

YORK REGION CHILDREN'S AID SOCIETY

Update to Operational Review Work Plan

January 2023

Work Plan Update York Region Children's Aid Society January 2023

The following summarizes the process and progress as of January 1, 2023, 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 agency's 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:

- ✓ A review of the recommendations identified in the Operational Review (2019) reveals that 53.5% of the recommendations have outcomes that have been completed or identified as ongoing, wherein significant actions have been completed to meet the requirement with ongoing attention needed to ensure the desired impacts are achieved and/or maintained
- ✓ The Strategic Planning process is underway, with *LBCG Consulting for Impact* (LBCG) seeking consultation with agency staff, Youth Advisory Council, resource parents, diverse community stakeholder groups and key informants via focus groups, a survey and individual interviews conducted throughout the month of November

Resources:

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

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 – October 2022	Work Plan Update – January 2023
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>Timelines for completion of Employee Success Maps (Performance Appraisals) for all staff have been established for and communicated.</p> <p>OVOV Race Equity Practice 1: Courageous Leadership The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization.</p>	<p>OUTCOME: 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. ONGOING</p> <p>Employee Success Plans (Maps) Employee Success Plans for Directors Managers, and Supervisors are amidst completion within the identified timelines.</p> <p>OVOV Race Equity Practice 1: Courageous Leadership; 2SLGBTQ+ Provincial Recommendations: Governance and Leadership/Service Delivery; Truth and Reconciliation: Calls to Action The DEI Department continues to provide consultation and active review of organizational policies, processes and practices which continues to be an ongoing process using an anti-Racism, anti-Black, anti-Indigenous, SOGIE, and equity lens to</p>

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					<p>integrate equity into all aspects of the work of the organization.</p> <p><u>Leadership and Accountability</u> Dr. Vidya Shah, Assistant Professor in the Faculty of Education at York University will be facilitating a YRCAS learning series that centers the social, racial, and ethno-specific issues impacting children, youth, and families within the South Asian diaspora. Dr. Shah titles her presentation, Towards Brown-Black Solidarities in Dismantling White Supremacy. The Board has been invited to participate in this learning opportunity.</p>
L #2: Vision, Direction and Strategy for YRCAS					
<p>The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization.</p>	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 Signs of Safety Core Project Team is working with Elia International to implement a pre-implementation plan for Signs of Safety. Intentional, deliberate and purposeful incorporation of diversity, equity and inclusion in the implementation is being planned. Elia International has engaged agency departments in Briefings throughout June, July, August and September 2022.</p> <p>Consulting for Impact Inc (LBCG) has been secured to facilitate and support the Strategic Planning process. A Strategic Planning Steering Committee has been formed with representation</p>	<p>OUTCOME: The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization. <u>IN PROGRESS</u></p> <p>The Strategic Planning process is underway, with <i>LBCG Consulting for Impact</i> (LBCG) seeking consultation with agency staff, Youth Advisory Council, resource parents, diverse community stakeholder groups and key informants via focus groups, a survey and individual interviews conducted throughout the month of November 2022. LBCG will be consolidating their findings into a draft briefing paper which will support the work of the Board in developing an updated</p>

