



Kina Gbezhgomi Child & Family Services

OUR
CHILDREN.

OUR WAY
FORWARD.

2019-2023 **STRATEGIC PLAN**

© 2019 Kina Gbezhgomi Child and Family Services, Wiikwemkoong, Ontario
All rights under copyright reserved.

No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without prior written permission. For additional copies of the publication, please contact:

Kina Gbezhgomi Child and Family Services
98 Pottawatomi Avenue
Wiikwemikong, Ontario
P0P 2J0

Table of Contents

Table of Contents 3

About Kina Gbezhgomi 4

Methodology..... 6

The Strategic Framework... 7

The Strategic Priorities..... 8

Children Our Future: Zaagidwin – Love 8

Relationships and Partnerships: Mnaadendmowin – Respect..... 10

Telling Our Story: Debwewin – Truth 12

Family Well-Being: Aakedhewin – Bravery 14

Celebrating Our Strengths: Gwekwaadziwin – Honesty 16

Anishinaabe Aadziwin: Dbaadendiziwin – Humility17

A Strong Foundation: Nbwaakaawin – Wisdom 19

About Kina Gbezhgomi**Vision Statement**

Kina Gbezhgomi Child and Family Services will honour and support our family's and community's inherent authority to care for their children based on unity, traditions, values, beliefs and customs.

Mission Statement

Our services ensure children are protected and stay connected with their culture, language and community while strengthening family and community relationships.

Service Principles

1. That all Prevention and Child Welfare Services delivered are culturally based utilizing traditions and practices that strengthen cultural identity for children and families.
2. That all Prevention and Child Welfare Services delivered will support children remaining in their communities with healthy caregivers to stay connected with their roots, culture and language.
3. That Child Welfare Services will be family-centered and family-focused while not compromising the safety and well-being of the child.
4. That Child Welfare Services will use innovative, collaborative processes that empower children, families and communities to participate in all aspects of case planning and decision making.
5. That all Prevention and Child Welfare Services will place emphasis on supporting families based on honest and open communication to create relationships and partnerships.

Methodology

Kina Gbezhgomi Child and Family Services began to undertake development of the 2019-2023 Strategic Plan in November 2018 with a call for proposals for a strategic planning consultant. A consultant was contracted soon thereafter.

Preliminary discussions began with the Executive Director and some key stakeholders from within the Senior Management and Board of Directors of Kina Gbezhgomi related to process and strategic planning activities.

In February 2019, the strategic development plan was brought forward to the Board of Directors for direction and activities planning.

The objective of the process was:

Develop a new strategic plan for Kina Gbezhgomi Child and Family Services.

Strategic Focus:

- Continue the progressive mandate of KGCFs;
- Enhance cultural relevancy;
- Meets the needs of children, families and the community; and
- Achieves success through an established evaluation methodology.

Formal Strategic Planning activities included:

- Board of Directors meeting, Little Current, February 20, 2019
- Board of Directors meeting, M'Chigeeng, ON, April 17, 2019
- Strategic Planning Forum, Little Current, ON, May 22-23, 2019
- Wiikwemkoong Focus Group, Wiikwemkoong, ON, August 30, 2019
- Manitoulin Focus Group, M'Chigeeng, ON September 16, 2019
- Youth Focus Group, TBD

A Google Survey was also created in October 2019 to obtain input from First Nations citizens and youth-in-care for a quantitative and valued youth perspective.

