

Operational Review Workplan Bi-Annual Update (PV) April 1-September 30, 2023

Definitions

On Schedule Actions are underway to achieve the recommendations/requirement

Completed: Completed and communicated.

Completed – Ongoing Significant actions have been completed to meet the requirement; the organization is committed to ongoing attention to the issue to ensure desired impacts are achieved.

	# of Deliverables arising from Recommendations	On Schedule	Completed	Completed – Ongoing	% Completed + Completed – Ongoing by Category
Leadership	5	0	2	3	100%
Diversity, Equity, Inclusion	6	0	2	4	100%
Human Resources	10	2	8	0	80%
Culture	2	0	0	2	100%
Governance	2	0	2	0	100%
Change Management	2	0	2	0	100%
Communication	1	0	1	0	100%
Services	15	3	10	2	80%
Totals	43	5	27	11	
		11.5%	88.5%		

Priority 1	To be initiated by September 30, 2021
Priority 2	To be initiated by March 31, 2022(Year One)
Priority 3	To be initiated by March 31, 2023(Year Two)

RECOMMENDATION	OUTCOME/DELIVERABLE	PRIORITY	STATUS	KEY ACHIEVEMENTS
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.	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.	2	Completed-Ongoing	<ul style="list-style-type: none"> - Fall 2023, Advanced Training in Signs of Safety (SofS) for all service leaders in the organization. - Planning underway to utilize a SofS Group Supervision process to explore capacity building for service supervisors in area of DEI (October 2023).

Operational Review Workplan Bi-Annual Update (PV) April 1-September 30, 2023

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Develop clear direction, tangible strategy and goals for the organization, communicate and implement these across the organization.	The Society has an updated Strategic Plan effective in 2021 that sets the direction and priorities for the organization.	3	Completed	- YRCAS Strategic Plan completed and launched in June 2023
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.	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	Completed	- YRCAS Strategic Plan launched in June 2023 identified a renewed set of Guiding Values - Sep 2023, Signs of Safety launched as a whole system approach to service; all staff to receive training
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.	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	Completed-Ongoing	
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.	Staff feedback and consultation processes are established to create a safe environment where staff input is sought, valued, and implemented.	2	Completed	
DIVERSITY, EQUITY AND INCLUSION				
The organization at every level will develop and maintain processes that support fair treatment, access, opportunity, and advancement for all people.	Organizational processes are fair and equitable in the treatment of: <ul style="list-style-type: none"> all staff; service users; community partners. 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.	1	Completed	- DEI Department provides ongoing consultation and active review of all policies, processes and practices using an anti-Racism, anti-Black, anti-Indigenous, and SOGIE and equity lens to integrate equity into all aspects and practices within the organization. - Sep 2023, Signs of Safety (SofS) Launch - intentional focus on ensuring that use of Signs of Safety is grounded in equity
	The organizational Diversity, Equity and Inclusion plan includes all aspects of the organization; from Board governance to operations.	1	Completed	- Jun-Sep 2023, Project Team working in conjunction with Sidekick Consulting in the development of the organizational strategy, vision, roles and structure for the new Community Relations and Advocacy Department

Operational Review Workplan Bi-Annual Update (PV) April 1-September 30, 2023

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	The Society has integrated the One Vision, One Voice Race Equity Practices.	1	Completed-Ongoing	
	The Society has integrated the Truth and Reconciliation commitments with respect to child welfare as well as the 9 Indigenous Commitments.	1	Completed-Ongoing	- Sep 2023, multiple virtual staff opportunities planned to honour First Nations, Inuit and Metis children, youth, families and communities and raise awareness of the inter-generational impacts of residential schools and colonial practices.
	The Society has integrated the 2SLGBTQ+ provincial recommendations and practices.	1	Completed-Ongoing	- June/Aug 2023 YRCAS Pride at Work Council hosted an all-staff Open Forum for discussion and sharing of best practices. - June 2023 Agency participation in the Pride Parade (Newmarket)
The Board governance and work environment will be one where all individuals and groups are welcomed, respected, supported, and valued.	The Society's work environment is safe, welcoming, respectful, and supportive. The Society's consultation and decision-making framework includes comprehensive feedback mechanisms.	1	Completed-Ongoing	
HUMAN RESOURCES				
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.	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.	1	Completed	
	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.	1	Completed	
Develop and implement a wellness framework, the purpose of which is to support staff and reduce work-related stress and burnout.	The Society's HR Framework includes a wellness strategy that is resourced to prioritize wellness promotion, prevention, and intervention for all staff.	3	Completed	
Establish clear hiring processes that are fair, open, and free of bias or favouritism.	The Society has equitable recruitment, hiring and promotion practices that are transparent and clear.	1	Completed	- May 2023 New Applicant Tracking System (ATS) launched aimed to enhance the internal and external recruitment experience.
Develop and implement a competency-based performance management system.	The Society has implemented a knowledge and competency-based performance review process that is aligned with the organization's priorities	3	Completed	

