

# Dilico Anishinabek Family Care 2015 Strategic Planning Session

## Final Report

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Dated: March 31, 2015

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## **1.0 INTRODUCTION**

Dilico Anishinabek Family Care held its Strategic Planning Session in the presence of the drum and Elders who conducted the traditional opening and closing of the session.

The planning session was held for a period of 1.5 days on March 25 and 26 at the Dilico Anishinabek Family Care Main Office on Fort William First Nation. MNP was hired to support and enable the Board of Directors and staff members to develop a consensus on the direction proposed for the organization for its continued evolution. The outcomes of the session would be communicated to the Chiefs at a later date.

The meeting was extremely well attended with significant representation by senior management, board members and community Elders.

MNP team members Rob Campbell, Ian Craven and Caitlin Boryskavich facilitated the session.

### **SESSION AGENDA**

The agenda planned for the session included:

- Overview of Strategic Planning
- Review of Current State
- SWOT analysis
- Key Priorities
- Articulating the Vision
- Develop Strategic Directions
- Setting Objectives
- Implementation Planning

Due to time constraints, a high-level action plan was not completed but proposed as a follow-up activity. An Action Plan template has been produced and included in this report.

### **EXPECTATIONS & OUTCOMES OF THE SESSION**

Board Members and staff in attendance highlighted the following expectations for the session:

- Establish some attainable goals
- A plan that takes us forward 30 or 40 years – thinking about our children and long term sustainability
- Have an evaluation process to look at the plan
- Defining Community
- Understanding growth in service and diversity
- Measurements, expected outcome
- Make sure there is follow through – through to staff

## **PARKING LOT**

There were a variety of comments that appeared important or integral to the organization but were not specific to subject matter covered during the workshop but are noted below for future considerations and actions.

- Empower community, family and individual
- Keep children and families in mind in all things – planning should always relate back to make sure it fits with children and families
- Understand our culture
- Remember and understand our history and where we come from
- Collaborate with other organizations
- We are multi-faceted and can we have an overarching mission, should it be broken out?

This report is intended to serve as a historical reference of the strategic planning event, which includes capturing key input heard and consensus reached.

## **WORKING ASSUMPTIONS**

The following working assumptions were introduced and described to guide participation and discussions.

- We all have wisdom
- We need each other's wisdom for the best results
- There are no wrong answers
- Everyone will be heard and hear others
- The whole is greater than the sum of its parts

## A RISK MANAGEMENT FRAMEWORK



### When assessing risk:

- Definition of risk needs to be clearly understood by Councils, Board and management
- Covers all aspects of the organization
- Four courses of action re: risk on any decision:
  - Avoid
  - Transfer
  - Mitigate
  - Accept

### When managing risk:

- The Board needs to understand the significant risks and implications
- The Board is satisfied that management is addressing risk with a plan
- It is not the board's job to manage it, but it is the board's job to ensure oversight of the risk mitigation plan and to understand the risks.

## 2.0 ENVIRONMENTAL SCAN

Participants created a reflection and analysis in order to develop plans to move the organization forward. It required an honest assessment about where the organization has been, where it is now and what is happening within the internal and external environment (past, present and future context).



