

SCHEDULE “A”

JORDAN’S PRINCIPLE WORK PLAN

1. URGENT CASES

The following measures are intended to ensure the proper identification of urgent cases and to ensure that any reasonably foreseeable irreparable harms are identified and addressed.

#	Proposed Solution	Canada’s Response
1.1	Adopt a presumption that, unless triaged otherwise, all requests received through the National Jordan’s Principle Contact Centre, Regional Contact Centres, and other Jordan’s Principle request mechanisms, including email, fax, and text, or other modalities are urgent.	
1.2	Identify the ISC staff member, and alternate if the employee is no longer working on the request, who is responsible for determining an urgent request in all communications with the requestor or Service Coordinator/Navigator;	
1.3	Where it is clear that the Tribunal-mandated timeframe for determining an urgent individual request (12 hours) or an urgent group request (48 hours) will not be adhered to, Canada must, prior to the expiry of the timeframe or at a sooner time for children at immediate risk, take positive and effective measures to address any reasonably foreseeable irreparable harm.	

2. BACKLOGS

The following measures are intended to reduce the present backlog, address any prejudice that may have resulted, and prevent backlogs from recurring.

#	Proposed Solution	Canada's Response
2.1	Until backlogs of undetermined requests are fully resolved in all regions and at headquarters, provide additional staffing, whether by focal points, other ISC employees on overtime, or contracted agents with authority to review and determine backlogged requests within 48 hours of receiving an individual request or seven days of receiving a group request;	
2.2	Within 30 days, Canada will extend and publicize retroactive meaningful measures to children, youth, and families who experienced a delay, disruption, or denial in services, supports, and products due to ISC's backlogs, and determination and funding delays, and report to the Tribunal on the number of children, youth, and families impacted and provide a summary of the impacts and retroactive measures taken to address any discrimination experienced by the child.	
2.3	<p>Work with the parties to, within 30 days, develop and implement a plan, to be reported to the Tribunal, which will permit the use of greater automation in processing Jordan's Principle requests, including by establishing mechanisms:</p> <ul style="list-style-type: none"> (i) to fill gaps or inadequate response times in other ISC programs that are being filled by Jordan's Principle and; 	

	(ii) for presumptive approvals of requests valued at \$500 or under that are supported by a relevant professional or (for language/culture) an Elder or Knowledge Keeper;	
2.4	Proactively integrate a system wherein families are not required to resubmit documents to extend approved services when needs have not changed and can continue to rely on previously shared documents for the indicated services;	
2.5	At the time of determination, advise requestors of the process to extend approved services, including by clearly indicating this process on Indigenous Services Canada websites and other public information materials;	

3. NATIONAL AND REGIONAL CONTACT CENTRES

The following measures are intended to ensure that ISC’s National and Regional Contact Centres are effective mechanisms for First Nations youth, families, and service providers to submit requests for products, services, and supports pursuant to Jordan’s Principle:

#	Proposed Solution	Canada’s Response
3.1	<p>Immediately take measures to:</p> <ul style="list-style-type: none"> (i) ensure the National Jordan’s Principle Contact Centre is adequately staffed 24/7, including with a supervisor and with persons who have authority to receive requests, determine requests, and issue payments in urgent circumstances; and (ii) allow persons to leave messages with the National Contact Centre and Regional Contact Centres simultaneously; 	
3.2	<p>Within 7 days, establish effective procedures in the ISC regions to:</p> <ul style="list-style-type: none"> (i) ensure Jordan’s Principle contact lines are always fully staffed during business hours; and (ii) clearly indicate on Indigenous Services Canada websites, social media, and other public information materials that Regional Contact Centre Staff are not available outside of business hours and how to contact ISC staff outside of business hours; 	

3.3	<p>Within 7 days, Canada to modify the National Jordan's Principle Contact Centre and Regional Contact Centre scripts and procedures to:</p> <ul style="list-style-type: none"> (i) receive requests by text- and web-based chat and phone and in an automated form on the website; (ii) connect to a live agent 24-hours a day; (iii) Put in place a mechanism to report service outages and mechanisms for making requests if the 24-hour Call Centre and/or the Regional Contact Centres are out of service for any reason. 	
3.4	<p>Within 14 days ensure that:</p> <ul style="list-style-type: none"> (i) all staff the National Jordan's Principle Contact Centre and Regional Contact Centres answer calls as a standard operating procedure (versus returning calls back); (ii) Where call volumes preclude a live answer, adopt a maximum 30-minute response timeline to reach requestors for all urgent cases and a maximum 2-hour callback timeline for non-urgent cases; 	

	<ul style="list-style-type: none"> (iii) Track the number of repeat calls due to persons being unable to reach a live agent at the National Jordan's Principle Contact Centre and Regional Contact Centres; and (iv) Establish procedures for tracking and calling back dropped and/or abandoned calls to the National and Regional call lines within six hours; 	
3.5	<p>Within 30 days, ensure all staff at the National Jordan's Principle Contact Centre and Regional Contact Centres and have the capacity to:</p> <ul style="list-style-type: none"> (i) receive requests; (ii) make determinations about urgent and non-urgent requests; (iii) put in place immediate supports to meet the needs of the child where irremediable harm to the child is reasonably foreseeable; and (iv) provide updates to requestors on the status of a request and reimbursement or payment following an approved request; 	

4. REIMBURSEMENT

The following measures are intended to ensure that approved requests for services are provided within a reasonable time consistent with non-discrimination and that service providers, or the children that they serve, who have been prejudiced by Canada’s lack of timely payments receive redress.