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				from the Board, Senior Team, and staff. A kickoff meeting has been scheduled in early October with internal and external stakeholder consultations and engagement to follow.	Strategic Plan during a Board retreat scheduled for the end of January 2023.
L #3: Guiding Principles and Values					
All Board members and staff demonstrate behaviours and commitment aligned with diversity, equity, inclusion, organizational principles and values, supporting a learning culture and respectful, healthy workplace.	2	Diversity, Equity and Inclusion will be embedded in the core values. Consultation with diverse community representation.	Accountable: Board of Directors Responsible: CEO for staff Consulted: All staff; Union; community partners; service users; Foster Parent Association; resource parents; volunteers	YRCAS is committed to The Truth and Reconciliation Commission of Canada's Calls to Action, which include the importance of building awareness, training, and education for staff within the child welfare sector. The Society established an Honouring Indigenous Commitments Committee in 2021 and developed a YRCAS Truth and Reconciliation: Calls to Action Workplan, which outlines both mandatory and voluntary learning opportunities available to all staff. The Honouring Indigenous Commitments Committee has commenced planning for ongoing training sessions for all staff to support enhanced understanding of Indigenous people, and the legacy of child welfare on their communities. The Honouring Indigenous Commitments Committee has been planning YRCAS events for Truth and Reconciliation Week commencing on	OUTCOME: All Board members and staff demonstrate behaviour and commitment aligned with diversity, equity, inclusion, organizational principles and values, supporting a learning culture and respectful, healthy workplace. <u>IN PROGRESS</u> The DEI Department provides consultation and active review of Human Resources and procurement policies, processes and practices which continues to be an ongoing process using an anti-Racism, anti-Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the employment cycle and practices. YRCAS is committed to The Truth and Reconciliation Commission of Canada's Calls to Action, which include the importance of building awareness, training, and education for staff within the child welfare sector. The Society established an Honouring Indigenous Commitments Committee in 2021 and developed a YRCAS Truth and Reconciliation: Calls to Action Workplan,



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				September 26 in lead up to the National Day for Truth and Reconciliation and Orange Shirt Day on September 30, 2022. The theme, “Remembering the Children” will be woven throughout a full day of learning opportunities, discussion and Indigenous guest speakers.	<p>which outlines both mandatory and voluntary learning opportunities available to all staff.</p> <p>The agency has created a Band Directory of First Nations Bands, and services provided to ensure the contact information is up to date and accurate.</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	Clear Ambitions completed their facilitation of roundtable meetings with agency staff regarding organizational structure and has provided a summary of their findings for review by the Board and Senior Team.	<p>OUTCOME: The organizational structure clearly defines, communicates, and supports best practice, balanced spans of authority, and effective, efficient, timely decision-making that is equitable, inclusive, and shares power.</p> <p>ONGOING</p> <p>A process has been developed to track, prioritize, and respond to the requests from individual from First Nations, Inuit, and Métis communities requesting information from the Society, regarding service provision for members of their respective Bands, or communities.</p>
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. Additionally, the CEO has invited staff to	OUTCOME: Staff feedback and consultation processes are established to create a safe environment where staff input is sought, valued, and implemented. ONGOING

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				contact her directly with any issues for discussion or review.	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. In October 2022, our CEO utilized an open forum to present to all staff on the past one year in review, highlighting many initiatives and achievements within the organization.

Diversity, Equity and Inclusion

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

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

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DEI #1: Equity					
Organizational processes are fair and equitable in the treatment of: <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</p>	1	A comprehensive review of policies, procedures and practices, along with HR data will be undertaken to identify gaps and needed revisions and build in mechanisms for regular review. An assessment and evaluation of the structure, resourcing and positioning of	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	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.	OUTCOME: Organizational processes are fair and equitable in the treatment of: <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</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
<p>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>NEW (Added January 2022) The Society has integrated the 2SLGBTQ+ provincial recommendations and practices.</p>		<p>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>Review all organizational complaints processes and procedures to ensure that they have been framed from</p>			<p><i>groups and that address racism/anti-Black racism. <u>IN PROGRESS</u></i></p> <p><i>IMPORTANT NOTE:</i> 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> <p><i>OUTCOME: The organizational Diversity, Equity and Inclusion plan includes all aspects of the organization; from Board governance to operations. <u>COMPLETED</u></i></p> <p>A DEI Framework has been developed in addition to a 360 Organization Equity and Inclusion Plan which identifies 8 practices spanning the following dimensions: Inclusive Leadership & Accountability, People Wellness and Workplace Culture, Equitable Service Delivery and Diverse Community Engagement & Collaboration.</p> <p><i>OUTCOME: The Society has integrated the One Vision, One Voice Race Equity Practices. <u>ONGOING</u></i></p> <p>As has been reported in this workplan update over the past two years, YRCAS has</p>