Strategic Planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

– Balanced Scorecard Institute

The Strategic Framework

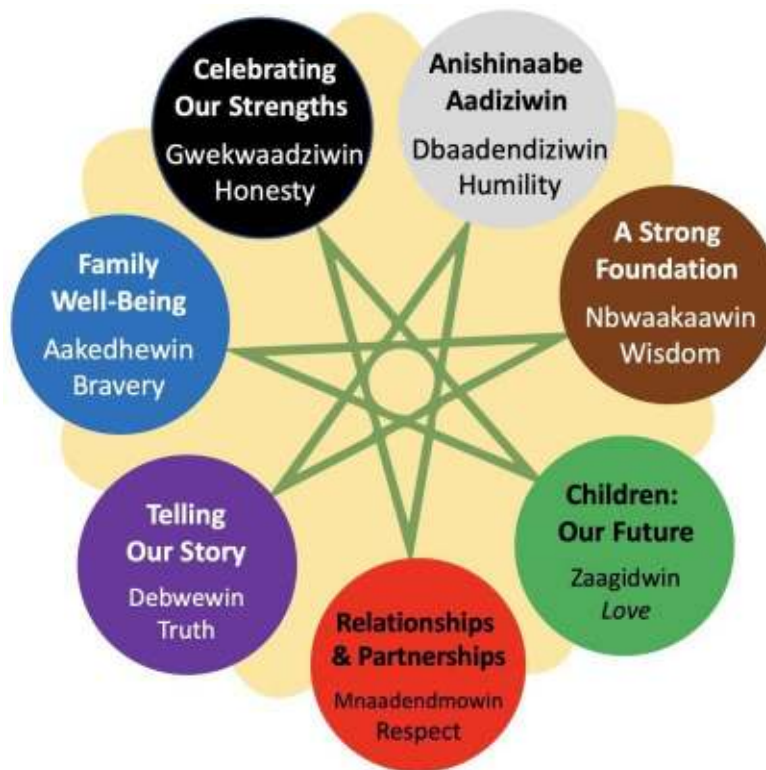
The Framework for the 2019-2023 Strategic Plan is based on the *Seven Grandfather Teachings* of the Anishinaabe. These universal teachings are the foundation of Anishinaabe values and the relationships between people, other beings, the earth and all of Creation.

Not only are these strategic actions and priorities organized according to this important cultural framework, this allows Kina Gbezhgomi to incorporate and focus a specific value from the teachings into each area of focus. These are expanded into context in the introductory “Kina Gbezhgomi Priority” outlined in each section.

The framework is organized as follows:

- Children Our Future: Zaagidwin – Love
- Relationships and Partnerships: Mnaadendmowin – Respect
- Telling Our Story: Debwewin – Truth
- Family Well-Being: Aakedhewin – Bravery
- Celebrating Our Strengths: Gwekwaadziwin – Honesty
- Anishinaabe Aadziwin: Dbaadendiziwin – Humility
- A Strong Foundation: Nbwaakaawin – Wisdom

The seven-pointed star denotes the importance relationships between all of these teachings and values.





Kina Gbezhgomi Priority

Kina Gbezhgomi Child and Family values and love our children. They represent the best of each one of us and the future of our nation. We will uphold them with the greatest protection and with the utmost love. They are at the center of our medicine bundle.

Strategic Actions

- 1. Develop and implement a new, overarching set of standards and policies for provincially mandated child protection services according to Anishinaabe ways of knowing, with a focus on strengthening of the family.**

Timeline: Two years

Success Indicators: Establishing a policy framework; Alignment with Ministry standards; Robust community dialogues; Standards and Policy documents completed.

Outcome: Approval and implementation of new Kina Gbezhgomi Child and Family Services protection of service standards.

- 2. Ensure our children are kept safe by establishing *family safe-houses*.**

Timeline: Five years

Success Indicators: Determine needs and possible locations; Funding proposal for safe house; Staffing and operations plan development; Recruitment

Outcome: New family safe-houses established.

- 3. Finding new, effective ways to find new customary care homes and foster homes in our First Nations.**

Timeline: Three years

Success Indicators: Establishment of a community advisory committee; Development of a strategy and communications plan by the Communications and Public Relations Specialist;

Outcome: Increase in customary care homes and foster homes.

- 4. Develop a *Kina Gbezhgomi Youth Advisory Council* and develop and enhance direct youth supports as a part of our Prevention Services.**

Timeline: Two years

Success Indicators: Terms of Reference established; First Nations youth volunteers identified; Kina corporate policy include role for Youth Advisory Council.

Outcome: Youth Advisory Council established, functioning and sustaining; New youth perspectives incorporated into prevention services.

5. Creating enjoyable activities for children and families that includes new opportunities for traditional learning, traditional land-based activities and recreation for children and youth-in-care.

Timeline: One year

Success Indicators: Programs plans created; Wise practices researched and shared; involvement of Elders and knowledge holders.

Outcome: Measurable sense of belonging and place within our families, homes and community.

