

WECAS OPERATIONAL PLAN 2022-2023

APPROVED
March 23, 2022



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Introduction

This document represents the 2022/2023 Operational Plan for the Windsor-Essex Children's Aid Society (WECAS). It speaks to our mandate, strategic priorities, outcomes, outputs and performance indicators for the upcoming year. The plan also demonstrates WECAS' continued commitment to grow, learn and evolve for the betterment of the communities we serve in Windsor and Essex County.

Mandate

Children's Aid Societies help to protect infants, children and youth who are experiencing harm or are at risk of experiencing harm, physically, sexually, emotionally or through neglect or abandonment.

Children's Aid Societies ensure that children and families are connected to the services they need in order to remain safe and thriving. They do this by working with community service providers and in some cases provide supportive services themselves.

In 97% of investigations done by CAS, the child or children remain in the home and receive supportive services. In Ontario, Children's Aid Societies have the exclusive legal responsibility to provide child protection services 365 days a year, 24 hours a day. The activities and purpose of a Children's Aid Society are set out in the *Child, Youth and Family Services Act, 2017 (CYFSA)*.

Children's Aid Societies are independently governed agencies responsible for providing mandatory and critical services. Children's Aid Societies have been providing these services to communities in Ontario for over 100 years.

Our legislated functions under the provisions of Section 35 (1) of the *Child, Youth and Family Services Act, 2017 (CYFSA)* are as follows:

- investigate allegations or evidence that children may be in need of protection;
- protect children where necessary;
- provide guidance, counselling and other services to families for protecting children or for the prevention of circumstances requiring the protection of children;
- provide care for children assigned or committed to its care under this Act;
- supervise children assigned to its supervision under this Act;
- place children for adoption under Part VIII (Adoption and Adoption Licensing); and,
- perform any other duties given to it by this or any other Act.

This legislation and the supporting regulations, directives and standards prescribe specific and detailed requirements for how and what services CASs must provide, including specific requirements when working with First Nations, Inuit & Métis (FNIM) children and families and in the provision of French language services.

WECAS Mission Statement

The Windsor-Essex Children's Aid Society is dedicated to the well-being and safety of every child by advocating for, and partnering with, our children, families and communities.

WECAS Equity Statement

WECAS is committed to creating a culture of equity in which we challenge the impacts of power and privilege, eliminate barriers, and empower families and communities to fully participate in decisions that affect them.

2022-2025 WECAS Strategic Plan

In 2021, WECAS embarked on a process to envision a new way forward as an agency. One that seeks to be transformational in nature through the deepening of our commitment to center equity, prevention and children, youth and families as the experts in themselves. Over the course of several months, and through comprehensive focus groups with members of our Board of Directors, staff, community partners, foster/kin parents, youth and volunteers, as well as personalized consultations with priority equity seeking groups, our 2022-2025 WECAS Strategic Plan formulated a foundation to help our agency acknowledge our legacy, address our present and plan for a new future.

In the spirit of actionable reconciliation and anti-oppressive practices, our 2022-2025 Strategic Plan further represents the means by which WECAS can become a community-led and community-informed agency, through the setting of strategic and operational goals that seek to partner with, and enhance the outcomes of three communities in particular, with keen focus on addressing their overrepresentation in the Child Welfare System. They are:

- First Nations, Inuit & Métis (FNIM) communities;
- Black African, Canadian and Caribbean (BACC) communities; and
- Lesbian, Gay, Bisexual, Transgender, Two-Spirit, Queer, and Questioning (LGBT2SQ+) communities.



Fig 1.1 – WECAS 2022-2025 Strategic Plan. Four key commitments capture the essence of our new Strategic Plan: Building Trust; Following; Simplifying and Learning.

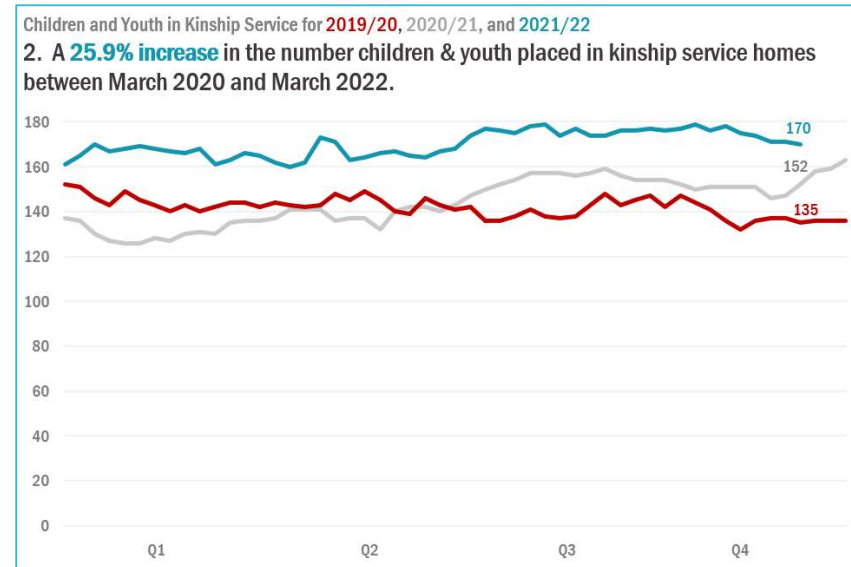
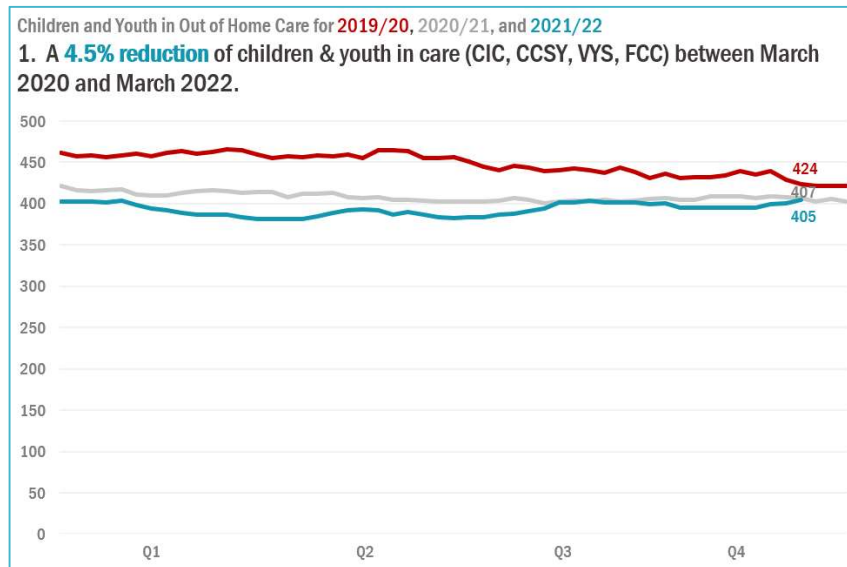
Executive Summary

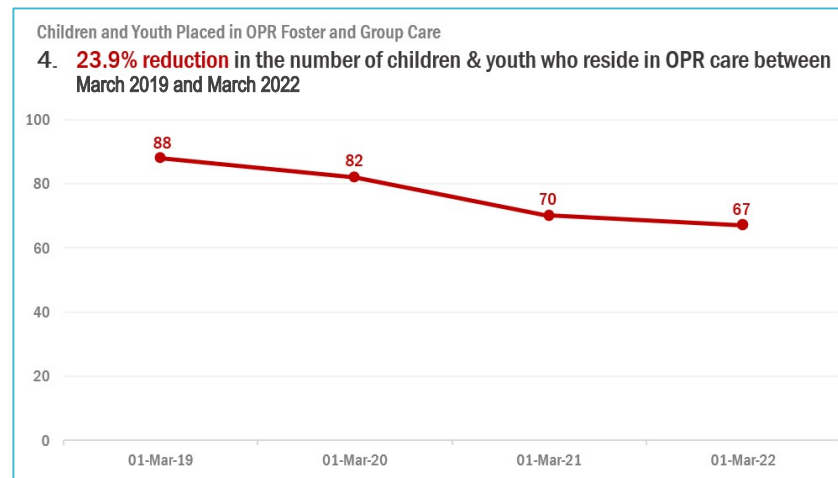
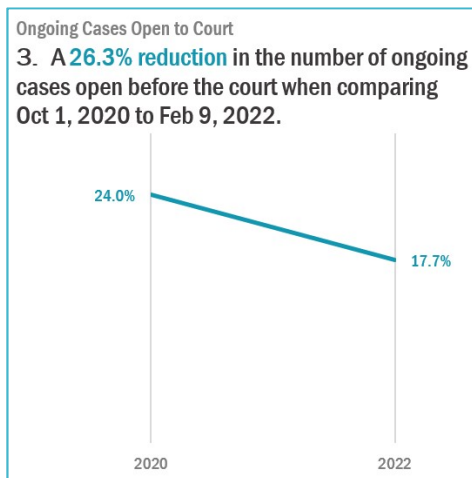
2022/2023 marks the 123rd Anniversary of the Society, and of our evolving mandate to promote the best interests, protection, and well-being of children. Over the past two years, this mandate has been significantly challenged. WECAS, in the face of these emerging realities, has embraced the need to adapt and to transform for the betterment of those we are entrusted to support in our community.