Accomplishments	Setbacks
<ul style="list-style-type: none"> <li>Increased customary care – up 50% in last 3 years.</li> <li>Develop new customary programmes</li> <li>Boys and girls summer camps</li> <li>Signed MOU with Children's Aid Society – Jurisdiction of authority</li> <li>Education</li> <li>Positive relationship with CFS</li> <li>95% reduction in involvement in court system</li> <li>more geared to First Nations</li> <li>New diabetes program</li> <li>"brown" CFS --- Real First Nation Entity</li> <li>Are involved more at a policy level OACAS – able to challenge government policies.</li> <li>Traditional healer</li> <li>Outreach to communities</li> <li>Have more aboriginal positions – and have not had to reduce qualifications</li> <li>Mentoring and orientation improving</li> <li>Employer of Choice</li> <li>Can work within a unionized environment</li> <li>Longevity of the organization – 28 years</li> <li>Nationally recognized as leaders in the field – listen to communities, cultural approach</li> <li>Change management has gone well. Need to be very mindful of it in the future.</li> <li>In greater control of criteria for foster homes – look to each community to meet their standards and criteria.</li> <li>More flexible policies and procedures to meet First Nation needs</li> <li>Workers now reaching out to First Nation to keep connection when child turns 18</li> </ul>	<ul style="list-style-type: none"> <li>Hard to take programmes out to community.</li> <li>Hard to get resources to be out in the community.</li> <li>Human Resources challenges</li> <li>Underfunded – provincial programs receive more money than First Nation organization – inequity</li> <li>Not a lot of interaction with "Aboriginal Strategy Unit"</li> <li>Aboriginal political vs organizational conflict/challenge – affecting jurisdictional. Political turmoil. Always need to get Chief's buy-in for advocacy. Now only 2 chiefs on board.</li> <li>Talked about both the pluses and minuses of having political involvement on the board.</li> <li>Union can create challenges – have to keep cultural programs out of the union. Had labour disruption a few years ago.</li> <li>Response time is a reflection of people.</li> <li>No foster parent association – communication</li> <li>Bridge</li> <li>Need more foster homes</li> <li>Lack of planning</li> </ul>

## KEY TRENDS AND NEW DIRECTIONS

Participants shared events and the corresponding trend or new direction emerging that impacts those served by the organization and the organization itself.

### ***Dilico Internal Trends and New Directions***

- Increased customary care – up 50% in last 3 years
- 95% reduction in client involvement in court system
- Have more Aboriginal positions within the organizations without reducing qualifications.

### ***Changing Political and Control Structures***

- CFS agencies have an increasing ability to challenge government policies.
- Increasing control over standards and criteria for foster homes.
- Increasing flexibility in policy and procedures to meet First Nation needs.

### ***Funding Inequity amongst Organizations***

- Provincial programs receive more money than First Nation organization.

### ***Changing Treatment Environment***

- Evolving technology
- New illnesses and new addictive substances

## SWOT ANALYSIS – INTERNAL ENVIRONMENT



## DILICO SWOT ANALYSIS

Our Strengths	Weaknesses (areas to improve on)	Opportunities to Leverage	Threats (Risks)
<ul style="list-style-type: none"> <li>• Team</li> <li>• Multi – service group</li> <li>• Culture</li> <li>• Location</li> <li>• Dedication</li> <li>• Reflection – look where we came from</li> <li>• Common goals</li> <li>• Realize we can be creative and innovative</li> <li>• Longevity</li> <li>• Family centered</li> <li>• Local, regional and national partners</li> <li>• Accredited</li> <li>• Stable</li> <li>• Open 7-24</li> </ul>	<ul style="list-style-type: none"> <li>• Growth – opportunity to grow but tend to lose sight of original intention</li> <li>• Assumptions – “I thought you were doing it”</li> <li>• Communication and use of local knowledge. Lack of communication plan and strategy</li> <li>• More reactive approach – struggle to move to more prevention model</li> <li>• Capacity limitations and complacency</li> <li>• Don’t train the workers that the bigger local story is very important.</li> <li>• Staff turnover</li> </ul>	<ul style="list-style-type: none"> <li>• Wrapping services around each other – integration</li> <li>• Bringing all groups together to discuss and incorporate culture by understanding the role it plays – pilot working with young children</li> <li>• Using services to keep children at home with their families</li> <li>• Can be a leader</li> <li>• Good research – evidence based – on the higher end of the continuum of service</li> <li>• Changes over last 24 months gaining momentum and now seeing results</li> <li>• More prevention – prevent family breakdown and prevent children from coming out of their communities</li> <li>• Community involvement</li> <li>• Service model for aftercare – can strengthen</li> <li>• Can effect changes in policy</li> <li>• Mainstream society will want to embrace Dilico approach</li> <li>• Leverage across funding sources through various service lines</li> <li>• Have significant resources</li> <li>• Can take advantage of social media</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of foster homes</li> <li>• Union</li> <li>• Jurisdiction</li> <li>• Government bodies and Ministries – ignorance</li> <li>• Ongoing prescription drug abuse</li> <li>• Recruitment – competition for good people and in key areas are in high demand in health system.</li> <li>• Wait list – managing</li> <li>• Main stream entities – wanting to tap into aboriginal dollars.</li> <li>• No funding for customary care.</li> <li>• Change – technology, new sicknesses, new drugs, new environments</li> <li>• Conflicting world views – Anishinabek vs. European – racism.</li> </ul>