Operational Review Workplan Bi-Annual Update (PV) April 1-September 30, 2023

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	and values that evaluates and supports the development of skills, behavior and goals			
Develop a process for assessing workload for all areas of the organization and a process through which identified workload issues can be addressed.	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.	1	Completed	
Develop and implement a training and development plan for the organization that ensures increasing competency for all staff.	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.	3	On Schedule	
	All staff have opportunities to access additional learning opportunities to further their development.	3	Completed	<ul style="list-style-type: none"> - Multiple learning opportunities available via OACAS, Chai and Chats, Legal Clinics, Guest Speakers/Community Partnerships - Signs of Safety Foundational Training – all staff (Sep/Oct); Advanced Training for Leadership Team (Oct/Nov) - Child Welfare Immigration Centre of Excellence training (Nov-Feb)
Ensure that there are meaningful and effective complaint processes available to all staff.	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.	1	Completed	
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.	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	On Schedule	
CULTURE				
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.	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	1	Completed - Ongoing	

Operational Review Workplan Bi-Annual Update (PV)
April 1-September 30, 2023

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	equitable organization conducive to collaborative work and learning.			
Establish and implement a permanent process for auditing the health of the organization.	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.	3	Completed-Ongoing	
GOVERNANCE				
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.	The Board holds senior staff accountable to the strategic plan.	1	Completed	<ul style="list-style-type: none"> - June 2023 NEW Strategic Plan launched - Aug 2023 – Board established a list of Key Performance Indicators (KPIs) that require review by the various Board Committees
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.	The board has a robust feedback strategy and monitors all aspects of organizational health.	1	Completed	<ul style="list-style-type: none"> - CEO accountable to provide monthly CEO Report to Board for review. Report contains information and metrics related to Child and Family Wellbeing, Community Relations, Communications, DEI, Culture Transformation, Wellness and A Financial Forecast
CHANGE MANAGEMENT/COMMUNICATIONS				
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.	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	Completed	
	Resources are in place to support the review, prioritization, and coordination of all current and new initiatives in the organization.	1	Completed	
A transparent, open and structured communications plan needs to be developed, and communications needs 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.	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.	1	Completed	<ul style="list-style-type: none"> - March 25-26, 2023, Community Engagement Event hosted in partnership with DNAAG and JF&CS; 100+ participants. - June 2023, Community Relations and Advocacy Department Project commenced utilizing Sidekick Consulting; recommendations anticipated October 2023.

Operational Review Workplan Bi-Annual Update (PV)
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INTAKE AND ASSESSMENT SERVICES				
Review policies, processes, and practices to ensure compliance with ministry Fast Track Policy Directive; cease any practice of requesting that staff complete record checks in the absence of child protection referrals; review all instances where record checks were completed in the absence of child protection referrals and ensure compliance with Part X	The Society will address and implement all recommendations relating to Child in Care Services in the File Review of 2020.	2	Completed -	
		2	On schedule	
		2	Completed	
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.		2	Completed	
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; reach out to 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.		2	Completed	<ul style="list-style-type: none"> - Internal IPV Committee continues to review best practices and build community collaborations - IPV Team working in collaboration with York Region Centre for Community Safety (the HUB); all staff trained and certified in Danger Assessments
Complete investigations transferring to ongoing family services within legislated timelines and where not possible, provide a documented rationale for departing from this requirement.		2	Completed-Ongoing	
ONGOING SERVICES				
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.	The Society will address and implement all recommendations relating to Ongoing Services in the File Review of 2020.	2	On Schedule	- September 2023, <i>Signs of Safety</i> Launch Fall /Winter 2023, Supervision Framework to be reviewed/amended to support organizational alignment with SofS as our service delivery model
		2	Completed	-
Supervisors to ensure that all case closure documentation complies with Child Protection Standard #8 prior to approving a case for closure.		2	Completed	
CHILD IN CARE SERVICES				

Operational Review Workplan Bi-Annual Update (PV) April 1-September 30, 2023

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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.	The Society will address and implement all recommendations relating to Child in Care Services in the File Review of 2020.	2	Completed-Ongoing	- September 2023, <i>Signs of Safety</i> Launch
Review 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.		2	Completed	- July 1, 2023 – All Child in Care Policies updated to align with agency best practices and new regulations - July 2023, <i>Admission to Care Package</i> updated to align with new regulations
Establish policies and procedures to address foster parent concerns and complaints related to child-in-care services; establish processes to enhance relationships with foster parents.		2	Completed	
		2	Completed	
ADOPTION SERVICES				
Agency to develop guidelines and clear expectations for completing adoption finalization documentation.	The Society will address and implement all recommendations relating to Adoption Services in the File Review of 2020	2	Completed	- May 10, 2023, <i>Admission to Permanency Service Mapping</i> with timelines that also align with new regulations developed via broad stakeholder feedback
Agency to better understand the reasons for the delays in finalizing adoptions and develop strategies to finalize adoptions in a timelier way.		2	On Schedule	- <i>Documentation to Finalize Adoption Policy</i> is in the final review and approval process; anticipated completion November 2023