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		<p>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</p>			<p>engaged in activities and community collaborations that have supported adoption of all 11 Race Equity Practices.</p> <p><i>OUTCOME: The Society has integrated the Truth and Reconciliation commitments with respect to child welfare as well as the 9 Indigenous Commitments. <u>ONGOING</u></i></p> <p>YRCAS established an Honouring Indigenous Commitments Committee in 2021. The committee has a workplan in place and meets monthly to plan, action and review progress.</p> <p><i>OUTCOME: NEW (Added January 2022) the Society has integrated the 2SLGBTQ+ provincial recommendations and practices. <u>ONGOING</u></i></p> <p>YRCAS has appointed a DEI Lead, responsible for the 2SLGBTQ+ Workplan portfolio. Additionally, an informal PRIDE at Work Council has been established.</p>



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		<p>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>			
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><u>IMPORTANT NOTE:</u> 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>	<p><i>OUTCOME: The Society's work environment is safe, welcoming, respectful, and supportive.</i></p> <p><i>The Society's consultation and decision-making framework includes comprehensive feedback mechanisms. <u>IN PROGRESS</u></i></p> <p><u>IMPORTANT NOTE:</u> The outcomes identified in this operational review workplan are in alignment with those identified in our 360° organizational equity</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
					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.

Human Resources

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

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

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

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

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

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

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

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

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
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>An HR Framework outlining the intentions, commitments and strategic priorities of the Human Resources department was shared with all staff for review and feedback.</p>	<p><i>OUTCOME: 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. <u>IN PROGRESS</u></i></p> <p>An HR Framework has been approved however it will be revisited in the spring of 2023 to ensure alignment with the Strategic Plan currently in development.</p> <p><i>OUTCOME: 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. <u>ONGOING</u></i></p> <p>The HR Department is currently recruiting for an Organizational Development and Employee Engagement Specialist and 2 HR Coordinators to support workplace culture transformation. It is anticipated that these positions will be in place early in 2023.</p>
HR #2: Diversity, Equity and Inclusion					
See Diversity, Equity and Inclusion Section of Work Plan.					

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HR #3: Wellness Framework					
The Society's Human Resource Framework includes a wellness strategy that is resourced to prioritize wellness promotion, prevention, and intervention for all staff.	3	<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>		<p><i>OUTCOME: The Society's HR Framework includes a wellness strategy that is resourced to prioritize wellness promotion, prevention, and intervention for all staff.</i> <u>ONGOING</u></p> <p>A wellness strategy is in place with a number of initiatives and opportunities for the organization and staff to focus on wellness.</p>
HR #4: Hiring Processes					
The Society has equitable recruitment, hiring and promotion practices that are transparent and clear.	1	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Review job evaluation process to ensure diversity, equity, and inclusion (i.e., Indigenous peoples, gender, racialized, people living with disability).</p> <p>Monitor and analyze data to identify any potential systemic barriers to advancement.</p> <p>Identify and plan to address barriers with respect to</p>	<p>Accountable: CEO Consulted: All Staff; Union</p>	To support service and workload needs, the HR department continues to attract and recruit diverse pool of applicants.	<p><i>OUTCOME: The Society has equitable recruitment, hiring and promotion practices that are transparent and clear.</i> <u>ONGOING</u></p> <p>To support service and workload needs, the HR department continues to attract and recruit diverse pool of applicants.</p>