## **ACCOUNTABILITIES**

*As Dilico moves towards its vision, the organization is committed to ensuring consistent accountability in all of its relationships.*

*First and foremost to the children and families we serve*

*Within the Dilico Organization  
(Staff, Executive and Board)*

*To Ourselves*

*To our Elders*

*To Chief and Councils  
(Appointing Body)*

*To our Funders, Regulatory Bodies and Partners*

**ACTION:** Given the condensed timeframe for the workshop Dilico's accountabilities were not reviewed and defined. A future task for Dilico will be to review and define who we are accountable to, how and what we are accountable for and when.

### 3.0 MISSION, PHILOSOPHY AND VALUES



The participants agreed that the current mission statement needed to be updated to ensure it is relevant and reflective of the organization's core purpose and the results it seeks to achieve. The Board and staff are in favour of developing a clear statement of philosophy and values with the assistance of the Elders. The mission statement should be continually reflected upon to ensure relevancy and focus.

#### CURRENT MISSION STATEMENT

***Dilico embraces a holistic approach in the delivery of Health, Mental Health, Addictions and Child Welfare Services to complement the strengths, values and traditions of Anishinabek children, families and communities.***

#### CURRENT MISSION STATEMENT CRITIQUE

- Add "nation" to the end of the statement
- The holistic approach is a reference to the medicine wheel
- Is "embrace" appropriate? – buy in, has been around for a long time, the view was that originally faced with the "main stream" services and making the statement of "embracing the holistic approach."
- Serve mixed families – accept everyone
- Like to add "culture and traditions"
- Suggest to get elders input
- We not I
- Find solutions
- Prevent
- Preserve family well being
- "Bring back our children"
- We can do better
- Responsibility of the Bear Clan as protectors medicine people and healers
- Medicine wheel is a part of the logo has the teachings – services through a person's "life cycle" and the 7 Teachings.
- Preserve "holistic approach"

Sample Mission statement from language provided:

***Dilico safeguards, heals and preserves the well-being of our people using a holistic approach in a way that honours our values, culture and traditions.***

## 4.0 VISION

### CURRENT VISION AND CORE VALUES

*Our vision is balance and well-being for Anishinabek children, families and communities.*

#### **Core Values:**

- Client centered services based upon teamwork.
- Quality service delivery that is ethical, caring, compassionate, and sensitive.
- Partnerships that advance the well-being of the Anishinabek.
- Role models who demonstrate positive leadership.
- An environment that creates positive morale.
- Effective and accountable management.
- Long-range strategic planning

### DILICO IN THE FUTURE

The short term vision of Dilico speaks to what the organization wants to achieve in the next 3 - 5 years and what this might look like when the vision is realized.

The following key values were identified as being reflected in the vision.

1. Holistic healing
2. Help people be strong
3. Family preservation
4. Taking care of our own children and families
5. An advocate for all children and families
6. Culture orientation- grasp and understand native ways
7. Lead by example
8. We choose our own direction
9. Healthier addiction free families
10. Organizations working together, collaboration
11. Not have district offices, but staff working right within the First Nation
12. "Family" centered services
13. Quality service delivery that is ethical, caring compassionate, and sensitive
14. Culturally aware (7 teachings, Medicine Wheel)
15. Preserve effective and accountable management
16. Respect directives from communities (unique customs, gifts of each community etc.)
17. Continuum of care – life cycle
18. Looking ahead and planning for 7 generations, future generations
19. Value the Chiefs that had the vision to create Dilico
20. Understand our organization's past
21. Kitchi-Gaa-Ming Anishnabek Ogemaag
22. Lead our own way – self-determination, government, autonomy

