



## Anishinaabe Abinoojii Family Services 5 Year Strategic Plan (2018-2024)

### Mission

Our Mission is to protect Anishinabe Abinoojii<sup>1</sup> and to support the healing, wellbeing and strengthening of families through Abinoojii Inakonigewin, to achieve the preservation of families.

### Vision:

**The way we live, all together in unity for the good life**

Gi tishto'iwinan- The way we live

Maamowi gaabowititaa – all together in unity

Bimaatiziwin – Reverence for the Good Life

### Values

#### Sacred teachings

Bravery / Courage – zoongide'iwin

Wisdom - nibwaakaawin

Respect – maanaaji'itiwin

Truth – debwewin

Honesty – gwekwaatiziwin, gaangiinaaweshkisii

Love - Zhaawenjigewin

Humility – dibaasendendiwin

#### Gizhe aatiziwin

To practice the sacred Teachings in respect of natural law

To practice quality and fairness

To be caring

To have respect for life

To Honor our community

To have a strong voice

<sup>1</sup> Anishinabe Abinoojii means Anishinaabe children

**Strategic Direction No. 1 - Engage and Empower Youth**

**Target: Three groups- youth in care, aged out youth, youth in community**

**Expected Outcomes** - Reconciliation for youth to their language, culture and identity

- Language Retention is the foundation of empowerment
- Identity Strategy: History, language culture, access to culture
- Culture Based Education: Kejick School for Youth in Care – to ensure youth have access to education in their own language and culture
- Youth Council is included with the Board of Directors (# of decisions that reflect youth and their level of participation in the decision)

<b>Primary Objective</b>	<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Timeline/Cost</b>	<b>Outcomes/Performance Indicators</b>
Language Retention	<ol style="list-style-type: none"> <li>1. Establish own language dictionary</li> <li>2. Build interactive program</li> <li>3. Connect youth with interactive program through a contemporary learning environment of learning</li> </ol>	Larry Jourdain, Executive Director Betsy Mandamin, Policy Analyst, Services Lead, Elders	Dictionary production: Interactive program: Contemporary learning environment:	Increased access to language through dictionary, contemporary learning strategies Increased level of language retention – continuous measurement of language use Increased level of understanding of the meaning of Anishinaabe culture instructed in the language
Identity Strategy	<ol style="list-style-type: none"> <li>1. Rites of Passage for girls and boys</li> <li>2. Ogichidaa Teachings for male and female</li> </ol>	Elders Betsy Mandamin, Policy Analyst, Services Lead	Rites of passage teaching & ceremony: Ogichidaa Teaching:	Number of youth participating in teachings and ceremony for rites of passage Number of youth participating in Ogichidaa teachings

	<ol style="list-style-type: none"> <li>3. Life skills with focus on relationships and parenting</li> <li>4. 2 cultural camps with land based activities – summer and fall</li> </ol>		<p>Life Skills Program:</p> <p>Cultural Camps: 1150 per client per week</p>	<p>Decrease in teen pregnancy</p> <p>Improved coupling relationships and parenting skills</p> <p>Number of youth participating in land based activities</p> <p>Increase in Indigenous Wellness as defined by: Hope, Belonging, Meaning, and Purpose and measured by the Native Wellness Assessment</p>
Culture Based Education	<ol style="list-style-type: none"> <li>1. Ensure funding for tuition for youth in care to attend the Kejick School</li> <li>2. Support retention in school through enrolment of youth in care in the Kejick School</li> </ol>	<p>Larry Jourdain, Executive Director Betsy Mandamin, Policy Analyst, A Services Lead Elders</p>	<p>Tuition per student:</p>	<p>Number of students graduating.</p> <p>Number of student entries into Kejick School.</p>
Youth Council for AAFS	<ol style="list-style-type: none"> <li>1. Identify a lead from head AAFS office by Oct 2018</li> <li>2. Co-ordinate Prevention workers in the community about the initiative</li> <li>3. Prevention workers as leads and support systems to develop your youth council rep by Oct 2018</li> <li>4. AAFS identify and support systems to motivate community youth – Nov 2018</li> <li>5. Develop roles, responsibilities, mandate (youth will develop) and action plans, Jan 2019</li> </ol>	<p>Larry Jourdain, Executive Director, Betsy Mandamin, Policy Analyst, Services Lead</p>	<p>Implementation for April 1st 2018, new season, new beginnings \$60,000-80,000</p>	<p>Number of youth identified by each community.</p> <p>Number of decisions informed by youth voice.</p> <p>Number of youth actively participating in youth council meetings.</p> <p>Level of youth satisfaction with youth specific programs</p>

