

## STRATEGIC PLAN ACTIONS:

### PRIORITY ACTIONS for January 2022 – January 2024



#### CHASING ZERO:

##### 1. **One Important Adult and a Network for every child - Pilot**

- Figure out to make this meaningful for each child/youth; how and how often we will ask and how we will track and document in the files that each child/young person has a network and at least one adult in their life who helps them feel safer, loves them, believes in them and celebrates all of who they are. One protection team will take the leadership on this and tell us what they learn.
- Lead – one protection manager. Timeline is September 2023 for the team to report back how it went and make recommendations for rolling out to the rest of the agency.

##### 2. **A Focus on Futuring**

- A clear vision of young people living their lives well. Young people will end services with us when they are ready. In preparation for the services ending, we will individualize supports and opportunities in the following areas:
  - Post-secondary education – applications, OSAP, other programs
  - Employment – help youth acquire job skills (practice interviews, resume and cover lettering workshops) long before services are done
  - Affordable housing – partnerships with community partners including the municipality of Sarnia-Lambton
  - Adequate allowance on which to live - increase monthly allowance to youth living independently and receiving continued care and youth supports from \$1050 to \$1200. Board approved in March 2022.
  - Create and use a list of all the things that need to be offered well before someone leaves our services (i.e. drivers license; knowledge of community resources; mental health supports; financial literacy; life skills etc).
  - This will be tracked and reported on with input from the young person. Create the process around this.
  - Prior to services ending, the young person will be offered an “exit meeting” with agency leadership - whoever the young person chooses and however they want that to look. The purposes:
    - Ensure the young person had all the things from the list offered to them before leaving service
    - Provide an opportunity for the young person to give feedback about services. What went well? What are the areas for improvement in service? What recommendations do they have? Who do they want to make sure has the feedback?

Lead – Children’s Services Manager. Timeline for progress report is January 2023.

##### 3. **OPR Foster Care**

- Children and youth in our care will not have to leave their family, friends, supports and community to have their needs met. All children and youth in foster care in Outside Paid Resources will be reviewed on a regular basis to discuss plans to bring them back to their communities. Each plan will be individualized to meet the needs of the child or youth and their family. We will not have any additional children or young people cared for by OPRs by September 2022.
- Lead is Director of Service. Timelines – 3 young people in OPR foster by April 2023 and 0 by December 2024.



## ALL AT THE TABLE:

### 1. Youth Involvement with Board

- 2 young people on the Board of Directors (over 18 years of age). Ensure they are valued at the governance level and ask them about this. Lead is ED. Timeline is September 2022.
- Involvement of young people who may be under 18 at the Board level. They are matched with Board members to provide input and insights to help the Board member and agency with decision making at the governance level. Lead is ED. Timeline is at least 3 young people involved by December 2022 and at least 6 by January 2024.

### 2. Equity Lead

- Re-allocate resources and have an equity lead in place for the organization by January 2023. Lead is HR Director.

### 3. Good data about identities.

- Be clear about why we are asking.
  - the people we serve - through person record and through IDBD (not including FNIM children) and through Indigenous Services team. Timeline is February 2023 for 90% compliance in every area of service except intake which will be 80%.
  - employees and volunteers at each level of the organization including the Board – through use of surveys. Timeline is November 2022. HR has lead.
  - alternate caregivers for children and youth – through survey. Timeline is by February 2023. Resource manager has lead.
  - the communities we serve – through Stats Canada. Timeline is February 2023. Quality Improvement Manager has lead.
  - Share the results – what are the identities? Do staff, caregivers, Board members, volunteers represent the people we are serving? Where are the over and under representations? Report by April 2023 with recommendations for next steps. Lead is Equity Lead.



## JOURNEY BESIDE:

### 1. Invite everyone to the table

- Invite everyone to the table when planning and making decisions with children, youth and families. This includes the child, the family, extended family, communities and other service providers. For each family, determine who is best to facilitate the meetings and make sure everyone's role is clear. Track and report on when this is happening with each family. Identify when it doesn't happen and why. Lead – managers on Indigenous team. Timeline for reporting on progress is March 2023 and again October 2023.

### 2. Consultation

- Together with each of the three local First Nations, write down/update and share with all staff what consultation looks like with each and update as that changes with time. Annual audit to ensure we are doing it and report back to the First Nations on the results. Invite the First Nations to participate in the audit. Lead – Director of Service. Timelines –write down/update what consultation looks like for each First Nation and share with all staff – by December 2022. First audit August 2023 for period of January-June 2023.

### 3. Mnaasged designation

- Work in partnership with Mnaasged and the applicable First Nations towards the designation of Mnaasged as a child well being organization. Timeline set by Mnaasged. Lead – ED.