### **Sample Vision**

#### ***Dilico's vision for the future is to:***

- *Become a self-directing organization that leads by example*
- *Advocate for our clients by working to improve and develop policies and procedures.*
- *Strengthen our local community presence and reinforce local control for community based decisions.*
- *Restore and enhance our cultural teachings.*
- *Educate and empower our community members*
- *Working together to succeed*

**ACTION:** Dilico's board, management, staff and affiliated Elders should reflect on the current and sample Vision and Mission statements to develop a final version that is relevant and reflective of the organization's core purpose and the results it seeks to achieve. The Mission, and Vision should be reviewed periodically to ensure they are still reflective of the organization's values and current strategic direction and goals.

## **5.0 UNDERLYING OBSTACLES**

Dilico has identified conditions that need to be changed in order to realize its vision and mission.

These obstacles were clustered according to similar root issues and then named. Key obstacles are highlighted as follows:

### ***Contradicting Values and Worldview***

- Legislative compliance
- Imposition of Government guidelines
- Differing cultural perspectives

### ***Disconnected Environment***

- Lack of Planning
- Lack of accountability and confidentiality
- Lack of communication strategy and plan

### ***Restricted Funding Formula and Sources***

- No money for customary care
- Insufficient funding
- Inequity in funding
- Competition from mainstream organizations for Aboriginal funding

### ***Disconnection from Political Process***

- Volatile community political environment and continuing need to develop buy-in

## 6.0 STRATEGIC DIRECTIONS

The Strategic Directions are intended to guide activities and decisions at all levels of the organization including the Board, management, operations, programs and services. They define what Dilico is trying to accomplish. Strategic directions are formulated to deal with the obstacles, barriers and/or constraints that are blocking the vision.

### STRATEGIC AREAS OF FOCUS “ORGANIZATIONAL MOVING PARTS”

<i><b>Governance</b></i>	<i><b>First Nations Mandate</b></i>
<ul style="list-style-type: none"> <li>• <i>Leadership</i></li> <li>• <i>Policy/Accountability</i></li> <li>• <i>Protocol</i></li> <li>• <i>Transparency</i></li> <li>• <i>By-Laws</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Community based</i></li> <li>• <i>Human resources – Aboriginal participation</i></li> <li>• <i>Service Model</i></li> <li>• <i>Policy procedures</i></li> <li>• <i>Communication</i></li> </ul>
<i><b>Finance</b></i>	<i><b>Service Delivery</b></i>
<ul style="list-style-type: none"> <li>• <i>Budget</i></li> <li>• <i>Accountability agreement</i></li> <li>• <i>General Administration</i></li> <li>• <i>Funding</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Community delivery protocol</i></li> <li>• <i>Research</i></li> <li>• <i>Education</i></li> <li>• <i>Cultural Program</i></li> <li>• <i>Training</i></li> <li>• <i>Review and evaluation</i></li> <li>• <i>Work plan</i></li> </ul>
<i><b>Operations</b></i>	<i><b>Clients</b></i>
<ul style="list-style-type: none"> <li>• <i>Reporting</i></li> <li>• <i>Building maintenance</i></li> <li>• <i>Human resources</i></li> <li>• <i>Health and safety</i></li> <li>• <i>Program delivery</i></li> <li>• <i>Communication (internal)</i></li> <li>• <i>Cultural component</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Client satisfaction</i></li> <li>• <i>Mandated and non-mandated clients</i></li> <li>• <i>Client’s perception of Dilico from within the communities and gaining their trust.</i></li> <li>• <i>Internal clients – staff</i></li> <li>• <i>External clients – families and individuals serviced</i></li> <li>• <i>Accountability</i></li> <li>• <i>Strategic mentoring – different people need different help</i></li> <li>• <i>Housing</i></li> </ul>
<i><b>Performance Management</b></i>	
<ul style="list-style-type: none"> <li>• <i>Getting staff to do their job</i></li> <li>• <i>Client concerns and complaints</i></li> <li>• <i>Impact from external variables (policies, laws, funding)</i></li> <li>• <i>Create own standards</i></li> <li>• <i>Prioritize planning and the importance of setting performance measures</i></li> </ul>	

## 7.0 STRATEGIC ACTIONS / PRIORITIES

From the above identified Organizational Moving Parts the group identified three key priority areas: Clients, Service Delivery and Performance Management. The following is a list of actions identified to inform the strategic directions chosen. They represent the types of activities that each strategic direction might entail.