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		recruitment, applications, hiring.			
HR #5: Performance Management					
The Society has implemented a knowledge and competency-based performance review process that is aligned with the organization's priorities and values that evaluates and supports the development of skills, behavior and goals.	3	<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>	Timelines for completion of Employee Success Maps (Performance Appraisals) for all staff have been established for and communicated.	<p>OUTCOME: 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. <u>IN PROGRESS</u></p> <p>Timelines for completion of Employee Success Maps (Performance Appraisals) for all staff have been established for and communicated.</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> <ul style="list-style-type: none"> A systematic and equitable workload assessment process for all job functions in the organization to be undertaken. 	1	Ensure equitable and inclusive practices are evident in the continual assessment of workload and assignment of work.	<p>Accountable: CEO Consulted: All Staff; Union</p>	A workload review is underway to understand and address workload pressures both current and future within the context of providing optimized service.	<p>OUTCOME: 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. <u>IN PROGRESS</u></p> <p>A workload review continues in an effort understand and address workload pressures both current and future within the context of providing optimized service.</p>
HR #7: Training					

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
<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 June 8, 2022, the Honouring Indigenous Commitment Committee hosted a chai and chat to talk about Truth and Reconciliation Commission of Canada: Calls to Action. Darrell Boissoneau; Anishinaabe Elder was invited as a guest speaker.</p> <p>On June 20, 2022, YRCAS staff attended the OACAS forum, Transforming Evidence into Action: A Policy Forum on Anti-Black Racism and Child Welfare that brought together key stakeholders from across sectors and the community to engage in dialogue to transform evidence into action and improve outcomes for African Canadian families involved with child welfare. Insights from the forum will be used to inform future OVOV policy recommendations and actions.</p> <p>As part of Pride month recognition and celebration, a chai and chat was hosted on June 22, 2022 by the YRCAS Pride at Work Council and CAYR Community Connections. Staff learned about CAYR Community Connections, Two-Spirit identities, and OACAS report on 2SLGBTQ+ staff in the child welfare sector.</p> <p>On June 27, 2022, a legal clinic was facilitated by Rita Samson of Ontario</p>	<p>OUTCOME: 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. <u>IN PROGRESS</u></p> <p>The HR Department is currently recruiting for an Organization Development and Training Specialist who will streamline training and development opportunities for staff across the organization.</p> <p>OUTCOME: All staff have opportunities to access additional learning opportunities to further their development. <u>ONGOING</u></p> <p><u>YRCAS Learning Opportunities</u></p> <p><u>Legal Clinics</u> In September and October 2022, the Legal Team offered two Legal Clinics focused on complaint processes available to children, youth and families. Information was provided regarding the Child and Family Service Review Board (CFSRB) and the Internal Complaint Review Panel (ICRP), providing staff with both information regarding the processes involved and also how the information gathered can be used to inform and enhance our services.</p> <p>The organization supports the planning and delivery of ongoing training sessions for all staff to support enhanced understanding of</p>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
				<p>Human Rights Commission. She spoke about the preamble of the CYFSA which states that services provided to children and families should respect their diversity and the principle of inclusion, consistent with the Human Rights Code and the Canadian Charter of Rights and Freedoms</p> <p><u>Chai and Chats</u> Staff continue to be provided with training opportunities to broaden their knowledge of community resources and the issues impacting marginalized communities. The agency hosts virtual Chai and Chats twice per month and invites guests from our community to share information on various topics and services.</p> <p>The Honouring Indigenous Commitments Committee has commenced planning for ongoing training sessions for all staff to support enhanced understanding of Indigenous people, and the legacy of child welfare on their communities.</p>	<p>Indigenous people, and the legacy of child welfare on their communities. Multiple learning opportunities have been provided over the past three months:</p> <ul style="list-style-type: none"> • First Nations, Inuit & Métis Nation hosted a review of the CYFSA and Federal legislation, highlight best practices, and the importance of gathering FNIM identification information early on when servicing families to support identification of Band, and Indigenous culturally specific supports and services. • Guest Speaker to support commemoration of Secret Path Week, honouring the legacy of Chanie Wenjack • Review of recommendations arising from the death of youth, Devon Freeman, a Band Member of the Chippewas of Georgina Island First Nation. <p>Staff continue to be provided with learning opportunities to broaden their knowledge of community resources and the issues impacting marginalized communities. Over the past three months, the following learning opportunities have been presented:</p> <ul style="list-style-type: none"> • Newmarket African Caribbean Canadian Association