The COVID-19 pandemic was, of course, the biggest and the most unexpected challenge. Its impact on the whole of society, here and across the globe, is still being felt. Its lasting effects, though not yet completely understood, are likely to be generational in nature. Yet, in the first few days and months, despite the uncertainty, our staff pulled together in unprecedented ways to adapt means and methods to continue to serve our community and to uphold the wellbeing of children, youth and families in Windsor-Essex. From fulfilling our legislated child-protection responsibilities with strict compliance, to evolving public health guidelines, to enhancing access to wrap-around supports and pandemic specific benefits that helped families weather the pandemic storm, our staff have and continue to play a strong supportive role to the front-line heroes of the pandemic.

Collective efforts have been so robust, that despite the mounting and competing pressures of the pandemic, significant strides were made on four of six ambitious goals set out in our 2019/2020, pre-pandemic Operational Plan. The following graphs show how our agency has progressed in these four areas:

1. Reduction of children/youth coming into CAS care
2. Increase in the number of children/youth placed in Kinship Service Homes
3. Reduction in the number of cases currently before the courts
4. Reduction in the number of children/youth placed in OPR foster and OPR group care





However, these achievements are not without their toll taken on individuals. As we enter the third year of the pandemic, it is increasingly difficult for our staff to maintain a strong sense of balance and wellbeing. Leadership has been attuned to this and has promoted proactive strategies and an openness to discuss topics like, work-life balance, flexible work arrangements and mental health, to help reduce stigma and encourage a responsive work-based culture through trying times. The gradual rollout of ‘Working Minds’ training to all staff in 2021, intended to help organizations create a culture that fosters greater awareness and support for mental health among employees and managers, is but one practical example.

The second major challenge of the past two years was different in nature, and a welcomed and anticipated one at that. In July of 2020, the Ministry of Children, Community and Social Services (MCCSS) announced their plan to redesign the child welfare system. MCCSS presented a strategy that focuses on transforming child and family services to strengthen families and communities through prevention, early intervention and an increase in permanent homes for children and youth in care when they cannot stay in their own homes or communities.

The inherent challenge of undertaking a system-wide transformation is daunting, but WECAS, along with many sector partners, rights-holders and stakeholders, have been advocating for this type of sweeping change for some time now. In fact, it can be argued that the Ministry’s strategy reflects and entrenches much of what advocates and societies across Ontario have been envisioning, championing and advancing in the last decade towards a more progressive child welfare system.

Sector-led frameworks like ‘The Other Side of the Door’ (2014), ‘One Vision One Voice’ (OVVOV) (2016), and the Ontario Child Welfare LGBT2SQ+ Organizational Self-Assessment Report (2021) are three such examples. Each articulates the causes of disproportionality within Child Welfare for FNIM, BACC and LGBT2SQ+ communities respectively, and each proposes a blue print for agencies to reform our work in this space.

The Federal Government’s historic \$40 billion agreement-in-principle to compensate young people harmed by Canada’s discriminatory child welfare system, and the discovery of the remains of Indigenous children at residential schools across the country in 2021, beginning with the 215 at the former Kamloops Indian

Residential School, provide further and sobering reminders of what is at stake in addressing our legacy and co-designing our future for and with historically oppressed communities.

Against this backdrop, the five pillars that emerged under MCCSS's strategy are:

1. Child, Youth, Family and Community Well-Being
2. Quality of Care
3. Strengthening Youth Supports
4. Improving Stability and Permanency
5. System Accountability & Sustainability

Specific to pillar number 5, under financial sustainability, the government has committed to developing options for new system structures, including a new funding model, to ensure the system is financially sustainable in the long term, and children's aid societies can balance their budgets.

The essence of this provincial shift aligns with WECAS' own journey to center equity, prevention and children, youth and families as the experts in themselves. Intentional conversations, self-reflection and actionable strategies are slowly becoming a hallmark of the WECAS culture towards these goals. Through our 2022-2025 Strategic Plan and 2022/2023 Operational Plan we are doubling down on our commitments to work with BACC, LGBT2SQ+ and FNIM communities in particular, to implement frameworks like 'One Vision One Voice', the LGBT2SQ+ Organizational Self-Assessment, and Truth and Reconciliation Commission commitments more fulsomely. Beyond the goals reflected in our two overarching plans, we will create three, more detailed and more tailored action plans, one for each of those communities, which will fully align with the strategies, goals and standards of their corresponding frameworks. In so doing, we hope that the cultural shift taking place at WECAS takes greater hold, and that the children, youth and families we support experience a noticeable difference.

Through individual and collective commitments to **Build Trust, Follow, Simplify and Learn**, and with a robust set of 2022/2023 outputs, outcomes and key action items that were community-driven and community informed, WECAS has formulated a foundation to help our agency acknowledge our legacy, address our present and plan for a new future.

As we simultaneously reflect back and look forward in what feels like a pivotal year in the WECAS journey, we are reminded that the adversity faced by marginalized communities in our local and national context is not disconnected to the means in which we function as individuals in society and as collective of professionals within an institutional system. As such, through our 2022/2023 Operational Plan, we seek to establish the building blocks to earn the ability to enter into a new kind of relationship with the children, youth and families we interact with, giving them greater voice and ownership over their own futures. That work is deepened when we fight to keep families together and when their experiences, ideas and innovation inform the ways in which our protocols, processes and policies need to change for their benefit.

These are the stepping-stones being laid in the year ahead, in what we hope becomes a perpetual cycle of growth, learning and adaptation towards lasting and generational change. With our Senior Leadership team showing bold and courageous leadership at the forefront, with the addition of an OVOV Specialist and a Director of Equity, Diversity and Inclusion to the WECAS team, and with a framework that invites individuals, partners and stakeholders to envision a new path forward, we are choosing to be active agents vying to co-design a new future for Child Welfare in Windsor Essex.

Equity Terms and Definitions

The following terms are used or implied throughout WECAS' 2022/2023 Operation Plan. Their definitions, as they relate to our work, are included here to provide greater clarity and context on our intended goals.

Diversity refers to the range of human characteristics which includes but is not limited to race, ethnicity, language, faith, religion, gender identity, sexual orientation, age, ability, income, family status, literacy level, Indigeneity, educational background, housing status, health status, immigration status, and mental health status.

Culture is everything that makes each of us who we are. It is all that we hold dear. Cultures also have a history and carry a story about their origins and how they became what they are today.

Cultural Humility is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful relationships and processes based on mutual trust.

Cultural safety can be defined as “an environment which is safe for people; where there is no assault, challenge or denial of their identity, of who they are and what they need. It is about shared respect, shared meaning, shared knowledge and experience, of learning together with dignity.

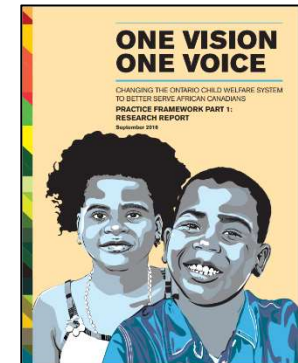
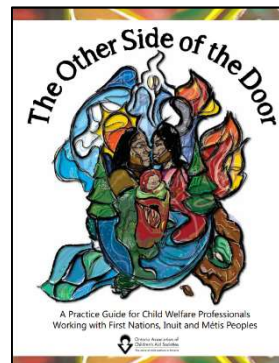
Decolonization is the processes of recognizing how colonial patterns are replicated in our work and the process of transforming those practices to lessen their impacts on families. This includes practical changes to reduce the trauma and harm done to Indigenous families interacting with child welfare.