#	Proposed Solution	Canada’s Response
4.1	Adopt and adhere to a 15 calendar day payment standard for service providers and a 5 calendar day payment standard for reimbursements directly to individuals and families;	
4.2	Develop mechanisms to: <ul style="list-style-type: none"> <li data-bbox="422 659 1037 764">(i) issue emergency payments for urgent cases, including electronic funds transfers and gift cards; and <li data-bbox="422 805 1037 1057">(ii) expand use, and range of eligible expenses, of acquisition cards, including by publicly advising requestors and Service Coordinators/Navigators of the availability of acquisition cards within each region; 	
4.3	Within 60 days pay, in full, any interest charges or bank fees for service providers, including Service Coordinator/Navigator organizations, and individuals and families who took on additional financing due to payment delays beyond Canada’s 15-day standard, retroactive to April 1, 2019, and on a go forward basis and post the availability of such relief on its website and in social media;	

5. QUALITY ASSURANCE AND ACCOUNTABILITY MEASURES

The following quality control and accountability measures are intended to ensure continued compliance with the Tribunal’s orders.

#	Proposed Solution	Canada’s Response
5.1	Within 30 days, retain an independent expert on service request contact centres serving children and youth, including those in urgent situations, to conduct an independent audit on Canada’s mechanisms to receive and determine Jordan’s Principle requests and report the expert’s findings and recommendations, as well as Canada’s planned actions in response, to the Tribunal and the Parties within 90 days;	
5.2	Within 30 days, conduct an audit and consult on the results with the parties in order to determine, based on data, the number of Jordan’s Principle requests which are, or are not, urgent and/or time sensitive;	
5.3	Within 30 days, develop effective safeguards to ensure extensive regional, Headquarter and Appeals Committee backlogs do not recur, such as through auditing or monitoring the volume of unopened email requests in each Region, Headquarters and the Appeals Committee, and require Canada to report to the Tribunal and the Parties if backlogs exceed 10 cases per region on any given day;	
5.4	Conduct random sampling and auditing of the Jordan’s Principle National Contact Centre, Regional Contact Centres and regional email inboxes every 60 days and report to the Parties and the Tribunal on any matters of non-compliance including but not limited to: timeframe violations,	

	backlogs in opening, determining, or paying for services; documentation requirements; backlogs at redetermination or appeals.	
5.5	Within 60 days, audit ISC regional offices to understand why compliance rates (against timelines for determining requests) and payment timelines vary by region, to identify “best practices” in regions with higher compliance rates, and to course correct in keeping with the Tribunal’s orders, audit results and best practices;	
5.6	Within 90 days of the order, and with the advice of the expert on service request contact centres serving children and youth, including those in urgent situations, establish a credible and independent national and effective Jordan’s Principle complaints mechanism with authority to approve urgent cases and publicly report on Canada’s compliance (akin to the role currently filled by the Caring Society or those recommended in the report authored by Naiomi Metallic, Hadley Friedland and Shelby Thomas);	

6. REPORTING TO THE TRIBUNAL

The following reporting requirements are intended to ensure continued compliance with the Tribunal’s orders.

#	Proposed Solution	Canada’s Response
6.1	<p>Canada to immediately, and every 14 days thereafter, report to the Tribunal on the number of backlogged cases (defined as cases that are either unopened within four hours of receipt or that have not been determined within the Tribunal-mandate timeframe) in each region and:</p> <ul style="list-style-type: none"> (i) the number of backlogged cases that remain unopened (divided by individual and group requests); (ii) the number of backlogged cases, which, after being opened, were determined in the timeline mandated by the Tribunal for the type of request in question; and (iii) the estimated time at which all backlogged cases will be cleared; 	
6.2	<p>Within 30 days, Canada will report in detail on effective measures, including quality control, to ensure all staff interacting with children, youth and families are compassionate and culturally competent and are able to manage Jordan’s Principle cases in alignment with the Tribunal’s orders;</p>	

6.3	Within 30 days, ISC must implement, and report in detail on, effective document management mechanisms to ensure all contacts between the requestor or service provider owed funds for services rendered and ISC are maintained in a timely fashion in an organized fashion to avoid repeat information requests;	
6.4	Report to the Tribunal and the Parties on measures taken to ensure website publicizing information on Jordan's Principle is accessible, and easy to understand and navigate;	
6.5	Within 60 days, report to the Tribunal and the Parties on measures taken to eliminate internal financial policies not aligned with the Tribunal orders;	
6.6	Within 30 days, report to the Tribunal and the Parties with data going back 12 months about ISC's performance against its reimbursement service standard in each region.	