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
					<ul style="list-style-type: none"> • Honouring Mahsa Amini • YRCAS Youth Advisory Council • Child Welfare Immigration Centre of Excellence • Women Abuse Prevention Month/Intimate Partner Violence/Anti-Sex Trafficking • Learning Disabilities Association of York Region
HR #8: Complaint and Whistleblower Processes					
<p>The Society has a meaningful and effective resolution process available to all staff, (of which all staff are aware), that includes a spectrum of options for staff to safely approach complaint discussions from early issue resolution to 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. 	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>Accountable: CEO Consulted: All Staff; Union; Board of Directors</p>		<p><i>OUTCOME: 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. <u>IN PROGRESS</u></i></p>
HR #9: Other HR Policies					

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
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.	OUTCOME: 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. <u>IN PROGRESS</u> 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 – October 2022	Work Plan Update – January 2023
C #1: Restoration and Healing					
Processes are established for internal restoration and healing including safe environments for restorative conversations and addressing difficult issues	1	Selection for third party facilitators who may be engaged will prioritize expertise and skill in Diversity, Equity and	Accountable: CEO Consulted: HR; Diversity, Equity and Inclusion team; staff; Union.	YRCAS recognized and celebrated significant observances to honor the richness of diversity that staff bring to the organization. Staff planned and led recognition events for Asian Heritage	OUTCOME: 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



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
<p>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). 		<p>Inclusion and Anti-Black Racism.</p>		<p>Month, Indigenous National Heritage Month and PRIDE. The events included internal and external communications, educational activities, and participation in the Newmarket PRIDE parade.</p>	<p><i>goal to build a supportive, inclusive, and equitable organization conducive to collaborative work and learning. <u>IN PROGRESS</u></i></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. 	<p>3</p>	<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>		<p><i>OUTCOME: 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. <u>IN PROGRESS</u></i></p>
C #3: Issue Resolution Process					
<p>Refer to HR #8, Complaint and Whistleblower Process</p>					

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 – October 2022	Work Plan Update – January 2023
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</p>	<p>Accountable: Board of Directors</p> <p>Consulted: staff; service users; community partners; external expert on board governance</p>	<p>The YRCAS Board of Directors has established an IDEA Committee to provide oversight, guidance and leadership with respect to DEI in the organization.</p> <p>Consulting for Impact Inc (LBCG) has been secured to facilitate and support the Strategic Planning process. A Strategic Planning Steering Committee has been formed with representation from the Board, Senior Team, and staff. A kickoff meeting has been scheduled in early October with internal and external stakeholder consultations and engagement to follow.</p>	<p>OUTCOME: The Board holds senior staff accountable to the strategic plan. <u>IN PROGRESS</u></p> <p>The Strategic Planning process is underway, with <i>LBCG Consulting for Impact</i> (LBCG) seeking consultation with agency staff, Youth Advisory Council, resource parents, community stakeholder groups and key informants via focus groups, a survey and individual interviews conducted throughout the month of November 2022. LBCG will be consolidating their findings into a draft briefing paper which will support the work of the Board in developing an updated Strategic Plan during a Board retreat scheduled for the end of January 2023.</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
		members includes training regarding diversity, equity and inclusion and that board development regularly includes re-fresher training for all board members.			
G #2: Feedback Strategy					
The Board has a robust feedback strategy and monitors all aspects of organizational health.	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>	<p>YRCAS's Annual General Meeting was held on June 20, 2022. The audited financial statement (April 2021-March 2022) was presented and the auditors for the year ending March 31, 2023, was appointed, election to the Board of Directors was held, and all acts of the Directors and Officers of the Children and Family Services for York Region since June 21, 2021 were ratified.</p> <p>Upon the completion of the Board Business, there was a moderated discussion led by 3 panelists: Alison Peck, Executive Director, Cedar Centre; Jaspreet Gill, Executive Director, York Region Centre for Community Safety and Lee Miller, Chair, York Region Alliance of African Canadian Communities.</p>	<p>OUTCOME: The Board has a robust feedback strategy and monitors all aspects of organizational health. <u>ONGOING</u></p>