**Strategic Direction No.2- Tii-Baa-Chi Mowin- Develop a Communication Strategy**

**Expected Outcomes**

- Strengthen Partnerships
- Renewed Partnerships
- Engaged Staff and Partners
- Live communication strategy that is effectively managed
- Proper resources and tools to carry out strategy
- Delivery of a uniform message of board, staff, community and stakeholders
- Annually validated protocols with the communities
- Changes to policy and protocols are inclusive of staff
- Create inclusion amongst staff, individuals, families, and communities

Phased in approach:

- Enhance capacity with a communications officer with fluency in Anishinabemowin
- Education and awareness for community workers
- Public relations and participating in community events to inform the community and to recruit foster parents and general communicating with all resources.

Primary Objective	Major Action Steps	Responsibility	Timeline/Cost	Outcomes/Performance Indicators
"Tii baachi Mowin" – Develop and Implement a Communication Strategy	<ol style="list-style-type: none"> <li>1. Determine communication needs and feasibility of various communication methods</li> <li>2. Develop work plan with a group representative of AAFS</li> <li>3. Develop a plan for resources required</li> <li>4. Traditional Blessing of the strategies "giving it life"</li> </ol>	Team representative of partners and stakeholders, Board of Directors, Executive Director Managers, Protection and Prevention, Youth and Elders	5 years \$200,000  2017/18 - Develop organize working groups; Develop work plan; Identify resources; Traditional blessing;	<ul style="list-style-type: none"> <li>• Communications in Anishinabemowin</li> <li>• More people engaged</li> <li>• More people attending meetings and events: visits to community, distribution of material, presentations/workshops</li> <li>• Increase in key partnerships</li> </ul>

	4. Facilitate buy in from our partners and stakeholders		<p>Use existing communication to communicate externally- single messaging (board members, website, attend meetings, newsletter;</p> <p>2018/19- Engagement &amp; consultation with Partners &amp; Committee;</p> <p>2019/2020 -Modification or revision as required;</p> <p>2020-2021 -Review of plan</p> <p>2021 /2022 Evaluate plan;</p>	<p>More community based support as indicated by:</p> <ul style="list-style-type: none"> <li>• more caregivers</li> <li>• more people applying for jobs</li> <li>• more people in training</li> <li>• educational material is available for community on the various roles of the AAFS staff</li> <li>• Decrease in complaints with the AAFS service</li> </ul>
Create organization wide support through inclusion	<ol style="list-style-type: none"> <li>1. Staff Retreat - Engage with elders and staff to introduce vision and create awareness of strategy</li> <li>2. Community sessions <ol style="list-style-type: none"> <li>a. Children</li> <li>b. Youth</li> <li>c. Adults</li> <li>d. Elders</li> </ol> </li> <li>3. Community gatherings &amp; feasts to report back</li> </ol>	A committee of AAFS Staff and Elders	<p>March 2018</p> <p>March 2018-April 2019 \$5000-7500 Staff Retreat</p> <p>5 community engagements \$2500.00 each</p>	<p>Engagement of Staff to support the Vision and Values of AAFS will increase</p> <p>Engagement of Community to support the Vision and Values of AAFS will increase</p>

**Strategic Direction No. 3- Implement Inherent Jurisdiction: Based on the natural law given by the Creator**

Meenigowizewin – what the Creator gave to us as a source of law to exercise Anishinabe Inherent Authority.