6. Create a new, quantitative evaluation framework to measure prevention activities impact and effectiveness.

Timeline: Two years

Success Indicators: Project plan created; Establishment of success measures; Creation of evaluation tools.

Outcome: Implementation of a framework to evaluate prevention services and activities; New rationale and justification for a prevention services model.

Kina Gbezhgomi Priority

The foundation of Anishinaabe Aadziwin is building and maintaining healthy relationships. The respect we show for each other, our colleagues, our partners and our nation, families and children we serve is. Fundamentally part of Anishinaabe culture and traditions.

Strategic Actions

- 1. Foster healthy and productive relationships amongst Kina Gbezhgomi Child and Family Services team members, community prevention teams, Chiefs and Councils, Board of Directors, Elders Advisory Council and United Chiefs and Councils of Mniidoo Mnising.**

Timeline: One year

Success Indicators: Hosting inclusive team retreats (staff, functional teams, Board); Ongoing and productive communication with partners; Planning and holding of Kina Gbezhgomi community dialogues in each First Nation.

Outcomes: Measurable improvement in agency-First Nation collaboration; Measurable improvement in staff retention and morale.

- 2. Create new mentorship and training programs across the agency including: First Nations teams, youth-in-care, service providers, customary care providers, fosterparents and families.**

Timeline: 4 years

Success Indicators: Consider funding and hiring a training coordinator; Creation of a mentorship program plans with objectives; Create a youth-in-care mentorship pilot project; Involvement of Elders; Hosting training activities including speakers/lunch and learns.

Outcomes: Measurable improvement in capacity, competencies and confidence.

- 3. Develop formal protocols and relationships agreements with First Nations, other child-welfare agencies and community partners.**

Timeline: Two years

Success Indicators: Discussion about goals, objectives and focus; Creation of templates; Establishing a development process; Presentations to Chiefs and Councils and agency partners; Agreements signed with First Nations and agency partnership.

Outcomes: Improved collaboration and understanding between Kina Gbezhgomi Child and Family Services and First Nations. Improve service delivery and reduce service gaps.

4. Strengthen accountability, communication and processes between Kina Gbezhgomi and member First Nations.

Timeline: Two years

Success Indicators: Regular and ongoing reporting; Develop a consistent policy for quarterly file reviews.

Outcomes: Measurable improvement in agency-First Nation collaboration and understanding.

Kina Gbezhgomi Priority

To improve communication with stakeholders and community partners including telling our stories, sharing our history and the truth of the impacts of colonization and intergenerational trauma on our nation, families and children.

Strategic Actions

1. Enhance internal and external communications through ongoing interactive and collaborative communications, social media, media relations and public relations strategies.

Timeline: One year

Success Indicators: Development of a communication strategy; Implementation of communications tactics; Interactivity with families, children and community members; joint communications activities with partners and First Nations; Enhanced public relations of Kina Gbezhgomi Child and Family Services messages and objectives in the community.

Outcomes: Increased awareness of Kina Gbezhgomi; Ongoing updates and information provided to community; Enhanced collaboration with partners; more community engagement and awareness.

2. Implement use of interactive, web and cloud-based collaborative platforms to share client-information between Kina Gbezhgomi, Band Representatives, First Nations-based support teams and other agencies while simultaneously ensuring confidentiality, data protection and privacy for families and children.

Timeline: Five years

Success Indicators: Development of a project plan; Establish funding for research and development; Development and approval of confidentiality and privacy policy governing the online collaborative tool; Refinement and integration of case data storage policies and practices; Development of a systemic and ongoing training plan; Begin use of collaborative platform.

Outcomes: Improved collaboration with First Nations and agency partners; Improved communication between partners; Improved services, programs and overall outcomes for children and families.

3. Make respectful use of our Elders and traditional knowledge keepers to strengthen our families and communities through storytelling, sharing our history, knowing, practicing and understanding our Dodemag (Clans).

Timeline: Two years

Success Indicators: A new and enhanced role provided to the Elders Advisory Council; Develop story telling opportunities; Creating a history book of

traditional child-care in our First Nations; Clan Teachings are provided; Clan research is supported.

Outcomes: A renewed traditional way of storytelling; A history book is published. Children and families know and understanding their clans and their role in Anishinaabe culture.