Change Management

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

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

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
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	OUTCOME: 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. <u>COMPLETED</u>
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		OUTCOME: Resources are in place to support the review, prioritization, and coordination of all current and new initiatives in the organization. <u>ONGOING</u>
CM #2: Communications Plan					

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
<p>The Society's communication plan is foundationally built on engagement of internal staff and external stakeholders. The Communication Plan reflects commitment to transparent, open, and structured communications aligned with the agency Strategic Plan and sector priorities. Communication planning is incorporated into all change management initiatives, projects and decision making.</p> <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. 	1	Community engagement strategy in collaboration with Diversity, Equity and Inclusion and Service Delivery Model.	<p>Accountable: CEO Consulted: Diversity, Equity and Inclusion team; Staff; Union; Volunteers; Resource Parents; Community Partners; Media</p>	<p>YRCAS's Annual General Meeting was held on June 20, 2022. The audited financial statement (April 2021-March 2022) was presented and the auditors for the year ending March 31, 2023 was appointed, election to the Board of Directors was held, and all acts of the Directors and Officers of the Children and Family Services for York Region since June 21, 2021 were ratified.</p> <p>Upon the completion of the Board Business, there was a moderated discussion led by 3 panelists: Alison Peck, Executive Director, Cedar Centre; Jaspreet Gill, Executive Director, York Region Centre for Community Safety and Lee Miller, Chair, York Region Alliance of African Canadian Communities.</p> <p>Consulting for Impact Inc (LBCG) has been secured to facilitate and support the Strategic Planning process. A Strategic Planning Steering Committee has been formed with representation from the Board, Senior Team, and staff. A kickoff meeting has been scheduled in early October with internal and external stakeholder consultations and engagement to follow.</p>	<p><i>OUTCOME: 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.</i> <u>ONGOING</u></p> <p>A communication plan that supports both internal and external communication initiatives is in place.</p> <p>External Communication</p> <ul style="list-style-type: none"> Inaugural Community newsletter sent to community partners this fall Community meetings continue with key partners in the region

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023

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 – October 2022	Work Plan Update – January 2023
The Society will address and implement all recommendations	2	Ensure equitable and inclusive practices are	Accountable: Director of Service	Through consultation and collaboration with staff, the child welfare sector and our community partners providing	The Signs of Safety Core Project Team is working with Elia International to implement a pre-implementation plan for

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
<p>relating to Intake and Assessment in the File Review of 2020.</p>		<p>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>Consulted: Staff; Union; Community Stakeholders</p>	<p>services and supports to those impacted by intimate partner violence (IPV), YRCAS has developed a specialized team, dedicated to addressing violence against women (VAW)/IPV.</p> <p>The Signs of Safety Core Project Team is working with Elia International to implement a pre-implementation plan for Signs of Safety. Intentional, deliberate and purposeful incorporation of diversity, equity and inclusion in the implementation is being planned. Community Briefings are planned for the fall 2022.</p> <p>The work of reviewing organizational policies and procedures continues. The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization.</p> <p>YRCAS has developed the reference document, the <u>Diversity, Equity and Inclusion Community Resource and Service Directory and the Black, African Canadian and Caribbean Services</u> with specific sections for diverse identities including the Indigenous, Black and</p>	<p>Signs of Safety. Intentional, deliberate and purposeful incorporation of diversity, equity and inclusion in the implementation is being planned. Community Briefings are planned for the fall 2022.</p> <p>The work of reviewing organizational policies and procedures continues. <u>The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization.</u></p> <p><u>When a person or family identifies as Indigenous, a referral is made to Dnaagdawenmag Binnoojiiyag Child & Family Services (DNAAG) as they have designation as a child and family well-being agency under the Child Youth Family Services Act (CYFSA) in York Region. In situations whereby YRCAS continues to be the primary service provider for an Indigenous child, youth or family, regular consults with DNAAG occur to discuss case planning and a plan for case transfer.</u></p> <p>YRCAS has developed the reference document, the <u>Diversity, Equity and Inclusion Community Resource and Service</u></p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
				2SLGBTQ+ community with culturally aligned programs and services.	<u>Directory and the Black, African Canadian and Caribbean Services</u> with specific sections for diverse identities including the Indigenous, Black, 2SLGBTQ+, Asian community with culturally aligned programs and services.

