



# Nogdawindamin Family and Community Services 2017 – 2022 Strategic Plan

# CONTENTS

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|                                 |    |
|---------------------------------|----|
| Introduction.....               | 3  |
| Current State Assessment .....  | 4  |
| Mission .....                   | 6  |
| Vision.....                     | 6  |
| Values .....                    | 7  |
| Strategies .....                | 9  |
| Objectives.....                 | 9  |
| Key Performance Indicators..... | 11 |
| Implementation.....             | 12 |

## INTRODUCTION

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Nogdawindamin Family and Community Services (“NFCS”, “Agency”) is governed by a seven-member Board of Directors consisting of one appointed representative from each of the North Shore First Nations. The agency is a separate legal entity from the First Nations and the North Shore Tribal Council, and the Board of Directors maintains a relationship with the North Shore Tribal Council Chiefs and their respective First Nations as established through the Board’s Terms of Reference and governing documents.

NFCS last established a strategic plan in 2009. The 2017 – 2022 strategic plan recognizes the significant accomplishments since 2009, and provides direction towards the continued development and ongoing sustainability of NFCS.

As of April 2017, NFCS has assumed all responsibility of child welfare for the members of the North Shore First Nations. This strategic plan will support the Agency’s need to build capacity and develop the organizational and service delivery model for child welfare services.

The following plan represents the results of a planning session with the Nogdawindamin Family and Community Services Board and management team in September 2017, further feedback from the Board of Directors in December 2017, and input from our seven member First Nation communities in March 2018.

## CURRENT STATE ASSESSMENT

Below is a summary of the Nogdawindamin Family and Community Services current state assessment.

**Strengths and Challenges** are internal to the organization. The strategies and objectives contained within this plan are intended to build on the foundation of the organization's strengths, and address the challenges to support achievement of the Nogdawindamin's mission and vision.

**Opportunities and Threats** are external to the organization and beyond its control. Recognizing and capitalizing on an opportunity or acting to reduce exposure to a threat *are* within the organization's control and a key responsibility of management and the Board.

### Strengths

- Senior technical/management team
- Recognized as leaders by other agencies, consulted by government
- Support from all seven First Nations' leaders
- Relationship with the other tribal council services
- Strong employer, focused on needs of families and children
- Commitment to consultation and engagement with communities
- Board governance, clear structure and role
- Board and staff dedication and commitment
- Elders in Residence – knowledge keepers of ceremonies and language, wisdom and guidance
- Cultural department, and its top of the line training
- Culture and values embedded in policies
- Young, skilled workforce with appetite to learn, many from our communities
- IT systems enable distributed service delivery, ready access to management information and reporting
- Able to execute plans, stay focused
- Learning orientation - not afraid to face challenges
- Financial system enables transparency, planning

### Challenges

- Board appointments impacted by political cycle
- Ability to reach, ensure consistency across full region
- Communication to and family understanding of services and choices
- Capacity of younger staff
- Moving fast, can result in need to re-start
- Lack of office / visiting space in some communities
- Gaps in general purpose resources – treatment homes, infant care
- Standardization of regional service practices
- Dedicated after-hours staff resources
- Supports for children aging out of care
- Legacy CAS philosophy not consistent with NOG philosophy – when surfaces it can have a ripple effect in the community, inhibit trust
- Need for a conflict resolution process for service complaints
- Ensuring communication and formal reporting reaches leadership in communities
- Legislative restrictiveness prevents pursuing some opportunities
- Need more opportunities for families to be involved

## Current State

## Opportunities

- Services to youth involved with justice system
  - Area of high need
  - Government encouraging development of services
- Canadian Human Rights Tribunal
- Truth and Reconciliation Commission
- Lots of funding untapped sources
- Jordan's Principle
- Being recognized as leaders and mentors in delivery of culturally-responsive social services
- United Nations Declaration on Rights of Indigenous Peoples
- More incorporation of Treaty history
- UN Rights of the Child
- More on-reserve employment opportunities
- Nurse practitioner and doctor on-staff
- Full language immersion and continuing education
- Funding for culture based programs (Provincial and Federal)
- Develop our own child wellbeing law
- Expanded jurisdiction (Metis and Inuit children and families)

## Risks

- Regulatory and court requirements for registration
- Community conditioned to mistrust child welfare
- Community capacity to support integrated services
- CPIN - Provincially mandated case management system (2020-21) may not support NFCS service delivery model. 2018 roll out to Algoma.
- Privacy related to CPIN system
- PTO broadening into Nog responsibilities
- Union activity in other Indigenous child welfare agencies
- Lack of available housing
- Homeless, transient families
- Addictions and increase in serious substance abuse
- Lack of aftercare after release from treatment
- Lack of reliable socio-economic data in standard format
- CFS Review Board requirements on inherited files
- Evolving regulations require resources to respond
- Political uncertainty (Provincial and Federal)
- Elder's knowledge not being passed on
- Others are driving development of legislation and decision-making processes (e.g. UOI Child Wellbeing Law)

## MISSION

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NFCS works in partnership with Aboriginal communities in our region to strengthen families and ensure the wellbeing of children through community-based services grounded in Anishinawbek culture and values.

## VISION

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Our vision is healthy Anishinawbek families and communities protecting, nurturing and guiding our children.

