoration and Healing</b>					
Processes are established for internal restoration and healing including safe environments for restorative conversations and addressing difficult	1	Selection for third party facilitators who may be engaged will prioritize expertise	<b>Accountable:</b> CEO	The healing and restoration process is in Phase 2: Action Plan, which includes analyzing	The Healing and Restoration Report was released to all staff in early March and provided



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
<p>issues between staff at all levels, with the goal to build a supportive, inclusive, and equitable organization conducive to collaborative work and learning.</p> <ul style="list-style-type: none"> <li>Develop plans for and engage in restorative processes that maintain the safety of all participants (e.g., talking circles, group conferencing, peer support).</li> </ul>		and skill in Diversity, Equity and Inclusion and Anti-Black Racism.	<b>Consulted:</b> HR; Diversity, Equity and Inclusion team; staff; Union.	the data, providing recommendations, and implementing strategies to facilitate healing and restoration.	several recommendations to support healing within the organization.
<b>C #2: Healthy Workplace Audits</b>					
<p>The Society has implemented a system to measure the health of the organization on a permanent and on-going basis, the results of which are shared with the Board, Ministry, all staff, resource parents, volunteers, identified external partners, and publicly posted.</p> <ul style="list-style-type: none"> <li>Develop and implement audit tools to measure the health of the workplace.</li> </ul>	3	<p>Identify and remove barriers to participation.</p> <p>Establish a process within the audit tool to collect disaggregated data for all groups to identify systemic barriers within policies and processes connected with equity, diversity and inclusion objectives.</p>	<p><b>Accountable:</b> CEO</p> <p><b>Consulted:</b> HR; Diversity, Equity and Inclusion team; staff; Union</p>		
<b>C #3: Issue Resolution Process</b>					
<b>Refer to HR #8, Complaint and Whistleblower Process</b>					

## Governance

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
<b>G #1: Review of Governance Structures</b>					
The Board holds senior staff accountable to the strategic plan.	1	<p>The revised Strategic Plan will ensure integration of diversity, equity and inclusion.</p> <p>The Board regularly receives information that supports its oversight of organizational progress to address racism/anti-black racism.</p> <p>The Board has established a Diversity, Equity and Inclusion Committee to oversee the integration of diversity, equity and inclusion into all policies, procedures and practices.</p> <p>The Board ensures that orientation of new board members includes training regarding diversity, equity and inclusion and that board development regularly includes re-fresher training for all board members.</p>	<p><b>Accountable:</b> Board of Directors <b>Consulted:</b> staff; service users; community partners; external expert on board governance</p>	<p>The Institute on Governance (IOG) continues their work with the Board and has been assisting them to review and align their governance structure. 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>	<p>The Institute on Governance (IOG) continues their work with the Board and continues to guide them in their review and alignment of their governance structure and review and updating of by-laws, policies and the development of a mechanism for evaluation of the CEO position. Bylaws, once reviewed, will require a legal review to ensure that they are compliant with the Ontario Not-for-Profit Corporations Act (ONCA) that was proclaimed on October 19, 2021. As per the requirements, all bylaws must be in compliance with ONCA by 2024.</p>
<b>G #2: Feedback Strategy</b>					
The Board has a robust feedback strategy and monitors all aspects of organizational health.	1	<p>The feedback strategy will include capacity to oversee and meet the diversity, equity and diversity objectives as set out in the Strategic Plan.</p>	<p><b>Accountable:</b> Board of Directors <b>Consulted:</b> staff; service users; community partners; external expert on board governance</p>	<p>The agency is working with Loft Consulting to develop a staff engagement action plan.</p>	<p>During the March 2022 board meeting, the interim HR Director presented the key performance indicators related to staff wellness that would be monitored through HR and</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
		Employee engagement survey allows for provision of demographically disaggregated results.  Complaint data (both employee and service user) is disaggregated.			reported to the Board on an ongoing basis.

## Change Management

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
<b>CM # 1: Change Management Strategy and Plan</b>					
The Society has adopted a clear change management framework for each significant initiative that identifies the change being made, organizational readiness, rationale, timeframes, accountabilities, supports and resources, and metrics.	1	Ensure that change management framework includes a variety of learning opportunities/methods to support different learning styles/strengths.  Select a change management framework that supports the inclusion of diverse voices.	<b>Accountable:</b> CEO <b>Consulted:</b> Staff; Union; Internal Employee Committees/Resource Groups; Community Partners; Board of Directors	A Change Management Framework and tool has been developed and endorsed for use by the organization.	

