

YORK REGION CHILDREN'S AID SOCIETY

Update to Operational Review Work Plan

June 2022

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

The following summarizes the process and progress as of June 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).

IMPORTANT NOTE:

THE OUTCOMES IDENTIFIED IN THIS OPERATIONAL REVIEW WORKPLAN ARE IN ALIGNMENT WITH THOSE IDENTIFIED IN OUR 360° ORGANIZATIONAL EQUITY AND INCLUSION PLAN. TO DEMONSTRATE OUR COMMITMENT TO ACTIONING EQUITABLE AND INCLUSIVE PRACTICES, UPDATES PREVIOUSLY CAPTURED IN THE DIVERSITY, EQUITY AND INCLUSION SECTION ARE REFLECTED AND EMBEDDED IN THE RESPECTIVE AND APPLICABLE AREAS. (For example, work to develop and communicate the DEI Framework and opportunities to enhance knowledge, understanding, and support a learning culture and respectful, healthy workplace can be found in the Leadership section: Guiding Principles and Values and are denoted in purple font)

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:

- Consultant selected to complete a workload review for front line service staff and administrative assistants supporting service
- 3rd Open Forum hosted for staff to bring forward issues for discussion and resolution
- A suite of initiatives to support wellness launched including seminars, staff socials, yoga and boot camp classes, mindfulness opportunities and a WorkPerks program
- *2nd annual youth summit hosted for Black and Racialized youth: Empowered Too: Know your Legal Rights*
- Excellent results achieved in the Extended Society Care Review and the Foster Care Licensing Review conducted by the Ministry of Children Community and Social Services
- *DEI Department engaged in consultations, rollout, and implementation of the Identity Based Home Study Questions for prospective Foster/Adoptive/Kinship Caregivers from a 2SLGBTQIA+ Affirming Perspective*
- Between April 1, 2021-March 31, 2022, 18 adoptions were finalized; for the fiscal year commencing on April 1, 2022, 2 adoptions have been finalized to date
- Launched a new and improved agency website.

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 – April 2022	Work Plan Update – June 2022
L #1: Leadership					
<p>All leaders in the organization (emerging leaders to CEO) will demonstrate behavior aligned with diversity, equity, inclusion, organizational values, and competencies as set out in the York Region CAS Leadership Competency Framework.</p> <ul style="list-style-type: none"> The York Region CAS Leadership Competency Framework will be adapted from the OACAS framework. 	2	<p>Diversity, Equity and Inclusion is a value and competency with targeted mandatory training, mentoring and coaching.</p> <p>Lived experiences are valued in selection process for leadership roles.</p>	<p>Accountable: Board of Directors for CEO Accountable: CEO for all staff Consulted: All staff; Union</p>	<p>The Management Team continues to engage in learning opportunities to integrate equity and inclusion in their leadership practice including both facilitated learning sessions and book review discussions.</p>	<p>The Management Team continues to engage in learning opportunities to integrate equity and inclusion in their leadership practice including both facilitated learning sessions and book review discussions.</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
L #2: Vision, Direction and Strategy for YRCAS					
<p>The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization.</p>	3	<p>Selection process for consultant to facilitate Strategic Planning Process will prioritize Diversity, Equity and Inclusion experience and skills.</p> <p>Integration of diversity, equity and inclusion across the agency to be included as part of the strategic plan.</p> <p>Diverse community representation in consultation process.</p>	<p>Accountable: Board of Directors Consulted: Staff; Union; Service Users; Community Partners; Foster Parent Association (FPA); resource parents; volunteers</p>	<p>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>	<p>A number of planning meetings regarding the implementation of Signs of Safety have taken place and a Core Project Team has been established. Community briefings will be hosted in the fall of 2022.</p> <p>The agency is working to facilitate intentional, deliberate and purposeful incorporation of diversity, equity and inclusion into our implementation of Signs of Safety from the onset.</p> <p>An RFP for a consultant to support strategic planning was posted on April 29, 2022, and the deadline for submissions from vendors has been extended to June 3, 2022.</p>
L #3: Guiding Principles and Values					
<p>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.</p>	2	<p>Diversity, Equity and Inclusion will be embedded in the core values.</p> <p>Consultation with diverse community representation.</p>	<p>Accountable: Board of Directors Responsible: CEO for staff Consulted: All staff; Union; community partners; service users; Foster Parent Association; resource parents; volunteers</p>	<p>A DEI framework has been developed and will be implemented in practice across the organization.</p>	<p>During April/May 2022, the DEI specialists have presented and discussed the DEI framework with teams throughout the organization in addition to the 360° Organizational Equity and Inclusion Plan.</p> <p>The agency recognized and celebrated Asian Heritage Month with the theme of “Continuing a legacy of greatness”.</p>