### 4. Annual report on progress

- Share the report how we are progressing on the commitments made to Indigenous children, families and communities. Timeline – September 30<sup>th</sup>. Lead – Director of Service.



## FREE TO BE FULLY ME:

### 1. Stand up for People's Rights:

- **Training on Children's Rights** – provide mandatory training on Children's rights under the CYFSA; the Act Respecting First Nation Inuit and Metis children youth and families; and the United Nations Rights of the Child. Timeline June 2023. Lead DOS.
- **Social Justice Table** – Lead is with EDI lead. Timeline – have table set up with membership, terms of reference, workplan priorities and at least 2 meetings by March 2023.
- **Active Offer in French** – develop and start working on the plan to be in compliance with Sarnia-Lambton being a designated community under the French Language Services Act. Lead ED. Timeline for initial plan is December 2022. Need to be in compliance by November 2024.

### 2. Be Anti-racist:

- **Dr. Tapo EDI training** – 100% of staff required to participate or watch training videos by December 2022. All managers are required to then have discussions with their teams on what was learned and how it will be applied in the services we provide – timeline for these discussion and reporting back on managers' monthly reports is by May 2023. Lead – DOS.
- **One Vision One Voice** – start mentorship program by March 2023. Lead is with EDI lead.
- **Anti-racism work in the community** – involvement with community partners and networks/committees doing anti-racism work. Prioritize links and connections to justice; education and health care systems because these overlap with our work and it's also where over-representation is prominent. Track and report on our involvement. Timeline for report to Board is June 2023. Lead is ED.

### 3. Be Anti-Transphobic:

- **Sharing pronouns is the norm.** Share information with staff and set expectations regarding sharing pronouns as part of our work. Timeline – September 2023. Lead is DOS.
- **Most washrooms in the agency are all genders.** Signage will be up outside all washrooms by October 2022 and the why communicated to all staff. Lead is EA for signage and ED for communication.
- **Training on Sexual Orientation and Gender Identity & Expression (sogie).** All staff and resource parents trained. Lead – HR. Timeline – by December 2023.

### 4. Take Care of Ourselves and Each Other:

- **Have fun.** We've all been living with a pandemic and collective trauma for 2+ years. We have been doing our best to respond and cope and provide services to children, youth and families. Even without a pandemic, the work can be hard. Encourage fun and laughter together. Lead is all of us.

- **Staff retention** – exit interviews and stay interviews with recommendations based on insights and themes. Lead is HR coordinator. Timeline is June 2023.
- **Access to Indigenous Healers** - Advocate for Indigenous healers to be included in Employee Assistance Programs and in the Health Care Spending Account funding. Timeline – by October 2023 and communicated. Update as changes occur. Lead – HR Director.
- **Peer Support Team**. Continue to encourage and support this team and its work. Annual report November 2023 by team leads. Respond to any trends, themes and recommendations from the team.
- **Address Micro aggressions**. Continue with the micro aggression process that is in place. Annual roll up information from micro aggressions that have occurred and use the information to make further changes and improvements. Lead – EDI lead. Timeline for next roll up – February 2023 covering the period of November 2021-December 2022.
- **Time Off** - Encourage people to take time off that they are entitled throughout the year. Quarterly reports to managers on time off including OT, vacation, flex time and EDO time of their teams. Lead – HR coordinator.
- **Hybrid working model with flexibility**. Continue with a hybrid working model that includes flexibility of working from home and working from the offices. Lead for procedures on hybrid model is HR Director and timeline is July 2022. New procedures and requirement to work at least 50% of the time from the offices starts September 6<sup>th</sup>, 2022. Assess our space needs and report initial considerations by March 2023. Lead on this is building manager.

## 5. Celebrate all the different parts that make someone who they are:

- **Celebration Table** – Timeline – have table set up with membership, terms of reference. workplan priorities and at least 2 meetings by March 2023. Lead is with EDI lead.
- **Liven up the lobby** and reflect inclusivity and intersectionality. Timeline is August 2023. Lead is Executive Assistant.

## 6. Annual report on what we have done for each of these and written in a way that is easier for children and young people to understand.

- **Share the report** and key points from it across the agency, with the Board and with the public, social media. Lead – ED. Timeline – January 2023.



## OUR STORIES:

1. **30 policies** written in child friendly language and on our website
  - Share parts of the policies on social media. Include this on the workplans of Board Committees. Lead – ED. Timeline – January 2024.
2. **Court documents** are written in a way that young people will understand
  - Timeline – 3 done by December 2022; another 6 by June 2023. Share what was learned and recommendations by September 2023. Lead – Senior Counsel.

**3. Share information and the stories.**

- Communicate to staff, Board, public about what's happening in different areas of our strategic plan – staff meetings, weekly staff emails, social media, Board meetings, Board committee meetings. Lead – ED. Ongoing throughout the year.