<b><i>Expanding Service Delivery</i></b>	<b><i>Increasing Organizational Effectiveness</i></b>
<ul style="list-style-type: none"> <li>• <i>Developing community protocols and communication plan</i></li> <li>• <i>Increasing available cultural programming</i></li> <li>• <i>Identifying needs of Elders</i></li> <li>• <i>Further engaging communities</i></li> <li>• <i>Ensuring programs are flexible and adaptable to differing cultural needs</i></li> <li>• <i>Researching available technology that could assist in service delivery</i></li> <li>• <i>Conducting primary research into efficacy of service delivery model</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Increasing staff training opportunities</i></li> <li>• <i>Providing staff culture awareness training</i></li> <li>• <i>Ensuring staff have necessary tools to perform their tasks</i></li> <li>• <i>Conducting case conferences</i></li> <li>• <i>Defining clear roles and responsibilities for staff and management positions (job descriptions)</i></li> <li>• <i>Develop Performance Management Processes</i></li> </ul>
<b><i>Increasing Client Engagement</i></b>	
<ul style="list-style-type: none"> <li>• <i>Measuring client satisfaction and gathering feedback</i></li> <li>• <i>Promoting client participation in available programming</i></li> <li>• <i>Increasing collaboration opportunities to engage as many community members as possible</i></li> <li>• <i>Collaborate/partner with the schools in the communities</i></li> </ul>	

## 8.0 STRATEGIC ACTION PLAN

The Dilico Strategic Action Plan will help to guide the organization's priorities and monitor progress on those priorities. The Plan also identifies "Champions" for each of the Actions with an expectation that they will shepherd the process but are not solely responsible for all affiliated activities. During the session a variety of different initiatives were mentioned that are currently in progress. The initiatives sounded similar or shared different actions/ priorities discussed in the session. This requires some cross-reference or potential integration into the Strategic Actions. The organization in concert with the "Champion" will need to provide more detail to the Major Action Steps to provide clarity and may include other team members, specific timeframes, and other measurements to evaluate progress. Dilico will have to establish realistic and achievable timeframes for each of the Strategic Actions.

STRATEGIC ACTION: IMPROVING SERVICE DELIVERY	
Expected Outcomes	
<ul style="list-style-type: none"> <li>Well defined working relationships</li> </ul>	

Objective	Major Action Steps	Responsibility	Apr	May	June	July	Aug	Sept
Develop Cultural Programs	Gather community feedback	Carmela						
Formulate a Plan for Community Outreach	Finalize community presentation							
	Schedule and promote community meetings							
	Schedule ongoing monthly meetings							



**STRATEGIC ACTION: INCREASING ORGANIZATIONAL EFFECTIVENESS**

**Expected Outcomes**

- Increased effectiveness of staff
- More motivated staff
- Increase effectiveness of management

Objective	Major Action Steps	Responsibility	Apr	May	June	July	Aug	Sept
Define staff roles and responsibilities		Natalie Jason						
Conduct case conferences								
Develop organizational standards								

## STRATEGIC ACTION: INCREASING CLIENT ENGAGEMENT

### Expected Outcomes

- Increased client satisfaction
- Increased program participation

Objective	Major Action Steps	Responsibility	Apr	May	June	July	Aug	Sept
Develop relationships with community schools								

## **9.0 NEXT STEPS TO IMPLEMENTATION**

- Review and provide feedback on Final report
- Review and define accountabilities
- Review and develop Mission and Vision Statements
- Complete High Level Action Plan
- Implement Action Plan
- Direct Operational planning to align to strategic directions
- Review progress on plans after six (6) months