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					<p>All staff received via email The Jewish Heritage Month Resource Guidebook, developed by Friends of Simon Wiesenthal Center for Holocaust Studies, and staff were also provided information on how to recognize Jewish Heritage month and the important contributions of Jewish Canadians. On Wednesday April 20, 2022, a presentation was held by Friends of Simon Wiesenthal Center for Holocaust Studies (FSWC) in recognition of Yom HaShoah: Holocaust Memorial Day.</p> <p>On Wednesday, May 18, 2022, discussions occurred with all staff regarding the importance and significance of Land acknowledgements.</p>
L #4: Roles and Responsibilities					
The organizational structure clearly defines, communicates, and supports best practice, balanced spans of authority, and effective, efficient, timely decision-making that is equitable, inclusive, and shares power.	2	Selection process for consultant will prioritize Diversity, Equity and Inclusion experience and skills.	Accountable: CEO Consulted: All staff; Union; Subject Matter Expert(s); Foster Parent Association; community partners; service users		Commencing in late May 2022, the CEO is leading a review of the organizational structure and roles. The review is being led by an external consultant.
L #5: Staff Feedback and Input					
Staff feedback and consultation processes are established to create a safe environment where staff input is sought, valued, and implemented.	2	Identify and remove any barriers to enable inclusive and diverse representation.	Accountable: CEO Consulted: All staff; Union; resource parents; volunteers	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.	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.

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				Additionally, the CEO has invited staff to contact her directly with any issues for discussion or review.	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.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
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>	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</p>	<p>Accountable: CEO Consulted: Board of Directors; Staff; Union; Diversity, Equity and Inclusion Team; Resource Parents; Foster Parent Association; Internal Employee Committees/Resource Groups; Community Partners; Service Users</p>	<p>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"> February 2, 2022 – Black History Month Opening Celebration 	<p>IMPORTANT NOTE: THE OUTCOMES IDENTIFIED IN THIS OPERATIONAL REVIEW WORKPLAN ARE IN ALIGNMENT WITH THOSE IDENTIFIED IN OUR 360° ORGANIZATIONAL EQUITY AND INCLUSION PLAN. TO DEMONSTRATE OUR COMMITMENT TO ACTIONING EQUITABLE AND INCLUSIVE PRACTICES, UPDATES PREVIOUSLY CAPTURED IN THIS AREA HAVE BEEN EMBEDDED INTO THE RESPECTIVE AND APPLICABLE AREAS OF THIS WORKPLAN.</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>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>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>		<ul style="list-style-type: none"> 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. <p>Additionally, daily internal communication and use of social 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,</p>	

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		<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 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>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 Past, Present, Future: Leading Diversity Equity, and Inclusion into the Future, and celebrated the legacy of Black Leadership in DEI work</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>	



