

2021/2025 Operational Workplan									
Prioritizing a Healthy Workplace Culture									
Commitments	Objective/Goal	Project and/or Committee that Supports the Goal	Person(s) Responsible	Reports To	Time Line for Completion	Needs/Obstacles	Q1 Baseline		
Health and well-being	Prioritize the health and wellbeing through the creation of a formalized committee structure	New Committee	Project Facilitator	Executive Director	Quarterly	Formalized committee required and a clear workplan with specific actionables to be determined, review data from HR for sick leaves, and employee pulse survey data from QA	25%		
	Enhance critical incident supports through a formalized responsive process.	Director of Service	Director of Service	Executive Director	Q1 21/22	In development Stage	25%		
	Institute a mechanism for regular review of staff health and wellbeing.	QA	QA Supervisor	Manager of Corporate Services	Bi-Annually	Clear methodology and outline of measureables required on QA workplan	15%		
Leadership	HR to develop a formalized process to recognize leadership opportunities at all levels.	Human Resources	HR Coordinator	Executive Director	Yearly	HR to develop a formalized process for identifying and selectinig staff for leadership opportunities including Team Leads and future management positions	15%		
Actioning Truth and Reconciliation									
Commitments	Objective/Goal	Project and/or Committee that Supports the Goal	Person(s) Responsible	Reports To	Time Line for Completion	Needs/Obstacles	Q1 Baseline		
Nijaansaanik	Through Nijaansinaanik's leadership we will continue to work alongside their agency by being a responsive and supportive partner.	Designation Committees and Secondment Supervisors	Supervisors and Senior Managers	Executive Director	April 1, 2021	None	75%		
	Promote a Positive and Collaborative Partnership with Nijaan post designation	Indigenous Advisory Committee	Supervisors, Senior Management	Executive Director	Ongoing	None	75%		
Prioritizing Change	Continue to action and realize the commitments outlined by FNIM communities and the OACAS.	QA, Indigenous Advisory Committee, and CQI board committee	Senior Management	Executive Director	Ongoing	None	75%		
Partnerships	Strengthening our relationships and collaboration with the local FNIM Communities.	Indigenous Advisory Committee	Senior Management	Executive Director	Ongoing	Regular engagement efforts need to be mapped with a purpose for ongoing collaboration	50%		
Cultivating the Vision of Modern Service Systems									
Commitments	Objective/Goal	Project and/or Committee that Supports the Goal	Person(s) Responsible	Reports To	Time Line for Completion	Needs/Obstacles	Q1 Baseline		
Advocacy	Strengthening our position as a leader, ensuring we are at the key tables to influence decisions and advocate on behalf of the children, youth and families we serve.	Provincial Committee representation: OACAS Board, Strategic Council for Sustainability, Shared Data Services, Directors of Service, Finance Director	Senior Management	Executive Director	Ongoing	Review of existing memberships and tables, success will be measured by consistency of attendance and level of engagement	50%		
Partnerships	Continue to prioritize partnerships with community organizations that increase alignment, coordination, collaboration and integration.	Participatin on community planning tables such as CYMH, HUB, Data Collaborative, CSP, CYAC,	Senior Management	Executive Director	Ongoing	none	75%		
Anti-Oppression	Celebrate diversity and integrate anti-oppression practices to ensure equitable access to services for children, youth and families	Anti-Opression Committee, French Language Committee	Chair	Director of Service	Ongoing	Consistent meetings and a clear workplan	25%		
Driving Targeted and Strategic Communications									
Commitments	Objective/Goal	Department/Project/Committee that Supports the Goal	Person(s) Responsible	Reports To	Time Line for Completion	Updates/Needs/Obstacles	Q1 Baseline		
Communication Strategy	Quarterly review of communication workplan items	Sr. Mgmt	Communications Facilitator	Executive Director	Quarterly	Workplan established ready to action	10%		

Impact and Awareness	Develop community outreach committee to enhance CASNPS's presence and reduce the stigma associated with the child welfare sector	Itty bitty kindness committee	Communications Facilitator	Executive Director	Ongoing	TOR written, to be approved, formal request for participation slated for Q4, activities partially underway	25%		
	Pull insights and analytics on a quarterly basis to ensure content is meeting the needs of the identified audience.	Sr. Mgmt	Communications Facilitator	Executive Director	Quarterly	Processes already established, to be reviewed quarterly with Sr. Mgmt	25%		
	Building stronger connections across departments levels and location, bringing staff together under a common mission and vision.	Senior management	Communications Facilitator	Executive Director	Ongoing	Ongoing	10%		