Reconciliation requires meaningful engagement with First Nation, Inuit and Métis (FNIM) communities, and includes the shifting of resources and the sharing of power that supports their self-governance and self-determination.

Equity Outcomes, Outputs and Key Actions

We would like to acknowledge and extend credit to three key frameworks that have significantly informed and influenced WECAS's Strategic and Operational Plans.

Alignment to these frameworks will continue to direct our work, as will other community-inspired solutions that continue to emerge as led by the bravery of those with lived experiences.



The following is the Society's 2022-2023 Operating Budget. The Society will amend the operating budget to reflect the receipt of the 2022-23 funding allocation.

	2019-20 Actual	2020-21 Actual	2021-22 Forecast (Jan 31, 2022)	2022-23 Operating Budget	Comments
Approved MCCSS Budget Allocation	58,916,951	56,713,050	56,469,100	55,339,718	Includes 2% reduction from the prior year's allocation
Targeted Subsidies Agreements - Above Allocation	75,555	40,883	16,560	-	Reflects funding for an additional at 25% of the costs incurred
Other Income and Expense Recoveries	2,383,536	2,009,716	1,593,066	1,594,667	Canada Child Benefit reflects decreasing number of children and youth in care (only children and youth from birth to age 17 are eligible); includes transportation and stability funding from WECDDB and GECDDB
Revenue	61,376,042	58,763,649	58,078,726	56,934,385	
Society Foster, Kinship and Other Care	4,688,274	4,277,394	4,965,860	5,163,386	Includes rate increases for foster and kinship in care; increased monthly allowances for CCSY and youth living independently to assist with increased rent costs; \$500 pandemic wellness allowance
Purchased Foster and Group Care	7,689,849	7,098,461	6,339,800	5,787,170	Decrease due to the transition of youth from purchased foster and group care into CCSY placements
Boarding Care Costs	12,378,123	11,375,855	11,305,660	10,950,556	
External Legal Services	1,503,826	1,214,219	1,324,400	476,784	Maintaining a six month contract with one external lawyer and costs for two external lawyers to completed current caseload
Professional Services - Client	478,061	373,773	630,479	682,905	Includes 4 month contract with Ricoh Canada for redaction services; Can-Am Indian Friendship Centre Agreement for a family wellness worker and family access worker; BACC advocates collaboration
Client Personal Needs	645,336	1,120,692	1,401,609	983,212	Includes \$500 pandemic wellness allowance per youth in out of home placements and kinship service; clothing and holiday allowance for youth in kinship service
Targeted Subsidies Agreements	1,457,280	1,703,610	1,805,040	1,838,160	Budgeting 148 agreements
Adoption Services	333,305	349,525	389,197	341,900	Estimating 40 agreements at \$8,000 a year
Health and Related	632,461	342,755	383,584	385,000	Adjusted costs to account for the Consistency of Care Directive
Admission Prevention	92,038	65,393	110,000	100,000	Cost associated with preventing children and youth coming into care
Child, Youth and Family Costs	5,142,307	5,169,967	6,044,309	4,807,961	
Salaries and Wages	29,426,568	28,230,930	27,544,940	28,068,440	Includes 1% wage increases, estimated maternity leaves, attrition and new hires
Benefits	8,369,200	7,975,020	8,132,894	8,027,573	Average benefit rate of 28.6% applied
Travel	1,962,558	811,893	1,314,476	1,483,468	Includes a mileage rate increase and retroactive increase for 2021-22 for staff, volunteers, foster and kinship in care providers
Training and Recruitment	111,585	108,240	202,500	271,294	Includes equity, family finding and foster parent training
Staffing, Travel and Training Costs	39,869,911	37,126,083	37,194,810	37,850,775	
Building Occupancy	1,336,808	2,250,101	1,623,203	1,425,304	Includes estimated annual increase of 25% for property and equipment insurance
Professional Services - Non Client	617,453	303,425	272,700	278,605	Includes audit fees, non-child welfare legal fees and security costs
Promotion and Publicity	36,817	51,232	46,153	50,000	Joint WECAF program promotion, includes additional \$10,000 for the new campaign window display
Office Administration	464,225	490,347	499,625	473,825	Includes offsite document storage, office supplies, telephone and afterhours phone service
Miscellaneous	439,286	477,445	574,916	687,833	Includes estimated annual increase of 25% for general liability insurance
Technology	779,989	1,519,194	880,357	720,649	Includes hardware, software, IT licences and support and backup internet provider
Administration and Technology Costs	3,674,578	5,091,744	3,896,954	3,636,216	
Gross Expenditures	61,064,919	58,763,649	58,441,733	57,245,508	
Operation Surplus (Deficit)	311,123	-	(363,007)	(311,123)	
Balanced Budget Fund Utilization	-	-	363,007	311,123	\$311,123 expires 2022-23 \$616,142 expires 2023-24
Surplus (Deficit) After BBF Utilization	311,123	-	-	-	
Operation Surplus (Deficit) as % of Ministry Funding	0.53%	0.00%	-0.64%	-0.56%	

Starting in 2020-21, the Ministry established a ministry-managed balanced budget fund account. The goal was to reduce accumulated deficits managed by other societies and to support sector implementation of other ministry priorities.

Below is the detail for the Society's balanced budget fund:

Budget Year	Operating Surplus (Deficit)	2017-18 Child Welfare Operating Deficit	Balanced Budget Fund Available (Un-accessed Contributions)	Ministry-Managed Balanced Budget Fund	Budget Year Expiry
2019-20	\$ 311,123	\$ -	\$ 311,123	\$ -	2022-23
2020-21	\$ 1,232,284	\$ -	\$ 616,142	\$ 616,142	2023-24
2021-22	\$ (311,123)	\$ -	\$ (311,123)	\$ -	Utilized
Total	\$ 1,232,284	\$ -	\$ 616,142	\$ 616,142	

Broader Public Sector Accountability

During the period of April 1, 2022 to March 31, 2023, WECAS will post business and financial documents on the organization's public website in compliance with the [Broader Public Sector Business Documents Directive](#). This includes WECAS' 2022-2025 Strategic Plan (Overview), the 2022/2023 Operational Plan (which includes a description of key activities over the previous fiscal year, an analysis on operational performance and targets achieved), and audited financial statements.

Link to documents on website: <https://www.wecas.on.ca/accountability/>

2022-2023 WECAS OPERATIONAL PLAN



WE WILL BUILD TRUST

Promote & Integrate Equity into our service delivery to build confidence and cultivate new partnerships.

OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Honour the fullness and complexity of their identities (including culture, language, faith, gender identity, and sexual orientation) by linking them to relevant community partners, mentors, supports and programs Focus: Youth Priority: Supporting Youth through positive community partnerships	T1. Plan of Care file audit - ensuring community partner links are discussed and documented, as well as informal supports (social and cultural events, mentorship, and creating families of choice) to reduce isolation and increase cultural safety	✓ A1 - Complete an audit of a sample of files (10%), which will identify whether we are doing a good job ensuring that our youth are connected to community partners, cultural supports and getting their needs met (<i>recommendations will be made based on the findings</i>)	Q1	Director Lyle Ward Primary Lead Terril Campbell Supporting Children's Services, QA & Equity teams
	T2. Number of recruitment efforts with targeted communities (i.e., BACC, ISWA, LGBT2SQ+, Francophone, etc.)	✓ A1 - Have an internal meeting to strategize a plan to consult with targeted communities in recruitment strategies ✓ A2 - Identify an internal champion for each of the targeted communities to act as a liaison ✓ A3 - Have at least one meeting with each of the targeted communities ✓ A4 - Develop a foster/volunteer recruitment campaign ✓ A5 - Hold Info sessions for each of the targeted communities, that will include the option to become kinship service homes	Q1 Q2 Q4 Q4 Q4	Director Bill Morris Primary Lead Christina Winter-Pavelich Supporting Tina Gatt, Foster Parent Recruiting, QA & Equity
Outcome: Foster homes meet the needs of our children Focus: Youth Priority: Supporting Youth through positive community partnerships	T3. Number of new foster homes that can accommodate BACC, LGBT2SQ+, and Francophone youth	✓ A1 - Recruit at least one person/family from each of the targeted communities to apply to foster/adopt ✓ A2 - Approve at least one home from each of the targeted communities to foster/adopt ✓ A3 - Include kinship homes in the number of resource homes within the targeted community ✓ A4 - Organize internal meetings with members of BACC and Equity Team to discuss what is the appropriate capacity of foster homes to meet the needs of children from the identified communities	Q2 Q4 ∞ Q4	Director Bill Morris Primary Lead Christina Winter-Pavelich Supporting Tina Gatt, Foster Parent Recruiting, QA & Equity

2022-2023 WECAS OPERATIONAL PLAN



WE WILL BUILD TRUST

Promote & Integrate Equity into our service delivery to build confidence and cultivate new partnerships.

OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Reduce Disproportionality Rate to under 1.5 (none) Area of focus: BACC Community Priority: Build trust with communities while acknowledging disparity and disconnection	T4. Disproportionality examined twice a year for primary caregivers and children in Ongoing & Children's Services and Closed Investigations	✓ A1 - QA will produce a disproportionality report for Senior Leadership that will include updated 2021 Stats Canada Census data	Q3	Director Loran Dutka Primary Lead Dorcas Yeboah Supporting QA, BACC Supervisors, DOS
		✓ A2 - OVOV Specialist will facilitate a formal meeting for the Senior Leadership to discuss the updated disproportionality report and to explore practical implications and strategies per our Strategic and Operational Plans	Q3	
Outcome: Invite and include critical stakeholders to help build better systems and be accountable to them Area of focus: BACC Community Priority: Build trust with communities while acknowledging disparity and disconnection	T5. BACC Community Advisory work plan, progress, and annual feedback	✓ A1 - Equity Team will re-engage the BACC external committee to discuss the composition of the committee	Q1	Director Hugo Vega & Loran Dutka Primary Lead Dorcas Yeboah Supporting BACC Staff, Equity & QA Teams
		✓ A2 – Hold meetings with the committee to discuss next steps for the committee, work plan and priorities	Q2	
	T6. A survey to be completed with the BACC community to gain information regarding past experiences with service and to determine community needs	✓ A1 - Meet with Family Fuse to discuss/finalize development of Needs-Based survey & next steps for deployment of survey	Q1	Director Loran Dutka Primary Lead QA Supporting Dorcas Yeboah/BACC Committee/ All DOS
		✓ A2 - Launch survey	Q1	
		✓ A3 - Share survey results	Q3	
Outcome: Hear the truth about the tragedies of colonization and be open to shifting our ways of connecting Area of focus: FNIM Community Priority: Guide our work in accordance with legislative rights of Indigenous peoples	T7. Open forums for Indigenous peoples to share, educate, and guide	✓ A1 - Listen to and be guided by the Nations and Indigenous peoples who know what is best for their children, youth, and families	∞	Director Jacqueline Bobyk-Krumins Primary Lead Shelley Gignac Supporting Tammy, Cherie, FWW, Equity, DOSs
		✓ A2 - Track FNIM stories that are shared with staff and review on an annual basis	∞	
		✓ A3 - Seek permission, accept invitations to participate in community events hosted by and within Indigenous communities, track occurrences and review on an annual basis	∞	
		✓ A4 - Develop and implement at least one Protocol with a Nation to ensure it reflects that Nation's ways of knowing and doing.	Q4	

2022-2023 WECAS OPERATIONAL PLAN



WE WILL BUILD TRUST

Promote & Integrate Equity into our service delivery to build confidence and cultivate new partnerships.

OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Enhance strategic agency and sector-wide partnerships to ensure services are equitable and meet the needs of LGBT2SQ+ communities. Area of focus: LGBT2SQ+ Community Priority: Create an affirming organizational culture and promote affirming practices in our work	T8. Convene & facilitate the work of LGBT2SQ+ advisory committee and corresponding work plan, progress and feedback loops	✓ A1 – With Trans Wellness Ontario, co-host two planning sessions with LGBT2SQ+ stakeholders to formulate Terms of References (parameters, priorities, structure, etc.)	Q2	Director Lyle Ward & Hugo Vega Primary Lead Charlotte LeFrank Supporting Equity Team, Gender and Sexual Diversity Committee, DOS, Jaclyn
		✓ A2 – Once the LGBT2SQ+ Advisory Committee is formally established, host at least two meetings	Q4	
Outcome: Create a psychologically safe workplace environment and culture Area of focus: Staff, Leadership and Volunteers Priority: Renew health, energy, and morale to promote an engaged and healthy workforce	T9. Analyze psychological safety through ongoing staff feedback (OACAS census survey; feeling safe making mistakes, taking interpersonal risks, decision making, autonomy, support)	✓ A1 - Have the project lead trained in the National Standard of Canada for psychological health and safety in the workplace	Q3	Director Jaclyn Beaudoin Primary Lead Sara Boismier Supporting Staff Census Committee/HR/Peer Support/Union Executive
		✓ A2 - Schedule formal training on psychological safety in the workplace for the Senior Leadership and Human Resources Teams to provide introductory information and an overview pertaining to the 13 National Standards	Q3	
	T10. Number of new hires that represent the service user population	✓ A1 – QA to provide HR department with disproportionality report after updating data per new 2021 census data (stats Can) and staff census data results (internal)	Q3	Director Jaclyn Beaudoin & Hugo Vega Primary Lead Lori Jeffery Supporting HR/Equity Team/QA, all DOS
		✓ A2 - Implement recruitment strategies to target and prioritize applicable respective applicants	∞	
		✓ A3 - Diversify interview panels as much as possible	∞	
		✓ A4 - Report annually on total number of new hires containing disaggregate data pertaining to race/identity	∞	

2022-2023 WECAS OPERATIONAL PLAN



WE WILL BUILD TRUST

Promote & Integrate Equity into our service delivery to build confidence and cultivate new partnerships.

OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
<p>Outcome: Resource and promote opportunities for training, self-care, coaching, and mentoring</p> <p>Area of focus: Staff, Leadership and Volunteers</p> <p>Priority: Renew health, energy, and morale to promote an engaged and healthy workforce</p>	T11. Number of new volunteers that represent the service user population	✓ A1 – Gather the voices of volunteers who represent equity seeking groups to create new opportunities and ways to support our diverse children, youth and families	Q3	<p>Director Bill Morris</p> <p>Primary Lead Tina Gatt</p> <p>Supporting Volunteer Services/ Equity & QA Teams</p>
		✓ A2 – Begin the process to develop a Volunteer/Foster Parent Recruitment Campaign in partnership with the Resources & Equity Team that in the first phase focuses on meaningful and intentional community conversations with equity seeking groups	Q3	
		✓ A3 – Conduct a preliminary review of current volunteer recruitment practices to assess if practices support volunteer involvement from equity seeking groups	Q1	
	T12. Implement and evaluate debriefing strategies to support staff mental health (e.g., low-impact debriefing; requirement for staff exposed to a traumatic case)	✓ A1 - Develop further training opportunities for management and staff on compassion fatigue and low impact debriefing	Q1	<p>Director Jaclyn Beaudoin & Loran Dutka</p> <p>Primary Lead Candice Hanna</p> <p>Supporting HR/ Peer Support /Wellness Team/JHS & OSI committees</p>
		✓ A2 - Develop/implement a process for staff to be supported when they are exposed to a serious or traumatic incident at work	Q1	
		✓ A3 – Continue to have conversations at all levels within the organization about mental health and the impact of traumatic stress to reduce stigma and normalize the experience	∞	
	T13. Staff feedback on internal self-care module for staff	✓ A1 - Finalize the development of a self-care module and supporting information for staff	Q4	<p>Director Jaclyn Beaudoin & Loran Dutka</p> <p>Primary Lead Candice Hanna & Sara Boismier</p> <p>Supporting HR/Clinical Education Specialist & OSI Committee, Working Minds trainers</p>
		✓ A2 - Once developed, roll out the self-care module for staff with timelines for completion	Q4	
		✓ A3 - Develop feedback survey to gather information from staff about their thoughts about the module	Q4	

2022-2023 WECAS OPERATIONAL PLAN



WE WILL FOLLOW

Personalize how we work with families, guided by Cultural Humility and Respect, and empowered by continuous engagement.

OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Ensure active participation for youth in their planning, progress, and development Area of focus: Youth Priority: Empower youth to advocate for their needs at each step of their journey	F1. Youth feedback on their participation and involvement in the Plan of Care. Survey link given following meeting.	✓ A1 - Conduct baseline audit of youth Plan of Cares to determine current rate of youth participation and how they participate	Q3	Director Lyle Ward Primary Lead Karen Stecher & Rachelle Rail Supporting Children's Services, CCSY, QA, Equity
		✓ A2 - Develop and implement youth survey, to be given to youth following participation in Plan of Care meeting	Q4	
	F2. Sit down with youth (YAC) to gather feedback on what a Plan would look like. <i>(How to expand the circle of youth, bring more people along)</i>	✓ A1 - Have brainstorming meetings with youth regarding their ideas on how to expand their circle of support	Q3	Director Lyle Ward Primary Lead Karen Stecher & Rachelle Rail Supporting Children's Services, CCSY, QA, Equity
		✓ A2 - Conduct a literature review and review how other organizations are working with their youth to increase their supports and connectedness	Q4	
Outcome: Give a Voice to All Youth Area of focus: Youth Priority: Empower youth to advocate for their needs at each step of their journey	F3. Interviews with youth, focus groups, etc.	✓ A1 - Develop a child/youth half-day workshop/youth panel to discuss how youth associated with the Society can ensure their voices are heard at both a case level and at a systemic level; and begin implementation of recommendations	Q4	Director Lyle Ward Primary Lead Janine Jones Supporting Children's Services, CCSY, QA, Equity
		✓ A2 - Hold a workshop or series of workshops (guest speakers) for children/youth in care on advocacy to support youth in developing knowledge and hard skills on self-advocacy	Q3	
	F4. Service recipient feedback (CIC, CCSY)	✓ A1 - Survey youth to learn their perspectives regarding experiences of being in care (i.e. what is working, what is not working)	Q4	Director Lyle Ward Primary Lead QA, Janine Jones & Cherie Ladouceur Supporting Equity, Children's Services/CCSY
		✓ A2 - Review survey data and complete literature review with a view towards implementing recommendations (working with child and youth in the process)	Q4	

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WE WILL FOLLOW

Personalize how we work with families, guided by Cultural Humility and Respect, and empowered by continuous engagement.

OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Equip foster parents so they feel confident in caring for teens, by offering teen-specific and culturally specific training to create cultural safety <i>(that includes how to empower youth to advocate for their needs)</i> Area of focus: Youth Priority: Empower youth to advocate for their needs at each step of their journey	F5. Evaluation of the trauma-informed training (training will be offered to staff and foster parents)	✓ A1 - Develop a steering committee and a Change Management Plan	Q3	Director Hugo Vega, Lyle Ward & Bill Morris
		✓ A2 - Collaborate with TBRI Trainer & Clinical Education Specialist to discuss the plan for trauma training pertaining to teens	Q4	Primary Lead Gayle Dulong & Christina Winter-Pavelich
		✓ A3 - Develop at least one training to increase cultural competency in the next foster parent training calendar	Q3	Supporting QA & Equity Team/ Foster Parent Recruiters/Clinical Education Specialist
		✓ A4 - Develop at least one training to foster parents about mentoring and empowering youth to advocate for their needs	Q3	
Outcome: Update education/training on anti-black racism, equity, and cultural safety Area of focus: BACC Community Priority: Cultivate the concept of cultural humility across the organization and with board members, focusing on a commitment to equity and inclusion	F6. Number of courses, workshops, and learning cases offered to staff yearly	✓ A1 - Maintain equity as an Agenda item at all staff and Management meetings & track numbers	∞	Director Jaclyn Beaudoin & Loran Dutka Primary Lead Sara Boismier Supporting HR/Equity/DOS/BACC/Nancy
	F7. Number of staff that have taken the training; Target % of staff have been trained	✓ A1 - Prioritize having all staff trained in OACAS Equity Curriculum	Q2	Director Jaclyn Beaudoin Primary Lead Sara Boismier Supporting Human Resources
	F8. OACAS staff census – will provide baseline feedback on how staff are feeling. This will allow us to identify areas for further Action	✓ A1 - In consultation with BACC internal committee, utilize WECAS census data (once analyzed) to identify training priorities and opportunities for further educational strategies; seek to pinpoint where cultural and racial safety for BACC staff may require pointed interventions; and discuss other relevant trends or patterns that the data show	Q4	Director Jaclyn Beaudoin & Hugo Vega Primary Lead C. LeFrank & Lori Jeffery Supporting Staff Census Team / QA/Senior Team

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WE WILL FOLLOW

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Service delivery to children, youth, and families that is culturally relevant and delivered with cultural humility Area of focus: BACC Community Priority: Cultivate the concept of cultural humility across the organization and with board members, focusing on a commitment to equity and inclusion	F9. Plans are developed with children, youth, and families which include cultural connections and meet their cultural needs	✓ A1 - Continue to collect demographic/identity based data on service users & produce QA quarterly reports for Senior Leadership	∞	Director Hugo Vega & Loran Dutka Primary Lead Dorcas Yeboah Supporting QA/ Equity Team, Intake, Family, Children's & Kinship teams
		✓ A2 - Create opportunities for community partners and cultural organizations to share information about their services. Gather best practices from groups and organizations to inform service delivery and learn how they can help with families	Q4	
		✓ A3 - Supervisors will monitor service plans to support staff in planning for unique cultural needs of connections for families.	Q4	
	F10. Have processes in place to identify and challenge our biases and assumptions in decision making (e.g., BACC consultation process)	✓ A1 - Work with the community to develop an advocate's project for BACC families	Q3	Director Hugo Vega & Loran Dutka Primary Lead Dorcas Yeboah Supporting BACC Staff & Advisory/Equity Team
		✓ A2 - Promote the advocates project to ensure families are receiving the service and workers understand the program	Q4	
Outcome: Improve shared experience through a deeper sense of cultural and historical sensitivity Area of focus: FNIM Community Priority: WECAS listens to the concerns and needs of Indigenous peoples and collaborates to make improvements	F11. Every September 30 all staff, foster parents, and volunteers would receive training and track attendance	✓ A1 – Establish an annual day of professional development and self-reflection (NDFTR), where all staff will participate in meaningful ways and demonstrate a commitment to learning about the role of child welfare in the intergenerational trauma experienced by Indigenous children, youth, families, and communities	∞	Director Jacqueline Bobyk-Krumins Primary Lead Shelley, Tammy and Cherie Supporting Shelley, Tammy & Cherie's teams/Family Wellness Worker/ Equity Team/Senior Team/HR
		✓ A2 - With the permission of Indigenous communities, attend and track events on this day and other days throughout the year	∞	
		✓ A3 - Elicit feedback from staff about learning through a survey	Q4	
	F12. Regular and ongoing training from multiple Indigenous perspectives and participation in community events	✓ A1 – Seek input and guidance from Indigenous communities regarding training for staff to support development of Allyship	∞	Director Jacqueline Bobyk-Krumins & Hugo Vega Primary Lead Shelley, Tammy and Cherie
		✓ A2 - Provide learning opportunities to staff that are supported by individual Nations, which will help staff to build capacity on how to be an Ally to Indigenous peoples	∞	