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				<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> <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>	
DEI #2: Inclusion					
<p>The Society's work environment is safe, welcoming, respectful, and supportive.</p> <p>The Society's consultation and decision-making framework includes comprehensive feedback mechanisms.</p>	1	<p>Develop feedback processes, as set out in L#5.</p> <p>Human Resources to provide disaggregated data on complaints so as to identify racism, sexism, discrimination.</p>	<p>Accountable: CEO Consulted: Staff; Union; Resource Parents; Foster Parent Association; Community Partners; Internal Employee Committees/Resource Groups</p>	<p>A Days of Significance Calendar for April – June 2022 was sent to all staff mid-March identifying observances/days of significance.</p>	<p>IMPORTANT NOTE: THE OUTCOMES IDENTIFIED IN THIS OPERATIONAL REVIEW WORKPLAN ARE IN ALIGNMENT WITH THOSE IDENTIFIED IN OUR 360° ORGANIZATIONAL EQUITY AND INCLUSION PLAN. TO DEMONSTRATE OUR</p>

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					<i>COMMITMENT TO ACTIONING EQUITABLE AND INCLUSIVE PRACTICES, UPDATES PREVIOUSLY CAPTURED IN THIS AREA HAVE BEEN EMBEDDED INTO THE RESPECTIVE AND APPLICABLE AREAS OF THIS WORKPLAN.</i>

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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HR #1: Human Resource Framework					
<p>The Society has a Human Resource Framework aligned with the Strategic Plan and organizational values that supports the delivery of timely, efficient, and equitable human resource practices and processes to support staff.</p> <p>The Society's Human Resource Department has the resources, skills, diverse representation, reporting structure and capacity to ensure the department can respond to the needs of all staff in the entire organization.</p>	1	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Human Resource staff to demonstrate competency related to diversity, equity and inclusion.</p> <p>HR department to be reflective of the organization and York Region.</p> <p>Integration of diversity, equity, and inclusion across the agency.</p>	<p>Accountable: CEO Consulted: All staff; Union; Board of Directors</p>	<p>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 received by the HR department and is being used as a reference document to inform HR work.</p>	<p>The HR Department will continue to finalize their service model it provides to the agency under the direction of the new HR Director.</p> <p>Through the strategic sessions, HR Framework is in the final stages of development. Staff consultations will take place over the next couple of months with the aim to launch the Framework by September 2022.</p>
HR #2: Diversity, Equity and Inclusion					
See Diversity, Equity and Inclusion Section of Work Plan.					
HR #3: Wellness Framework					
<p>The Society's Human Resource Framework includes a wellness strategy that is resourced to prioritize wellness promotion, prevention, and intervention for all staff.</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>Accountable: CEO Consulted: All staff, Union, Board of Directors</p>		
HR #4: Hiring Processes					
<p>The Society has equitable recruitment, hiring and promotion practices that are transparent and clear.</p>	1	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p>	<p>Accountable: CEO Consulted: All Staff; Union</p>	<p>To address workload issues, the HR department recruited over 30 child protection workers from</p>	<p>To support service and workload needs, the HR department</p>

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		<p>Review job evaluation process to ensure diversity, equity, and inclusion (i.e., Indigenous peoples, gender, racialized, people living with disability).</p> <p>Monitor and analyze data to identify any potential systemic barriers to advancement.</p> <p>Identify and plan to address barriers with respect to recruitment, applications, hiring.</p>		<p>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.</p>	<p>continues to attract and recruit diverse pool of applicants.</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>	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>All staff to have knowledge, understanding and specific training regarding the impact of unconscious bias/racism/stereotypes etc. in performance review.</p>	<p>Accountable: CEO Consulted: All staff; Union</p>		
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>	1	<p>Ensure equitable and inclusive practices are evident in the continual assessment of workload and assignment of work.</p>	<p>Accountable: CEO Consulted: All Staff; Union</p>	<p>Vendor interviews are scheduled to select a vendor to complete the workload assessment.</p>	<p>After a thorough selection process, the agency has signed a contract with a to complete the YRCAS workload review.</p>