Leading with Excellence and Innovation									
Commitments	Objective/Goal	Department/Project/Committee that Supports the Goal	Person(s) Responsible	Reports To	Time Line for Completion	Updates/Needs/Obstacles	Q1 Baseline		
Fiscal Prudence	Finance to review service and staffing trends at senior management through regular review of Finance Workplan.	Sr. Mgmt, Finance	Finance Manager	Executive Director	Quarterly	Workplan to be created and approved by end of Q4, some intergration existing already more formal review processes to be put in place	25%		
	Quarterly review of available federal and provincial benefits and subsidies	Finance	Finance Manager	Executive Director	Quarterly	Currently capitalizing on COVID subsidies, disability, child tax credits,	50%		
	Enhanced transparency regarding finance variances and projections to be reviewed regularly with all levels of management and the board of directors.	Finance	Finance Manager	Executive Director	Bi-Annually	Finance will create a bi-annual feedback report regarding fiscal trends and budget projections that can be shared more broadly with management and staff	0%		
	Regular review of finance department policies and procedures	Finance	Finance Manager	Executive Director	Quarterly	Finance to ensure we are efficiently actualizing the benefits of enhanced technology and that all polices and procedure reflect the work and eliminate redundancy wherever possible	0%		
Training and Professional Development	Data to be reviewed from the performance appraisal system annually in March of each year. Activities to be completed by the training coordinator, Director of Service, and finance department.	Human Resources, Service, Finance	Training Coordinator/ Director of Service/ Finance Manager	Executive Director	Yearly	QA to formalize reporting requirements for output of PA data for training coordinator	25%		
	Implement Signs of Safety	Signs of Safety Committee?	Project Coordinator	Director of Service	3 years	Need dedicated personnel for project management and consultation with service. Need to sign SOS service agreement with Alia.	5%		
Accountability	Commitment to complete probationary, annual and transfer performance appraisals.	Human Resources	Training Coordinator	Executive Director	Yearly	QA to finalize export of data in report format for Fiscal Planning/Prioritization	50%		
	Regular review of quality improvement compliance at all levels	All departments	Supervisors	Senior Management	Quarterly	none	75%		
Leading with Innovation	Continue to build on community integration, connection and prevention	Beauchamp Hub	Project Facilitator	Senior Management	Quarterly	none	75%		
	Formalized feedback process for each service area within the organization including the voice of all stakeholders (staff and service recipients)	QA, All Departments	Supervisors, QA Supervisor	Manager of Corporate Services	Yearly	QA has already established QIP reporting processes, remaining departments for service review includes IT, QA, Finance, HR, Admin. Outcome data beyond QIP will also need a process and formalized reporting indicators. OT be added to QA workplan.	25%		
	Regularly reviewing our human resources and organizational practices as part of our work towards substantive equity for all children, youth and families.	Anti Oppression Committee, Human Resources	Director of Service / HR	Executive Director	Quarterly	Updates from Anti Oppression Committee and HR to be shared quarterly with ED	25%		
	Integrate research and evidence into practice.	Protection, Child Care, Resource	Supervisors and Workers	Director of Service	Quarterly	explore the standardization of PART topics/particles as part of team meeting standing items as determined by Supervisors/Director of Service.	25%		
	Enhance Kin Services (finding, supporting, financial)	All departments	Director of Service	Executive Director	Yearly	Program Concept and Position/staffing structures need to be formalized	25%		
	Changes to programming and/or practice will be structured through a formalized CQI process	QA, Supervisors	QA	Manager of Corporate Services	Ongoing	Any changes to service delivery and/or practice will require an evaluation framework to be reviewed and approved by the QA department. Form to be created and review process written.	0%		
	QA workplan to be reviewed regularly at Senior Management	QA	QA Supervisor	Manager of Corporate Services	Quarterly	Workplan already established, to be finalized and reviewed regularly	25%		
Capital Build	Continue to grow the community concept of a capital building through ongoing discussions with the ministry and community partners.	Senior management	Finance Manager	Executive Director	Yearly	Business Case resting with Ministry. Consideration will be given to a community build rather than agency specific build. Review additional opportunities for capital redesign across the entire district.	25%		