4. Understand and share the truth behind the many generations of colonization and intergenerational trauma experienced within our families and communities.

Timeline: Four years

Success Indicators: Include message as a focus of the proposed history book; Create a colonization and trauma tool kit to create awareness and provide healing strategies; Host a dialogue event to discuss the impact of colonization and trauma on parenting and child development.

Outcomes: Improved understanding on the impacts of colonization and trauma to child and family well-being; Improved understanding among Ministry and partners.

Kina Gbezhgomi Priority

To achieve our goal of family well-being requires considerable bravery and substantial focus on individual, family and community healing in a wholistic way that is consistent with our culture, customs and the *Seven Grandfather Teachings*.

Strategic Actions

1. Create an awareness of and expand opportunities to utilize culture and traditional healing to strengthen family well-being.

Timeline: Two years

Success Indicators: Foster partnerships and collaboration with Health Centre's; Involvement of Elders and knowledge keepers; Establish a network of traditional well-being practitioners; Develop a children's mental health action plan.

Outcomes: Improved access and more children and families accessing traditional healing services; Improved overall health outcomes; Measurable improvements in outlooks; Measurable reductions in mental health metrics.

2. Develop new and inclusive programs, services and tools to develop healthy, Anishinaabe parenting in our communities.

Timeline: Two years

Success Indicators: Development of a project plan; Funding of Healthy Anishinaabe Parenting activities; Delivery of new Healthy Anishinaabe Parenting activities; Providing a stream of Healthy Anishinaabe Parenting services across the agency.

Outcomes: First Nations parents understanding their roles and responsibilities and promote good parenting.

3. Provide inclusive traditional healing and family well-being programs to First Nations living off-reserve and in urban centres.

Timeline: Three years

Success Indicators: Program planning and needs assessment may be required; Involvement of urban service providers and partners; Involvement of Elders; Services being offered to off-reserve and urban children and families.

Outcomes: Improved access with more children and families accessing traditional healing services off-reserve and in urban centres; Improved overall health outcomes to children and families off-reserve and in urban centres.

4. Expanding, improving and seeking more immediate relief programs for families of children with special needs.

Timeline: Four years

Success Indicators: Needs assessment conducted; Funding plan and program plan established; new relief and respite program established.

Outcomes: Families with special needs are feeling supported; Improved retention of customary care and special needs homes; Improved well-being of host families and children.

Kina Gbezhgomi Priority

Kina Gbezhgomi Child and Family Services has many strengths as an organization, including our staff along with the great people and First Nations Kina Gbezhgomi Child and Family Services maintain partnerships with. Celebrating our strengths also means to share our accomplishments with honesty.

Strategic Actions

- 1. Celebrate, honour and recognize staff and those individuals that protect families and keep children safe and serve as role models and advocates for First Nations children and families.**

Timeline: One year

Success Indicators: Establish a Kina Gbezhgomi Child and Family Services awards program (including a special awards nomination program, long-serve program, community awards nomination program, and ally award program); host an awards night.

Outcomes: Kina Gbezhgomi Child and Family Services staff and community staff feel appreciated; Greater staff retention overall.

- 2. Recognize and enhance the voices of youth-in-care, parents and families, community prevention staff, First Nations leadership in program and service development and evaluation.**

Timeline: Three years

Success Indicators: Establishment of effective advisory committees; Development of a web-based feedback tool; Ongoing communications in the voice of youth, parents, families, prevention staff and leadership.

Outcomes: More effective programs and services; Improved collaboration with First Nations.

- 3. Enhance the role of, and celebrate the contributions of the Kina Gbezhgomi Child and Family Services Elders Advisory Council.**

Timeline: One year

Success Indicators: Enhance an Elders-in-Residence program and rotate it among the Elders; Feature the Elders in communications; Honour the Elders during the proposed awards night.

Outcomes: Elders feel appreciated; Kina Gbezhgomi Child and Family Services get to know and work with the Elders.

Kina Gbezhgomi Priority

Anishinaabe Aadziwin - our way of living and knowing is embedded in all aspects of Kina Gbezhgomi Child and Family Services mandate is the foundation of our customary and traditional way of caring for our children and families. This is done with humility, knowing our role and place in Anishinaabe culture and traditions.