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
		<ul style="list-style-type: none"> ✓ A3 - Verify attendance at training sessions manually or through the WECAS training tracking system ✓ A4 - Verify that policies and protocols are read as required and at minimum annually ✓ A5 - Update policies, protocols, user guide & practice guides as needed 	∞ ∞ ∞	Supporting Family Wellness Worker/Equity Team/HR
Outcome: Build the capacity of workers, foster parents and staff within Outside Paid Resources to have awareness of, and implement positive approaches around, intersectional LGBT2SQ+ identities Area of focus: LGBT2SQ+ Community Priority: Develop a competency-based SOGIE policy framework with an intersectional, decolonizing LGBT2SQ+ lens	F13. Number of courses, workshops, and learning cases offered to workers, foster parents, and staff within OPRs yearly	<ul style="list-style-type: none"> ✓ A1 - Consult with identified contributors to plan for workshops and learning opportunities to meet this need 	Q3	Director Bill Morris Primary Lead Kristy Harcarufka & Amy Litster
		<ul style="list-style-type: none"> ✓ A2 - Develop at least one training opportunity to increase the capacity of workers, foster parents and staff, and OPRs to have awareness of and implement positive approaches around intersectional LGBT2SQ+ identities 	Q4	Supporting Clin.Edu. Spec, Permanency Dept/HR/Equity Team/FPA/Resource teams
	F14. Embed SOGIE based principles into Union contract negotiations	<ul style="list-style-type: none"> ✓ A1 - Fulsomely amend the collective agreement to utilize appropriate language and remove all gender stereotypes 	Q4	Director Jaclyn Beaudoin & Hugo Vega Primary Lead Sara Boismier Supporting HR/Union Exec/SOGIE Equity Representation
Outcome: Identify, define, and address common challenges with humility and compassion Area of focus: Staff, Leadership and Volunteers Priority: Adopt a willingness to learn and be led by those we serve while being responsive to and respectful of culture and identity	F15. Develop an A plan based on results of the OACAS census survey, that will help to identify and define challenges	<ul style="list-style-type: none"> ✓ A1 - Staff Census Team will finalize survey timeline and survey will go live (June 2022); results available to WECAS Fall 2022. 	Q2	Director Hugo Vega
		<ul style="list-style-type: none"> ✓ A2 - Staff Census Team will analyze data, produce a report and facilitate a meeting with the Senior Leadership to discuss data and explore strategies 	Q3	Primary Lead Charlotte LeFrank
		<ul style="list-style-type: none"> ✓ A3 – Staff Census Team will track activities and initiatives that flow out of the noted meetings 	∞	Supporting Staff Census Team/QA/Senior Team

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Strengthen our ability to meet the needs of our diverse service users Area of focus Staff, Leadership and Volunteers Priority Adopt a willingness to learn and be led by those we serve while being responsive to and respectful of culture and identity	F16. Embed equity into Union contract negotiations	✓ A1 - Include Director of EDI as member of management bargaining team to ensure we are considering equity in all discussions	TBD	Director Jaclyn Beaudoin & Hugo Vega Primary Lead Sara Boismier Supporting HR/Union Executive/Equity Reps
		✓ A2 - Commence negotiations with a joint equity training (utilizing a consultant) to build on the competencies of the individual bargaining team members as a whole and center the concept of equity at the forefront of bargaining	TBD	
		✓ A3 - Update collective agreement language specifically	Q4	
	F17. Service user feedback to assess whether workers' knowledge transfers into practice	✓ A1 - Determine timeline for survey roll-out (April 2022). QA will produce report within a month of survey closing date	Q1	Director Hugo Vega Primary Lead Charlotte LeFrank Supporting QA/HR/Equity/Clinical Education Specialist
		✓ A2 - Facilitate a meeting with contributors to discuss results, implications and strategies, with A items to be tracked	Q4	

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WE WILL SIMPLIFY

Reduce barriers and bridge the gap between needs and services with clarity, efficiency, and transparency.

OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Remove barriers and simplify paths to services and information available to engage youth Area of focus: Youth Priority: Improve shared experience through creating connections and consistent relationships	S1. Plan of Care file audit to determine if needs have been assessed	✓ A1 - Conduct sample file audit to assess if needs identified in the plan of care are actually being met	Q4	Director Lyle Ward Primary Lead Terril Campbell Supporting CS (Sup or MSW); QA & Equity team
	S2. Increased secondary school graduation rate of youth in care by 10%	✓ A1 - Conduct high school graduation rate review for youth in care. Further review for subcategory of BACC and FNIM youth	Q3	Director Lyle Ward Primary Lead Janine Jones, Cherie Ladouceur & Eileen Topliffe Supporting QA & CCSY
		✓ A2 - Identify youth who are a few credits short of graduation and assist youth immediately in eliminating barriers	Q3	
		✓ A3 - Develop yearly plan for Education Liaison Officer	Q4	
	S3. Increased number of youth in care attending post-secondary education by 10% (CCSY Survey)	✓ A1 - Conduct high school graduation rate review for youth in care. Further review for subcategory of BACC and FNIM youth	Q3	Director Lyle Ward Primary Lead Janine Jones, Cherie Ladouceur & Eileen Topliffe Supporting QA & CCSY
		✓ A2 - Expose youth to role models and experiences regarding post-secondary opportunities (career days, trips, guest speakers)	∞	
Outcome: Appropriate and consistent placements for youth in care Area of focus: Youth Priority: Improve shared experience through creating connections and consistent relationships	S4. Placement stability metric from AAR "The young person has had continuity of care"	✓ A1 - Review the results of the metric and review systemic issues where and if identified	Q4	Director Lyle Ward Primary Lead Terril Campbell Supporting QA

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
	S5. Reduced OPR cases by 10% – fewer children or youth coming into these placements	✓ A1 - Review the 2012 policy for Permanency Planning and revise it to include As for creating connections and relationships for children and youth (incorporate principles from the decision presented at February 2022 management meeting)	Q3	Director Bill Morris & Loran Dutka Primary Lead K. Harcarufka, C. Hanna & A. Taylor Supporting DOS/QA/Equity, Resources & Recruitment; Children's, Family & Intake teams
		✓ A2 - Review/increase current foster parent per diems to accurately reflect work required to meet complex needs of children	Q4	
		✓ A3 - Collaborate with community service providers to meet the complex needs of children (i.e. mental health, education, medical, etc.) so they can remain with their families	Q4	
	S6. Disaggregated OPR data - placements and group care (i.e., race, gender identity)	✓ A1 - Run reports on a monthly basis regarding number of youth in OPR care, race, ethnicity and gender identity and distribute to Directors and Resource Supervisors	∞	Director Bill Morris Primary Lead Kristy Harcarufka & QA Supporting Amy Litster & OPR Working Group
		✓ A2 - Meet to assess usefulness of current reports to determine what information may assist in planning for reduction of OPRs	Q4	
		✓ A3 - Review, along with the Equity Team, previous reports completed by OPR Working Group to determine if more information is needed regarding race, gender identity, etc.	Q4	
Outcome: Ensure youth establish connections to other youth or adults Area of focus: Youth Priority: Improve shared experience through creating connections and consistent relationships	S7. Implement a mapping tool to be completed with youth, particularly those leaving care	✓ A1 - Identify a mapping tool that is appropriate to use with children/youth regarding identifying formal & informal supports	Q4	Director Lyle Ward & Hugo Vega Primary Lead Rachelle Rail & Karen Stecher Supporting CS/Prevention & Community Outreach
	S8. Hold seminars where youth are exposed to role models (i.e., former youth in care), job opportunities,	✓ A1 - Hold seminars twice a year In Sept/Oct., to increase motivation and assist with applications for college/university; and in the Spring to assist with topics like summer jobs, school for next year, etc.	∞	Director Lyle Ward

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
	educational information (i.e., support services available through St. Clair or the UOW)	✓ A2 - Working with the youth, develop guest speaker series in an effort to provide motivation, expectations, hope, and demonstration to our children in youth in care	∞	Primary Lead Janine Jones & Cherie Ladouceur Supporting Lyle/Janine/Mike/QA/ Educational Liaison
Outcome: Honour service recipients as the experts of their own experience/families and establish feedback opportunities to improve service in real-time Area of focus: BACC Community Priority: Improve shared experience by identifying oversight and mistakes early on	S9. Collection of Service recipient feedback during service, using web-based survey and quick interviews (at Investigation closure, during Ongoing service and for Children in Care), to provide insight on how we can better support families	✓ A1 - QA and DOS will meet to determine survey details (i.e. timing, method, points in service delivery, etc.)	Q1	Director Hugo Vega & Loran Dutka Primary Lead Dorcas Yeboah Supporting QA/Equity/BACC Staff & Advisory/ all DOS
		✓ A2 - QA will finalize and facilitate training on new survey for all service recipients.	Q1	
	S10. Ask for feedback during the Service Recipient complaint process (online or provide a stamped envelope)	✓ A1 - Update existing Complaint Form questionnaire to include broader demographic data, ensuring alignment to questions, pick-lists and terminology being used in other data collection methods across WECAS	Q1	Director Hugo Vega & Kim Brisebois Primary Lead Dorcas Yeboah Supporting Loran/DOS/Equity
		✓ A2 - BACC staff to contact person(s) associated with complaint via phone after feedback received for personalized conversation	∞	
Outcome: Establish intentional connections "Workers that look like us/understand us." Area of focus: BACC Community	S11. OACAS staff census asks about ethnic background, representation	✓ A1 - In consultation with all contributor groups and once analyzed, utilize WECAS census data to set general goals of staff proportionality, inclusive of BACC, FNIM, LGBT2SQ+ and other racialized groups; seek to pinpoint where cultural, racial and identity-based safety may require pointed interventions; and discuss other relevant trends or patterns that the data show	Q4	Director Hugo Vega Primary Lead Dorcas Yeboah Supporting Staff Census Team /BACC/HR/Senior team