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<ul style="list-style-type: none"> A systematic and equitable workload assessment process for all job functions in the organization to be undertaken. 					
HR #7: Training					
<p>The Society has an integrated learning and development plan for all roles that provides for onboarding, training, mentoring and coaching, and opportunities for cross training.</p> <p>All staff have opportunities to access additional learning opportunities to further their development.</p>	3	<p>Mandatory training and ongoing support for all staff, volunteers, and resource caregivers to increase awareness, knowledge and understanding of equitable practices, anti-oppression, anti-racism/anti-black racism/anti-indigenous racism and how it impacts service delivery and interactions within the organization and with community partners.</p> <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>Accountable: CEO Consulted: All Staff; Union; Community Partners Informed- Staff, Service Users; Community Partners.</p>	<p>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 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 7th, 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>	<p>On Wednesday April 13, 2022, York Region Policy Constable Ava Griffith presented to agency staff regarding the role of the YRP Mental Health Support Team.</p> <p>OVOV Race Equity Practice #9: The Black Staff Advisory Council organized and coordinated the following events in April and May 2022 to support the professional development, and wellness of Black Staff:</p> <p>1. Black Joy – Moving Forward: 3 sessions-Facilitated by Kamilah Clayton.</p> <p>2. Arts Interactive Sessions on Mental Health: 2 sessions facilitated by Asah Productions-Nicole Brooks</p> <p>Bear Witness Day & Jordan’s Principles On May 10, 2022, the Honouring Indigenous Commitments Committee hosted an all staff viewing and debrief of the Jordan River Anderson documentary in</p>

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					<p>honour of Bear Witness Day & Jordan's Principle. The live viewing and discussion of the significance of the Teddy Bear, Tea, and Movie, enhanced staff awareness and understanding of Jordan River Anderson's life and legacy.</p> <p><u>Chai and Chat: YRAACC- Sankofa Program</u> On May 11, 2022, the York Region Alliance of African Canadian Communities (YRAACC) Sankofa Programs presented information regarding their programs, offering an Africentric curriculum that is focused on activities that provide workshop sessions for Black Students to enhance their racial and cultural identity, self-esteem, critical thinking, self-reflection, teamwork, and community engagements.</p> <p><u>Lunch 'N Love Event: Part 2 -The Elimination of Racial Discrimination: May 12, 2022, and June 7, 2022, from 12:00 p.m. – 1:30 p.m.</u> On May 12, 2022, York Region Children's Aid Society, Eva's Initiatives, Ontario Anti-Racism Directorate, Kojo Institute, City of</p>

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					<p>Brampton, Strides, and the Ontario Human Rights Commission hosted a community Lunch 'N Learn event series. The third part of this event will be hosted on June 7, 2022. The theme for the event is Past, Present, Future: Leading Diversity Equity, and Inclusion into the Future. The aim is to address:</p> <ul style="list-style-type: none"> • The future of DEI • Anti-Black Racism Work • Establishing a Sustainable Community of Practice. <p>Facilitated Breakout room discussions include:</p> <ul style="list-style-type: none"> • Facilitated Discussion 1: Networking, Collaboration Events and Group Structure • Facilitated Discussion 2: Incubation space for healing, training, and development • Facilitated Discussion 3: Community of Practice and Resource Roster • Facilitated Discussion 4: Building Economic Opportunities & Sustainability of DEI initiatives.
HR #8: Complaint and Whistleblower Processes					
The Society has a meaningful and effective resolution process available to all staff, (of which all staff are aware), that includes a	1	Ensure equitable and inclusive practices are evident in policies, procedures and processes.	Accountable: CEO Consulted: All Staff; Union; Board of Directors	The Healing and Restoration Report was released to all staff in early March and provided several	

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<p>spectrum of options for staff to safely approach complaint discussions from early issue resolution to whistle-blower processes.</p> <ul style="list-style-type: none"> Develop and implement clear steps, tools, training and escalation options to ensure that all staff have mechanisms to safely identify concerns. Explore engagement of an external ombudsman service for whistle-blower complaints to establish trust in the process. 		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.		recommendations to support healing within the organization.	
HR #9: Other HR Policies					
The Society's Human Resource policies, procedures and processes are aligned with legislated requirements and reflect the organization's values/priorities including diversity, equity, and inclusion.	3	Ensure equitable and inclusive practices are evident in policies, procedures, and processes.	Accountable: CEO Consulted: All staff; Union	The work of reviewing organizational policies and procedures continues.	The work of reviewing organizational policies and procedures continues.
HR #10: HR Framework					
See HR #1 and the Diversity, Equity and Inclusion Section.					