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 – October 2022	Work Plan Update – January 2023
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</p>	<p>Accountable: Director of Service</p> <p>Consulted: Staff; Union</p>	<p>The Signs of Safety Core Project Team is working with Elia International to implement a pre-implementation plan for Signs of Safety. Intentional, deliberate and purposeful incorporation of diversity, equity and inclusion in the implementation is being planned.</p> <p>The work of reviewing organizational policies and procedures continues. The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-</p>	<p>The Signs of Safety Core Project Team is working with Elia International to implement a pre-implementation plan for Signs of Safety. Intentional, deliberate and purposeful incorporation of diversity, equity and inclusion in the implementation is being planned.</p> <p>The work of reviewing organizational policies and procedures continues. The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-Black,</p>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
		<p>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>Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization.</p> <p>YRCAS has developed the reference document, the <u>Diversity, Equity and Inclusion Community Resource and Service Directory and the Black, African Canadian and Caribbean Services</u> with specific sections for diverse identities including the Indigenous, Black and 2SLGBTQ+ community with culturally aligned programs and services.</p> <p><u>OVOV Race Equity Practice #2: Collect and Analyze Data to Measure Racial Disproportionality and Disparities</u>; <u>OVOV Race Equity Practice #3: Evaluate and monitor programs and performance</u></p> <p>YRCAS Diversity, Equity and Inclusion Department conducts ongoing reviews on files with family members that have Indigenous heritage to ensure that the requirements of the federal legislation are met. In addition, cases are reviewed to ensure that consultations with Dnaagdawenmag Binnoojiiyag Child & Family Services (DNAAG) are occurring and, where appropriate, cases are being transferred in a timely manner. When a file transfer cannot occur, a referral to DNAAG for a cultural resource advisor is</p>	<p>anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization.</p> <p>YRCAS Diversity, Equity and Inclusion Department conducts ongoing reviews on files with family members that have Indigenous heritage to ensure that the requirements of the federal legislation are met. In addition, cases are reviewed to ensure that consultations with Dnaagdawenmag Binnoojiiyag Child & Family Services (DNAAG) are occurring and, where appropriate, cases are being transferred in a timely manner. When a file transfer cannot occur, a referral to DNAAG for a cultural resource advisor is made to support the child, youth and/or family.</p>

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
				made to support the child, youth and/or family.	

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 – October 2022	Work Plan Update – January 2023
The Society will address and implement all recommendations relating to Child in Care Services in the File Review of 2020.	2	Ensure equitable and inclusive practices are evident in policies, procedures and processes. Diversity, Equity and Inclusion lens must be embedded in all mechanisms/supports available to resource families; possible biases to be identified and challenged in a constructive and safe manner to promote learning.	Accountable: Director of Service Consulted: Staff; Union; Internal Employee Committees/Resource Groups; Foster Parent Association; Resource Parents; Community Stakeholders	The Signs of Safety Core Project Team is working with Elia International to implement a pre-implementation plan for Signs of Safety. Intentional, deliberate and purposeful incorporation of diversity, equity and inclusion in the implementation is being planned. The work of reviewing organizational policies and procedures continues. The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-	The Signs of Safety Core Project Team is working with Elia International to implement a pre-implementation plan for Signs of Safety. Intentional, deliberate and purposeful incorporation of diversity, equity and inclusion in the implementation is being planned. Review of resource, child in care, kinship and adoption policies continues with the Policy Advisors/Writers supporting staff in the department with this work, ensuring that policies and procedures are aligned with legislation, regulations and agency