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Priority: Improve shared experience by identifying oversight and mistakes early on	S12. Dedicated efforts to ensure Black staff are represented in positions at all levels of the organization and across all departments	✓ A1 - Implement recruitment strategies to target and prioritize applicable respective applicants	∞	Director Jaclyn Beaudoin & Hugo Vega
		✓ A2 - Diversify interview panels where possible and as much as possible	∞	Primary Lead Lori Jeffery
		✓ A3 - Report annually on total number of new hires containing disaggregate data pertaining to race/identity	∞	Supporting HR, BACC committee, Senior Leadership
	S13. Targeted recruitment efforts to increase the number of volunteers from the Black community	✓ A1 – Gather the voices of volunteers who represent equity seeking groups to create new opportunities and ways to support our diverse children, youth and families	Q3	Director Bill Morris
		✓ A2 – Begin the process to develop a Volunteer/Foster Parent Recruitment Campaign in partnership with the Resources & Equity Team that in the first phase focuses on meaningful and intentional community conversations with equity seeking groups	Q3	Primary Lead Tina Gatt
		✓ A3 – Conduct a preliminary review of current volunteer recruitment practices to assess if practices support volunteer involvement from equity seeking groups	Q1	Supporting Equity/BACC Internal & Advisory, Volunteer Services
Outcome: Ensure we are meeting legislative requirements Area of focus: FNIM Community Priority: Engage Indigenous peoples in consultation and service delivery	S14. Track/file audits to ensure Nations and Indigenous Services are contacted at each decision-making point	✓ A1 - Review CPIN report that tracks Population Group/ FNIM Status (July 2022, then on a quarterly basis)	Q2	Director Jacqueline Bobyk-Krumins Primary Lead Tammy Deschamps Supporting QA, Shelley Gignac & Cherie Ladouceur
		✓ A2 - Intake Screening will review contact logs for consultations with Nations and thereafter at every junction of service delivery	∞	
		✓ A3 - Intake will review contact logs for contact, with required consent, from Indigenous Services	∞	
		✓ A4 - Follow the lead of Nations to guide us in when and how we contact them about service with children, youth, and families with Indigenous heritage and/or membership	∞	
		✓ A5 - Share Protocols/documented direction with staff that will reflect required steps to be followed at decision making	∞	
		✓ A6 - Randomly review a subset of cases for consultation to verify protocols are being followed	∞	

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
	S15. Service Recipient Feedback	✓ A1 - Engage Indigenous partners in consultation to establish a method for gaining FNIM service recipient feedback that is relevant to our work and responsibilities to Indigenous peoples	Q3	Director Hugo Vega & Jacqueline Bobyk-Krumins Primary Lead Shelley, Tammy, Cherie Supporting QA/Equity/ILC/FWW/ Focus Groups
Outcome: Promote collaboration among departments and service providers (work to breakdown silos) Area of focus: Staff, Leadership and Volunteers Priority Serve with a preventative versus reactive disposition	S16. Feedback from regular check-ins with staff to ensure changes to service delivery are working	✓ A1 - Ensure that Liaison Committees throughout the agency are active and meeting regularly (every 6-8 weeks) to review concerns/positive feedback from the respective department and facilitate/promote problem solving between departments	∞	Director Kim Brisebois Primary Lead Sabrina Loria & Jenn Moos Supporting Liaison Committees, DOSs
		✓ A2 - Review all the Liaison Committees' Terms of Reference	Q4	
		✓ A3 - Explore ways to increase communication between departments (i.e. hold focus groups, examine silos, etc.)	Q4	
		✓ A4 - Have presentations at staff meetings to present various job classifications and promote understanding	∞	
Outcome: Reduce unnecessary involvement with WECAS Area of focus Staff, Leadership and Volunteers Priority Serve with a preventative versus reactive disposition	S17. Increased community links (prevention) by 10%	✓ A1 - Complete needs assessment (i.e., file reviews & interviews with screeners, stakeholders, equity team & relevant staff)	Q3	Director Kim Brisebois Primary Lead Angela Suzor Supporting QA, Intake staff, Equity Team/Tina
		✓ A2 - Develop an alternative response team (establish team framework and recruit team members)	Q4	
		✓ A3 - Collaborate with 211 (education to relevant staff regarding community resources; consultation with equity team)	Q4	
		✓ A4 - Update Community Link booklet, in accordance with equity based work and translated into different languages; and reintroduce regular use by workers	Q4	

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
	S18. Fewer cases transferred to Ongoing	✓ A1 - Increase collaboration with Community Tables/Access Mechanism, streamline referral processes & communicate to staff	Q4	Director Kim Brisebois Primary Lead Lana Doan & Angela Suzor Supporting QA, Intake staff
		✓ A2 - Discover ways to incorporate expansion of network building and circles of support into daily work	Q4	
		✓ A3 - Use family centered conference at intake, including community partners & consults with Equity team, prior to Closing	Q4	
		✓ A4 - Review of referral process to access services of Family Well Being Program at the intake level. If intake can access these education services, the file may not transfer to Ongoing	Q4	
	S19. Fewer Recurrences	✓ A1 - Use family centered conference at intake, including community partners and consults with Equity team, prior to Closing	Q4	Director Kim Brisebois & Jacqueline Bobyk-Krumins Primary Lead Lana Doan & Heather Tomek Supporting QA, Intake & Ongoing staff, Equity Team
		✓ A2 - Educate and collaborate meaningfully with mandated referral sources	Q4	
		✓ A3 - Analyze data regarding whether or not there are fewer recurrences post family well-being work intervention	Q4	
	S20. Fewer court cases (target a 10% reduction)	✓ A1 - QA will run a report of legal files (by status in CPIN) to gain current picture of open legal files	Q1	Director Jacqueline Bobyk-Krumins & Loran Dutka Primary Lead Claudine Wilson Supporting QA, Intake & Ongoing Sups/staff; DOSS
		✓ A2 - Discuss/analyze data among Senior Leadership Team and with supervisors	∞	
		✓ A3 - Finalize recommendations from the legal working group and share with staff regarding next steps and proposed changes	Q2	

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
	S21. Fewer supervised access (parenting time) cases by 10%	✓ A1 - Develop a process to review cases once they start receiving parenting time in the program	Q1	Director Loran Dutka Primary Lead Andrea Taylor & Jamal Banks Supporting QA; C&FA Sups; Intake, CS, Family & Kinship staff/Sups
		✓ A2 - Analyze parenting time trends using Access statistics (compare data from a year ago to current and identify changes)	Q3	
		✓ A3 - Collect demographic information for families who use the Access program	Q1	

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WE WILL LEARN

Listen and reflect with empathy to act thoughtfully and share stories of change, healing, and progress.

OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Replace misconceptions with factual, 'real life' stories of progress Area of focus: Youth Priority: Change the narrative of youth leaving care from "aging out" to "strong transitions"	L1. Interview findings around youths' perspectives and experiences	✓ A1 – Organize Youth focus groups/roundtables and possible one-on-one interviews with youth that have aged out, and gather their input and recommendations	Q4	Director Hugo Vega & Lyle Ward Primary Lead Janine Jones Supporting QA, PR, Equity
Outcome: Prepare youth for successful independent living Area of focus: Youth Priority: Change the narrative of youth leaving care from "aging out" to "strong transitions"	L2. Number of life skills courses and workshops offered to youth (i.e., financial fitness, cooking toward independence, self-care and healthy relationships)	✓ A1 - Track the number of life skills courses and workshops offered to youth in 2022/2023, with facilitators ensuring that post-activity surveys are completed (QA to produced reports quarterly)	Q4	Director Lyle Ward
		✓ A2 - Supervisors will ensure/review plans of care to ensure life skills is identified and a part of a child/youth's plan of care	∞	Primary Lead Janine Jones
		✓ A3 - Develop information/training and/or messaging for our foster/kin and OPR group/foster homes regarding the importance of ensuring child/youth are actively participating in life skills development	Q4	Supporting Crystal Payne & QA
	L3. Number of youth attendees	✓ A1 - Count the number of youth participating in specific life skills training and quality of community connections (emphasis on family and cultural connections)	Q4	Director Lyle Ward Primary Lead Janine Jones Supporting Crystal
	L4. Program evaluation feedback	✓ A1 – Submit survey for TD Grant and evaluate if successful	Q3	Director Hugo Vega & Lyle Ward
		✓ A2 - Hold exit interviews with youth, employers and New Beginnings who participated in the RBC Job Program Grant	Q4	Primary Lead Janine Jones Supporting Mike/QA/CS/CCSY Workers

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WE WILL LEARN

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Improve local profile and generate goodwill Area of focus: BACC Community Priority: Change the narrative from “WECAS is detached from the Black community” to “WECAS is connected to and partnered with the Black community”	L5. Increased partnerships, programs, and events with the Black community, including non-profits (i.e., Beauty is Me, Get Set for Summer)	✓ A1 - Continue to look for opportunities for partnerships and joint events	∞	Director Loran Dutka & Hugo Vega Primary Lead Charlotte & Dorcas Supporting BACC Internal and Advisory, Equity Team
		✓ A2 – Explore additional opportunities for shared workshops and the Black Solidarity fund with Family Fuse	Q1	
		✓ A3 - Continue to look for grant opportunities to fund joint partnerships and events	∞	
		✓ A4 - Once established, work with the renewed BACC external advisory committee on specific strategies, opportunities & priorities	∞	
	L6. Number of new programs developed; program evaluation outcome results	✓ A1 – OVOV Specialist will develop tracking systems and processes to ensure awareness of new programs	Q3	Director Hugo Vega & Loran Dutka Primary Lead Dorcas Yeboah Supporting BACC Internal & Advisory, Equity, QA
	L7. Number of prevention-related community presentations with Black newcomers	✓ A1 - Meet with the BACC community organizations/advocates to review the current needs of black newcomers and to identify opportunities to partner in the delivery of education and support via community presentations ✓ A2 - Review through an equity lens, the current resources and tools being used by WECAS/Speakers Bureau to deliver key messages about parenting, safety and well-being to all families and in particular racialized communities	Q2 Q3	Director Bill Morris & Hugo Vega Primary Lead Charlotte Lefrank & Tina Gatt Supporting Speaker's Bureau, Equity/BACC, QA, Loran
Outcome: Engage newcomers, creating more opportunities for mutual learning Area of focus: BACC Community Priority: Change the narrative from “WECAS is detached from the Black community” to “WECAS is connected to and partnered with the Black community”	L8. Number of people reached through prevention-related community presentations	✓ A1 - Review number of presentations delivered through the Speakers Bureau on an annual basis; target audience/organizations to identify gaps and opportunities to expand outreach with specific focus on groups/organizations serving equity seeking service users	Q1	Director Hugo Vega & Bill Morris

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
<p>Outcome: Ensure active participation of LGBT2SQ+ youth in their planning, progress, and development</p> <p>Area of focus: LGBT2SQ+ Community</p> <p>Priority: Share LGBT2SQ+ stories, build capacity of local stakeholders and advocate for As that enhance their outcomes, rights and access to resources.</p>		✓ A2 - Review through an equity lens, the current resources and tools being used by WECAS/Speakers Bureau to deliver key messages about parenting, safety and well-being to all families, and, in particular, racialized communities	Q3	Primary Lead Charlotte LeFrank & Tina Gatt
		✓ A3 - Develop a school/community based safety & prevention presentation for elementary & secondary students	Q1	Supporting Speaker's Bureau, Equity/BACC, Loran
	L9. LGBT2SQ+ youth feedback on their participation and involvement in the Plan of Care. Survey link given following meeting.	✓ A1 - Survey child/youth following Plan of Care (providing immediate link to survey following plan of care)	∞	Director Lyle Ward & Hugo Vega
		✓ A2 - Work with QA to include standardized identity-based question(s), analyze results and explore course-adjustments	∞	Primary Lead Karen Stecher, Janine Jones
	L10. Program evaluation feedback	✓ A1 - When exploring and developing new partnerships, ensure consultation and collaboration with QA and Equity Team to incorporate program evaluation measures prior to implementation	∞	Supporting CS/CCSY/Equity/G&S Internal/External/QA
		✓ A2 - QA and Equity will ensure a mix of standardized and program specific metrics and reporting	∞	Director Hugo Vega
	L11. Number of 'stories of impact' shared	✓ A1 – Create a template to solicit good news stories regarding LGBT2SQ+ service recipients & stakeholders from staff	Q1	Primary Lead Charlotte LeFrank
		✓ A2 – Create a 'depository' of good news/positive impact stories that can be accessed and utilized by the PR department to promote internally and on social media	∞	Supporting QA and those involved in program
				Director Hugo Vega
				Primary Lead Charlotte/Mike
				Supporting PR, Equity team, Nina, G&S Internal

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
Outcome: Facilitate staff experiential learning opportunities Area of focus: LGBT2SQ+ Community Priority Share LGBT2SQ+ stories, build capacity of local stakeholders and advocate for As that enhance their outcomes, rights and access to resources.	L12. Number of LGBT2SQ+ community events promoted to staff	✓ A1 - Share and track the number of LGBT2SQ+ community events, training and professional development opportunities with all staff	Q4	Director Jaclyn Beaudoin & Hugo Vega Primary Lead Charlotte LeFrank Supporting HR/Equity Team/G&S Committee
		✓ A2 - Work directly with our LGBT2SQ+ community partners to create joint opportunities to meet WECAS's specific needs	∞	
Outcome: Support funding and advocacy opportunities Area of focus: LGBT2SQ+ Community Priority: Share LGBT2SQ+ stories, build capacity of local stakeholders and advocate for As that enhance their outcomes, rights and access to resources.	L13. Number of activities, support letters, joint applications and events to these ends	✓ A1 - Have a collaborative discussion on areas of support that are needed, utilization of funding efforts on DEI, & next steps	Q1	Director Lyle Ward & Hugo Vega Primary Lead Mike Clark Supporting PR/Nina/SOGIE & Equity Teams, Senior
		✓ A2 – Explore efforts that the Foundation donors can make to support our diverse youth (i.e. Trans Wellness Ontario)	∞	
		✓ A3 – Explore Diversity training opportunities	∞	
Outcome: Make the WECAS brand more family friendly and less corporate Area of focus: Staff, Leadership and Volunteers Priority: Regularly seek out and share impact stories	L14. Launch of rebranding process/strategies for WECAS	✓ A1 – Establish task force (staff & stakeholders) to lead update of agency's Mission Statement/Values & Guiding Principles	Q1	Director Derrick Drouillard & Hugo Vega Primary Lead Mike/Nina/Olivia Supporting PR, Equity Team, HR, Nina
		✓ A2 – Develop and send out survey to all stakeholders to seek feedback on agency's Values & Guiding Principles	Q2	
		✓ A3 – Launch the agency's new Mission Statement and Values & Principles	Q4	

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OUTCOME / FOCUS / PRIORITY	OUTPUT	KEY ACTIONS	TIMELINE	CONTRIBUTORS
<p>Outcome: WECAS stories circling through official channels at WECAS informal networks, in Windsor/Essex County, and the CAS network</p> <p>Area of focus: Staff, Leadership and Volunteers</p> <p>Priority: Regularly seek out and share impact stories</p>	L15. Number of good news stories shared on social media; views of good news stories on various media platforms can be counted	✓ A1 - Create a template to solicit good news stories regarding service recipients from staff	Q1	<p>Director Derrick Drouillard</p> <p>Primary Lead Mike Clark</p> <p>Supporting PR, Nina, IT, Digital Communications</p>
		✓ A2 – Collect testimonials from youth/families and share with staff, Board and on social media; track views, shares, etc.	∞	
		✓ A3 – Resume Digital Communications Committee meetings (update Committee Terms of Reference; solicit participation of new staff, etc.); and develop committee Work Plan/Goals for year	Q1	
		✓ A4 – Develop quarterly newsletter to highlight progress with Operational Plan & share good news stories	Q1	