Culture

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
C #1: Restoration and Healing					
<p>Processes are established for internal restoration and healing including safe environments for restorative conversations and addressing difficult issues between staff at all levels, with the goal to build a supportive, inclusive, and equitable organization conducive to collaborative work and learning.</p> <ul style="list-style-type: none"> Develop plans for and engage in restorative processes that maintain the safety of all participants (e.g., talking circles, group conferencing, peer support). 	1	<p>Selection for third party facilitators who may be engaged will prioritize expertise and skill in Diversity, Equity and Inclusion and Anti-Black Racism.</p>	<p>Accountable: CEO Consulted: HR; Diversity, Equity and Inclusion team; staff; Union.</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>	<p>Phase 1 of the Restoration and Healing Project has been completed. The recommendations are being reviewed in relation to other organizational initiatives.</p>
C #2: Healthy Workplace Audits					
<p>The Society has implemented a system to measure the health of the organization on a permanent and on-going basis, the results of which are shared with the Board, Ministry, all staff, resource parents, volunteers, identified external partners, and publicly posted.</p> <ul style="list-style-type: none"> Develop and implement audit tools to measure the health of the workplace. 	3	<p>Identify and remove barriers to participation.</p> <p>Establish a process within the audit tool to collect disaggregated data for all groups to identify systemic barriers within policies and processes connected with equity, diversity and inclusion objectives.</p>	<p>Accountable: CEO Consulted: HR; Diversity, Equity and Inclusion team; staff; Union</p>		
C #3: Issue Resolution Process					
Refer to HR #8, Complaint and Whistleblower Process					

Governance

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
G #1: Review of Governance Structures					
The Board holds senior staff accountable to the strategic plan.	1	<p>The revised Strategic Plan will ensure integration of diversity, equity and inclusion.</p> <p>The Board regularly receives information that supports its oversight of organizational progress to address racism/anti-black racism.</p> <p>The Board has established a Diversity, Equity and Inclusion Committee to oversee the integration of diversity, equity and inclusion into all policies, procedures and practices.</p> <p>The Board ensures that orientation of new board members includes training regarding diversity, equity and inclusion</p>	<p>Accountable: Board of Directors</p> <p>Consulted: staff; service users; community partners; external expert on board governance</p>	The Institute on Governance (IOG) 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	<p>The IOG has completed the review and updating of all Board policies and procedures, and these have been approved by the Board. The bylaws have been reviewed and are in the process of 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> <p>An RFP for a consultant to support strategic planning was posted on April 29, 2022, and</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
		and that board development regularly includes re-fresher training for all board members.		be in compliance with ONCA by 2024.	the deadline for submissions from vendors has been extended to June 3, 2022.
G #2: Feedback Strategy					
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>Employee engagement survey allows for provision of demographically disaggregated results.</p> <p>Complaint data (both employee and service user) is disaggregated.</p>	<p>Accountable: Board of Directors</p> <p>Consulted: staff; service users; community partners; external expert on board governance</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 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. This to become a key component of all change management initiatives. In addition, regular channels for communicating to staff, the union executive and to community partners need to be developed collaboratively to ensure an open and transparent environment is both created and modelled.