Gather Anishinabe knowledge from the Elders on raising children and parenting.

Make presentations of Anishinabe Inakinogewin to the community with respect for the diversity among the communities.

Functioning Elders Council with a focus on the strengths of children, youth, and families.

Increased prevention will decrease protection files.

**Expected Outcomes**

- Community Codes - procedural rules- administration and adjudication of the Codes

- Traditional family systems based on Anishinabe Inakinogewin re-instated through

- a. Customary Care Practice and Extended Family roles and responsibilities,
- b. Customary Care and Custom Adoption Home Manual and Policy;
- c. Customary Care and Custom Adoption Practice Manuals and Policy;
- d. Child Abuse Manual and Policy;
- e. Anishinabe Healing Manual and Policy;
- f. Training Manuals and Training Plan;
- g. CIMS System and Forms.

Objective	Major Action Steps	Responsibility	Timeline/Cost	Outcomes/Performance Indicators
Meenigowizewin	Gather Anishinabe knowledge from Elders on Raising Children and Parenting	AAFS / community teams		Foundation for establishing: <ul style="list-style-type: none"> <li>• Community code</li> <li>• Manuals on traditional family systems</li> <li>• Various training manuals</li> </ul>
	Make presentations on Anishinabe Inakinogewin to the community with respect for the diversity among the communities	AAFS Elders and Staff		Increased engagement by AAFS Staff and community workers for using Meenigowizewin

	Functioning Elders Council with a focus on the strengths of children, youth, families	AAFS Elders & Executive Director		Guidance for the implementation of Meenigowizewin
Development of Community Codes and Manuals;	<ol style="list-style-type: none"> <li>1. Community Code and associated documents as outlined in expectations.</li> <li>2. Manuals: Practice and Policy as outlined in expectations.</li> </ol>	AAFS / Community Teams	April 2019 \$100,000- \$400,000	<p>Anishinaabe Abinoojii Inakonigewin – Nations Law</p> <ol style="list-style-type: none"> <li>1. Community Code and associated documents as outlined in expectations.</li> <li>2. Manuals: Practice and Policy as outlined in expectations.</li> </ol> <p>Increased prevention/Decrease in protection files</p>

**Strategic Direction No. 4- Human Resource Strategy**

**Expected Outcomes**

- Staff training to align their work with Strategic plan, the Child, Youth and family services Act, and Abinoojii Inakonigewin.
- Include more training specific to each team.
- Clear training requirements in curriculum, certification/skill development, and education messaging.
- Additional training supports and increased accessibility of training.
- Agency curriculums are easily accessible to all.
- Culturally competent, congruent and qualified workforce.

<b>Objective</b>	<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Timeline/ Cost</b>	<b>Outcomes/Performance Indicators</b>
Establish competency based curriculum requirements for: <ul style="list-style-type: none"> <li>• orientation,</li> <li>• team specific training, and</li> <li>• community presentations</li> </ul>	Assess AAFS staff and community needs in knowledge, skills and competency to support strategic direction.  Determine Similarities or Differences to inform training requirements specific to each team.  Present results and gather feedback from community Elders, teams, and staff  Implement Competency Based Training program: <ol style="list-style-type: none"> <li>1. Orientation (comprehensive to “certify” our staff)               <ol style="list-style-type: none"> <li>a. Revise orientation manual to be specific, what it entails (office, HR, Finance)</li> <li>b. AAFS Services (specific to position)</li> <li>c. I.D. ; Who is responsible to provide e.g. Timelines</li> </ol> </li> </ol>	Directors, Management, Trainer, Cultural Coordinator from AAFS, transfer agencies	Determine needs (community leadership) - 6 months, Oct 2018 (Review or amend if necessary)  - 1 year begin implementing curriculum with additional trainers - Review annually	Increased competency among staff  Orientation & training specific to the needs and functions of each team  Clearer roles and responsibilities of AAFS staff  Increased accessibility of services for community  Increased <ol style="list-style-type: none"> <li>a. Orientation</li> <li>b. Community presentations</li> <li>c. Training plan</li> </ol>