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
		<p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p>		<p>Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization</p> <p>Members of the DEI department continue to actively participate on the “Cross Over Youth Project” in collaboration with community partners, to ensure that an anti-Racism, anti-Indigenous, anti-Black, and equity lens is applied to the protocol, practices, and policies being developed to address youth with child welfare history interactions with the criminal court system.</p> <p>YRCAS has developed the reference document, the <u><i>Diversity, Equity and Inclusion Community Resource and Service Directory and the Black, African Canadian and Caribbean Services</i></u> with specific sections for diverse identities including the Indigenous, Black and 2SLGBTQ+ community with culturally aligned programs and services.</p> <p><u>OVOV Race Equity Practice #5 Engage African Canadian parents and communities & Practice #10: Establish collaborations and partnerships</u> YRCAS collaborated with York University to co-facilitate the AYA Mentoring</p>	<p>commitment to diversity, equity and inclusive practice. The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization.</p>



Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023
				<p>Program for Black youth. AYA's purpose is assist Black youth in gaining resilience, independence, endurance, perseverance, and resourcefulness. The goals of the program are to increase academic excellence in high school students, encourage high school students to apply and attend University, assist in the transition to legal adulthood, and provide mentorship.</p> <p>The Black Latency Adolescent Continuing Care (BLACC) Committee has collaborated with York Regional Police to co-host two separate events for Black and racialized youth: "Know your Rights" virtual event in April 2022, and a In Person event on June 13, 2022, at the YRP Safety Village with the topic discussion being on "Humanizing the Uniform."</p> <p>The Black Latency Adolescent Continuing Care (BLACC) Committee in collaboration with Durham CAS will be hosting a <i>Hair Story program</i>, which is being offered to Black and Black Bi-racial youth in care or Kinship, ages 14-21+, and their caregivers in person on September 23, 2022. <i>The Hair Story program</i> is to bring an affirming message to Black and Black Bi-racial youth about their hair and appearance</p>	

Outcomes/Deliverables	Priority 1,2,3	Diversity, Equity and Inclusion	Stakeholders (RASCI)	Work Plan Update – October 2022	Work Plan Update – January 2023

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 – October 2022	Work Plan Update – January 2023
The Society will address and implement all recommendations relating to Adoption Services in the File Review of 2020.	2	<p>Ensure equitable and inclusive practices are evident in policies, procedures and processes.</p> <p>Criteria for file reviews to include measures to assess for possible bias in decision-making.</p>	<p>Accountable: Director of Service</p> <p>Consulted: Staff; Union; Foster Parent Association; Resource Parents; Adoptive Parents; MCCSS</p>	<p>Between April 1, 2022-September 9, 2022, 8 adoptions were finalized.</p> <p>Review of resource, child in care, kinship and adoption policies continues with the Policy Advisors/Writers supporting staff in the department with this work, ensuring that policies and procedures are aligned with legislation, regulations and agency commitment to diversity, equity and inclusive practice. The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization.</p>	<p>Review of resource, child in care, kinship and adoption policies continues with the Policy Advisors/Writers supporting staff in the department with this work, ensuring that policies and procedures are aligned with legislation, regulations and agency commitment to diversity, equity and inclusive practice. The DEI Department continues to provide consultation and active review of organizational policies, processes and practices using an anti-Racism, anti-Black, anti-Indigenous, SOGIE, and equity lens to integrate equity into all aspects of the work of the organization.</p>