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
Resources are in place to support the review, prioritization, and coordination of all current and new initiatives in the organization.	1	Application of diversity, equity and inclusion lenses required when establishing agency priorities.	<b>Accountable:</b> CEO <b>Consulted:</b> Staff; Union; Internal Employee Committees/Resource Groups; Resource Parents	Operational Review Workplan updates are shared with and reviewed by the Project Oversight Steering Committee monthly.  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.	The Project Oversight Steering Committee (POSC) has reviewed and revised their Terms of Reference. The POSC continues to be responsible to monitor the volume and pace of change within the organization and to provide recommendations to project teams toward ensuring alignment with agency goals, commitments, and requirements.
<b>CM #2: Communications Plan</b>					
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. <ul style="list-style-type: none"><li>A map of communication plan is developed so as to ensure and improve two-way communication with staff, Union Executive, service partners, other external stakeholder groups using effective and diverse</li></ul>	1	Community engagement strategy in collaboration with Diversity, Equity and Inclusion and Service Delivery Model.	<b>Accountable:</b> CEO <b>Consulted:</b> Diversity, Equity and Inclusion team; Staff; Union; Volunteers; Resource Parents; Community Partners; Media	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.  The development of a new agency website is in the execution phase with a launch target date deferred to February 2022.	After an extensive recruitment process, a Manager of Communications has been hired will commence work in early April.  The development of a new agency website is in the execution phase with a launch target date deferred to April 2022.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
mediums, venues and channels that have been collaboratively identified.					

## MINISTRY REVIEW OF COMPLIANCE AND SERVICE DELIVERY ISSUES

### Intake and Assessment

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

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
<p>The Society will address and implement all recommendations relating to Intake and Assessment in the File Review of 2020.</p>	<p>2</p>	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>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><b>Accountable:</b> Director of Service <b>Consulted:</b> Staff; Union; Community Stakeholders</p>	<p>As of January 4, 2022, the work of reviewing organizational policies and procedures has commenced</p>	<p>The work of reviewing organizational policies and procedures continues.</p> <p>Vendor interviews are scheduled to select a vendor to complete the workload assessment</p> <p>Service and Equity file reviews have been concluded and a plan to share the findings and recommendations of both reviews is in development. Once completed, a workplan to address the combined recommendations will be developed and communicated to staff.</p>

### Ongoing Family Services

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
<p>The Society will address and implement all recommendations relating to Ongoing Family Services in the File Review of 2020.</p>	<p>2</p>	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>To engage in practice that is equitable and inclusive, critical self-reflection and self-reflexivity are identified as a core learning area for all staff and is embedded in the supervision framework.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p> <p>Diversity, equity and inclusion lenses must be embedded in all mechanisms/supports available to resource families; possible biases to be identified and challenged in a constructive and safe manner to promote learning.</p>	<p><b>Accountable:</b> Director of Service <b>Consulted:</b> Staff; Union</p>	<p>As of January 4, 2022, the work of reviewing organizational policies and procedures has commenced</p>	<p>Vendor interviews are scheduled to select a vendor to complete the workload assessment</p> <p>Service and Equity file reviews have been concluded and a plan to share the findings and recommendations of both reviews is in development. Once completed, a workplan to address the combined recommendations will be developed and communicated to staff.</p>

### Child in Care Services

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
<p>The Society will address and implement all recommendations relating to Child in Care Services in the File Review of 2020.</p>	<p>2</p>	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Diversity, Equity and Inclusion lens must be embedded in all mechanisms/supports available to resource families; possible biases to be identified and challenged in a constructive and safe manner to promote learning.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p>	<p><b>Accountable:</b> Director of Service <b>Consulted:</b> Staff; Union; Internal Employee Committees/Resource Groups; Foster Parent Association; Resource Parents; Community Stakeholders</p>	<p>As of January 4, 2022, the work of reviewing organizational policies and procedures has commenced</p> <p>The Society has processes in place that seek to enhance relationships between agency staff and resource parents. 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>	<p>The work of reviewing organizational policies and procedures continues.</p> <p>An initial review of the Resource Parent Complaint Policy will occur by May 2022. A local reference team, including resource parents, will be consulted for input with respect to any changes to the policy.</p> <p>The resource parent/staff advisory group continues to meet to generate ideas for enhancing relationships between the society and the resource community.</p> <p>A monthly newsletter including details of training available to resource parents was launched in March 2022. Over the month of March, the following trainings were provided:</p> <ul style="list-style-type: none"> <li>• March 4 – Sexual Exploitation/Trafficking</li> <li>• March 6 – First Aid and CPR</li> <li>• March 9 – Foundational concepts of Diversity, Equity, and Inclusion (Part 1)</li> <li>• March 29 and 31 - Foundational concepts of</li> </ul>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
					Diversity, Equity, and Inclusion (Part 2)

### Adoption Services

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update February 2022	Work Plan Update – April 2022
The Society will address and implement all recommendations relating to Adoption Services in the File Review of 2020.	2	Ensure equitable and inclusive practices are evident in policies, procedures and processes.  Criteria for file reviews to include measures to assess for possible bias in decision-making.	<b>Accountable:</b> Director of Service <b>Consulted:</b> Staff; Union; Foster Parent Association; Resource Parents; Adoptive Parents; MCCSS	As of January 4, 2022, the work of reviewing organizational policies and procedures has commenced	The work of reviewing organizational policies and procedures continues.  The society has finalized 17 adoption placements during this fiscal year.