	<p>2. Community Presentations</p> <p>a. Create resource/library for multiple topics or areas, with pamphlets</p> <p>3. Curriculums</p> <p>a. Curriculum (determine what we have and then review for content, and plan for updates, revisions, and implementation)</p> <ul style="list-style-type: none"> <li>- New Worker Series</li> <li>- Authorized Worker</li> <li>- Customary Care, Prevention, Family preservation, Service delivery, Consultants support</li> </ul>			
Strengthening Traditional Knowledge and Cultural Practices	<p>Develop process to reflect the requirements and expectations for the use of traditional knowledge and cultural practices for:</p> <ol style="list-style-type: none"> <li>1. Staff recruitment, hiring process and interview</li> <li>2. For assessment and monitoring within staff performance appraisal</li> <li>3. For inclusion within the personnel policies</li> <li>4. Establish cultural competency training for all staff</li> <li>5. Ensure all AAFS policies are culturally safe for children, youth, families and community</li> </ol> <p>Staff are trained in the culture based standards of care so that they have increased capacity to support caregivers</p>	Human Resources  Executive Director and staff		<p>Increased cultural competency</p> <p>Increased cultural safety</p> <p>Increased capacity for supporting culture based standards of care</p>

**Strategic Direction No. 5- Strengthening Traditional Knowledge & Practices**

**Community focused and family preservation**

**Expected Outcomes**

Traditional items/bundles and Elders Roles  
 Good relationships with families (objective)  
 Need a resource guide on website/reception: position description (communication strategy)  
 Accreditation and demonstration of cultural competency  
 Culture based standards of care  
 Caregiver Training – for example, should include the creation story (training and education)

Objective	Major Action Steps	Responsibility	Timeline/Cost	Outcomes/Performance Indicators
Language fluency - Healthy people – families - Family unity - Healthy work organizations (working relationships) - Caring (Shaawendiwin)	1. Support the development of Language fluency a. Language Lunch and learn drop in b. Ojibwe Language App c. language dictionary is available throughout AAFS d. Provide language labelling/signage throughout the AAFS organization to increase value for critical importance of language  2. Facilitate Anishinaabe way of life Lunch and Learn sessions on the following: - Creation stories - Values/Ethics/Principles - Women teachings , - Men teachings - Land, - Water, the History of us	Clarence White – Lead Identify Staff – Male and Female  Invited knowledge holders  Community prevention	5 years and to be measured throughout those 5 years  Costs –tablets, IPADS, Language, lunches	- Once a month lunch and learn language sessions.  - Once a month Anishinabe way of life Lunch and Learn sessions.  - Will evaluate every three months with the following: <ul style="list-style-type: none"> <li>• Attendance at the Lunch and Learn sessions</li> <li>• Use of dictionaries</li> <li>• Increased visibility of language throughout the AAFS</li> <li>• Use of language in communication increases</li> <li>• Use of tablets/iPads for language sessions</li> </ul>

	<ul style="list-style-type: none"> <li>- Lodges (variety)</li> <li>- Family, Sacred Bundles</li> <li>- Songs, Drums (AAFS Drum)</li> <li>- Shake Tents, Sacred stories</li> <li>- Humour</li> </ul>			
Culture Based Standards of Care	<p>Cultural practices are available for all AAFS clients.</p> <p>These culture based practices attend to the spiritually defined development stages of life and are available for:          developing fetus/pregnancy;          at birth &amp; infancy;          early childhood,          childhood,          youth, and          emerging adults (transitioning out of care youth)</p> <p>Caregivers are provided with training on the culture based stages of life</p>	Elders and AAFS Staff		<p>Whole person wellness.</p> <p>Increased participation in cultural practices that nurture the spirit through the developmental stages of life.</p> <p>Development of Family Preservation Program.</p> <p>Declaration of Customary Care Program.</p> <p>Development of Customary Care and Custom Adoption Manual and Policy.</p> <p>Increased Culturally competent and congruent programs and services.</p> <p>Immersed Cultural safety and humility.</p>