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 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, timeframes, accountabilities, supports and resources, and metrics.	1	Ensure that change management framework includes a variety of learning opportunities/methods to support different learning styles/strengths. Select a change management framework that supports the inclusion of diverse voices.	Accountable: CEO Consulted: Staff; Union; Internal Employee Committees/Resource Groups; Community Partners; Board of Directors		Completed
Resources are in place to support the review, prioritization, and coordination of all current and new initiatives in the organization.	1	Application of diversity, equity and inclusion lenses required when establishing agency priorities.	Accountable: CEO Consulted: Staff; Union; Internal Employee Committees/Resource Groups; Resource Parents	The Project Oversight Steering Committee (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.	
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	1	Community engagement strategy in collaboration with Diversity, Equity and Inclusion and Service Delivery Model.	Accountable: CEO Consulted: Diversity, Equity and Inclusion team; Staff; Union; Volunteers; Resource Parents; Community Partners; Media	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	On May 24, 2022, a Stakeholder Analysis Working Meeting was hosted, inviting input from Supervisors, Managers and Directors from various departments within the organization. Key community partnerships and messages were shared for consideration in the

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
<p>all change management initiatives, projects and decision making.</p> <ul style="list-style-type: none"> A map of communication plan is developed so as to ensure and improve two-way communication with staff, Union Executive, service partners, other external stakeholder groups using effective and diverse mediums, venues and channels that have been collaboratively identified. 				<p>target date deferred to April 2022.</p>	<p>development of the community engagement strategy going forward and next steps were identified.</p> <p>The new agency website was launched on May 30, 2022. It is user centered and user friendly for children, youth, families, our staff, and all stakeholders. It feature many improvements such as, AODA compliant, fully French/English bilingual with a pop-up function for active offer for French, improved navigation, and fillable client forms for feedback and requests for disclosure/personal information.</p> <p>Communication will be sent to both internal and external stakeholders.</p>