Strategic Actions

1. **Continue to develop and foster our Anishinaabe Aadziwin model of service delivery, family well-being and prevention services to never forget who we are and who we serve.**

Timeline: One year

Success Indicators: Continued monitoring and adherence to cultural standards; enhanced access to traditional programs, ceremonies, coming of age ceremonies, and cultural learning activities.

Outcomes: Improved understanding of Anishinaabe Aadziwin as the foundation of the agency.

2. **Share traditional knowledge and family well-being through traditional teaching opportunities, ensuring our children know who they are, and having a sense of belonging. This includes interaction with Elders, seasonal on-the-land learning opportunities and coming of age ceremonies.**

Timeline: Two years

Success Indicators: Enhancement of traditional teaching opportunities; More cultural events and activities; Involvement of Elders and knowledge holders; All youth-in-care given the opportunity for coming of age ceremonies; enhanced access for Land-based opportunities.

Outcomes: Children know who they are as Anishinaabe; Increase in self-pride and self-esteem; improved mental health metrics.

3. **Host a *Kina Gbezhgomi Child and Family Services Cultural Gathering* focused on promoting wholistic child and family well-being.**

Timeline: Three years

Success Indicators: Develop a project plan, funding plan and communications and marketing plan; objectives, agenda and program development; attended by all Kina Gbezhgomi Child and Family Services team members, First Nations staff, band representatives, leadership, Board of Directors and Elders Advisory Council; Attended by youth in care, customary care home providers and foster families.

Outcomes: Great awareness of need, role and appreciation for agencies and practitioners; Increase in capacity and competency development; New opportunities and outcomes respecting collaboration.

4. Greater opportunities for learning and strengthening of Anishinaabe Aadziwin values, principles and competencies for non-Indigenous staff, allies and partners.

Timeline: Two years

Success Indicators: Hosting ongoing learning opportunities specific to partners; Create a substantive orientation and learning program for new staff; involvement of partners in the proposed Cultural Gathering.

Outcomes: New staff understand, appreciate and obtain cultural competency; Partners and allies have a better understanding of the underlying foundation of Kina Gbezhgomi.

Kina Gbezhgomi Priority

We must focus on our ongoing development and strengthening of Kina Gbezhgomi Child and Family Services as an agency, that provides us with a strong foundation of fostering wisdom in our role as child and family well-being advocates and service providers.

Strategic Actions

1. Work with existing partners and seek out new partners to developing sustainable funding strategies for the next five years.

Timeline: One year

Success Indicators: Develop estimates and workplan for the implementation of this strategic plan; Identify potential funding sources; Identify alternative means of revenue generation and fundraising.

Outcomes: Funding sources confirmed and a sustainable plan in place; Confidence to be able to deliver on the Strategic Plan.

2. Develop a new traditional governance model, based on the Anishinaabe Clan System, for Kina Gbezhgomi Child and Family Services with advice from the Elders, First Nations leadership and families.

Timeline: Four years

Success Indicators: Develop a project plan; Establish an advisory committee; Presentations to leadership and engagement of First Nations; Obtain mandate from Board and/or Leadership; new traditional governance model in place, modelled after the Clan System; Representation of youth, families and staff considered.

Outcomes: New, culturally appropriate, governance model established; Improved representation by the community, youth-in-care and families.

3. Renewed focus on continuous improvement of Kina Gbezhgomi Child and Family Services staff retention, including enhancements to recruitment and retention of Anishinaabe workers, reigniting of self-care practices and new opportunities for professional and cultural development.

Timeline: Three years

Success Indicators: Comprehensive review of human resource policies; engagement of front-line staff; consideration of new self-care programs including self-care leave and cultural leave; New professional competency development training opportunities.

Outcomes: Measurable improvement in staff recruitment and retention; Increase in staff engagement; Improvement in staff well-being.

4. Develop a mentorship exchange program between Kina Gbezhgomi Child and Family Service staff and First Nations prevention staff, band representatives.

Timeline: One year

Success Indicators: Develop program objectives and policies; consideration of protection of client confidentiality and privacy; pairing of mentors; exchange program underway.

Outcomes: Better appreciation of the roles, responsibilities, function and practices of Kina Gbezhgomi Child and Family Services team members and First Nations staff.