Within five years, Nogdawindamin Family and Community Services will be a well-established, community-driven, multi-service agency. We will be recognized for our leadership and comprehensive, evidence-based service delivery model that embodies Anishinawbek values. Our community partnerships, forged on mutual trust and respect, will enable wrap-around support to strengthen families and ensure children are protected, nurtured and guided in the community. Our compassionate, skilled and stable workforce will be supported by efficient management structures, enabling us to demonstrate clear results for families.



## VALUES

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### WE BELIEVE...

**Each of us has been given life and individual gifts, by the Creator.** In having been endowed with gifts, it is the natural responsibility and therefore the right of human beings to realize and develop their gifts, and in doing so, honour the Creator.

**The family is irreplaceable.** No child welfare program or agency can meet our children's needs for love, acceptance, directions, encouragement and trust better than those children's families. The family is the sacred trust of the Creator, providing the necessary and rightful environment of nurturance and guidance.

**The physical, emotional, mental and spiritual health of the individual is dependent on that same good health of the family unit.** The family unit's good health is dependent good health of the community. Therefore, in assisting any one individual to achieve improved or enhanced well-being, that individual's family and community must be simultaneously supported and assisted.

**Family generations and community are important to both a sense of individuality and a sense of belonging – integral elements to a positive self-image, self-respect, hope and motivation.** Our families and communities can raise their children, given appropriate, adequate and accessible support and/or intervention.

The seven grandfathers' teachings of Wisdom, Love, Respect, Bravery, Honesty, Humility and Truth will guide us to achieve the best outcomes for our families and communities. **Our families and communities have the right to direct the development of resources to assist them in their family roles.** Our families and communities have the right to guide the development of their children, themselves, and services deemed necessary to support them in accordance with cultural values and traditions.



## WE VALUE...

**Culture** – Culturally-responsive services are key to supporting the overall wellness of our families and communities.

**Relationships** - Fostering and maintain positive and collaborative relationships by engaging our families and extended families in all aspects of service delivery

**Partnership** - Maintaining cohesive relationships with First Nation and community leadership

**Integrity** - Providing services that reflect the principles of strong partnership among Anishinawbek

**Teamwork** - Building models of collaboration with existing community services

**Collaboration** - Consulting the communities in a comprehensive and meaningful process to ensure their input is respected in service design and delivery

**Professionalism** - Developing working relationships with external partners to achieve our Agency goals





## STRATEGIES

Nogdawindamin Family and Community Services will pursue four main strategies to achieve its vision:



## OBJECTIVES

| <b><i>Towards community engagement, partnership and empowerment</i></b> |             |             |             |
|---|-------------|-------------|-------------|
| <b>Objective</b>  | <b>1 Yr</b> | <b>3 Yr</b> | <b>5 Yr</b> |
| 1. Create Developmental Services Coordination Framework for North Shore |             | ✓           |             |
| 2. Establish and deliver Children’s Mental Health program               | ✓           |             |             |
| 3. Establish Neonatal Caring Centre                                     | ✓           |             |             |
| 4. Develop consultation and engagement policy and ongoing schedule      |             | ✓           |             |
| 5. Establish and Operate Medical Clinic                                 |             | ✓           |             |

***Towards learning, leadership and sharing***

| Objective  | 1 Yr | 3 Yr | 5 Yr |
|--|------|------|------|
| 1. Establish and report NFCS performance metrics         |      | ✓    |      |
| 2. Create vision for 'centre of leadership and learning' |      |      | ✓    |

***Towards building a strong, caring team***

| Objective   | 1 Yr | 3 Yr | 5 Yr |
|---|------|------|------|
| 1. Establish employee wellness program  | ✓    |      |      |
| 2. Develop Orientation and Training Plan  | ✓    |      |      |
| 3. Create facilities and accommodations plan  | ✓    |      |      |
| 4. Establish internal multi-year forecasts/Refine and document annual budgeting process |      | ✓    |      |

***Towards cultural respect***

| Objective   | 1 Yr | 3 Yr | 5 Yr |
|---|------|------|------|
| 1. Monitor the status of UOI Child Wellbeing Law (CWL). Implement terms and conditions of the NSTC Resolution regarding the regional or individual First Nation development of CWL. |      | ✓    |      |

## KEY PERFORMANCE INDICATORS

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NFCS measures and monitors its performance on a monthly and quarterly basis. Performance indicator results are distributed with Board of Directors' approval to provincial, community and service partners. NFCS currently adheres to Child Welfare Performance Indicators based on provincial child protection standards and continues to work toward developing regionally responsive performance indicators specific to Anishinawbek child welfare practice. Core indicators include:

- Sixteen (16) performance indicators measuring the safety, permanency and well-being of a child
- Six (6) performance indicators measuring organizational capacity
- Four (4) performance indicators measuring governance.

These indicators will enable NFCS to communicate its accountability to the North Shore First Nations and the province. Within the term of this plan, NFCS will develop a set of indicators that will enable us to monitor and communicate our performance in a way that reflects community expectations and Anishinawbek values.

## IMPLEMENTATION

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**Communication:** In April 2018, NFCS presented the draft strategic plan to North Shore community leaders, service directors and stakeholders to seek their feedback and input into the draft plan.

NFCS communicated the plan internally to staff and volunteers through a regional session (central, east and west). These sessions opened with a ceremony to celebrate and acknowledge the important milestone of this next strategic plan and vision for the future.

The plan, as may then be amended, will be presented to the Board of Directors for approval. Highlights of the plan will be posted on the agency's website.

**Monitoring:** Progress against this plan will be reviewed internally not less than quarterly, and reported to North Shore communities semi-annually, captured formally once per year in the agency's annual report.