MINISTRY REVIEW OF COMPLIANCE AND SERVICE DELIVERY ISSUES

Intake and Assessment

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

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
The Society will address and implement all recommendations relating to Intake and Assessment in the File Review of 2020.	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>Accountable: Director of Service</p> <p>Consulted: Staff; Union; Community Stakeholders</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</p>	<p>The work of reviewing organizational policies and procedures continues.</p> <p>A number of planning meetings regarding the implementation of Signs of Safety have taken place and a Core Project Team has been established. Community briefings will be hosted in the fall of 2022.</p> <p><i>The agency is working to facilitate intentional, deliberate and purposeful incorporation of diversity, equity and inclusion</i></p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
				developed and communicated to staff.	<p>into our implementation of Signs of Safety from the onset.</p> <p>After a thorough selection process, the agency has signed a contract with a consultant to complete the YRCAS workload review.</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 – April 2022	Work Plan Update – June 2022
The Society will address and implement all recommendations relating to Ongoing Family Services in the File Review of 2020.	2	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>To engage in practice that is equitable and inclusive, critical self-reflection and self-reflexivity are identified as a core learning area for all staff and is embedded in the supervision framework.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p>	<p>Accountable: Director of Service</p> <p>Consulted: Staff; Union</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>	<p>The work of reviewing organizational policies and procedures continues.</p> <p>A number of planning meetings regarding the implementation of Signs of Safety have taken place and a Core Project Team has been established. Community briefings will be hosted in the fall of 2022.</p> <p>The agency is working to facilitate intentional, deliberate and</p>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
		<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>purposeful incorporation of diversity, equity and inclusion into our implementation of Signs of Safety from the onset.</p> <p>After a thorough selection process, the agency has signed a contract with a consultant to complete the YRCAS workload review.</p> <p>OVOV Race Equity Practice #5 Engage African Canadian parents and communities & Practice #10: Establish collaborations and partnerships.</p> <p>On April 20, 2022, YRCAS BLACC committee (Black, Latency, Continued in Care Committee), in collaboration with York Regional Police (YRP), and Canadian Civil Liberties Association, hosted virtually, the 2nd annual youth summit for Black and Racialized youth: Empowered Too: Know your Legal Rights, from 4:30-6:30 p.m. for youth ages 14 -21.</p> <p>YRCAS BLACC, in collaboration with York Region Police (YRP) and Canadian Civil Liberties Association, is also organizing and coordinating the Empowered Too</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
					<p>event (for latency aged youth 10-13 years) in early June 2022.</p> <p>AYA Mentoring & Tutoring Program YRCAS, in collaboration with the Faculty of Liberal Arts & Professional Studies at York University and led by Dr. Daniel Kikulwe (School of Social Work), will be hosting a one day, in person event on Monday July 11, 2022, for Black youth. The goal is to equip students with the resources and skills needed to navigate the process of post-secondary education. The event will include eligibility for all Black youth in grades 8-12 being serviced by YRCAS or living with family in the community.</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 – April 2022	Work Plan Update – June 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>Accountable: Director of Service Consulted: Staff; Union; Internal Employee Committees/Resource Groups; Foster Parent Association; Resource Parents; Community Stakeholders</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"> • March 4 – Sexual Exploitation/Trafficking • March 6 – First Aid and CPR • March 9 – Foundational concepts of Diversity, Equity, and Inclusion (Part 1) • March 29 and 31 - Foundational concepts of 	<p>The work of reviewing organizational policies and procedures continues.</p> <p>A number of planning meetings regarding the implementation of Signs of Safety have taken place and a Core Project Team has been established. Community briefings will be hosted in the fall of 2022.</p> <p><i>The agency is working to facilitate intentional, deliberate and purposeful incorporation of diversity, equity and inclusion into our implementation of Signs of Safety from the onset.</i></p> <p>After a thorough selection process, the agency has signed a contract with a consultant to complete the YRCAS workload review.</p> <p>MCCSS conducted both the Extended Society Care Review and the Foster Care Licensing Review commencing in late March 2022. The results of the reviews were shared with staff on May 6, 2022. Excellent results were achieved in both reviews</p> <p>The Resource Parent Complaint Policy is scheduled for a review. The</p>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
				Diversity, Equity, and Inclusion (Part 2)	<p>resource parent/staff advisory group generated ideas for improving the resource complaint process and these processes will be incorporated into the revised policy.</p> <p>To ensure that children and youth who identify as 2SLGBTQ+ receive care and support that is affirming and non-discriminatory, an assessment tool has been created by the Children's Aid Society of Ottawa. The DEI department has started the consultations, rollout, and implementation of the <i>Identity Based Home Study Questions for prospective Foster/Adoptive/Kinship Caregivers from a 2SLGBTQIA+ Affirming Perspective</i>. The tool will assist with the screening, assessment and approval of prospective foster/adoptive/kinship caregivers and will assess the caregiver's ability to offer an affirming and safe placement for a 2SLGBTQ+ child or youth.</p> <p><u>OVOV Race Equity Practice #3: Evaluate and monitor programs and performance</u> The DEI Department led and conducted Black children and youth in care reviews from October 2021 – January 2022 to address the</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
					disproportionality and reduce the number of Black youths in care at YRCAS. Next steps and action activities were identified.

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 – April 2022	Work Plan Update – June 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.	Accountable: Director of Service Consulted: Staff; Union; Foster Parent Association; Resource Parents; Adoptive Parents; MCCSS	The work of reviewing organizational policies and procedures continues. The society has finalized 17 adoption placements during this fiscal year.	The work of reviewing organizational policies and procedures continues. A number of planning meetings regarding the implementation of Signs of Safety have taken place and a Core Project Team has been established. Community briefings will be hosted in the fall of 2022. The agency is working to facilitate intentional, deliberate and purposeful incorporation of diversity, equity and inclusion into our implementation of Signs of Safety from the onset.



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – April 2022	Work Plan Update – June 2022
					<p>After a thorough selection process, the agency has signed a contract with a consultant to complete the YRCAS workload review.</p> <p>Between April 1, 2021-March 31, 2022, 18 adoptions were finalized. For the fiscal year commencing on April 1, 2022, 2 adoptions have been finalized to date.</p>