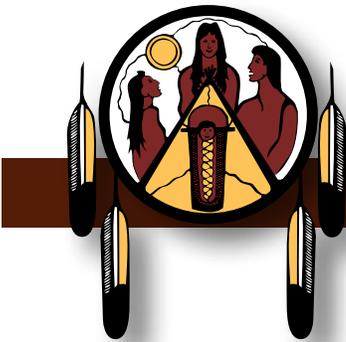




Strategic Plan | 2014-2019



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN

CONTENTS

| | |
|---|---------|
| LETTER FROM THE BOARD CHAIR | page 2 |
| LETTER FROM THE EXECUTIVE DIRECTOR | page 3 |
| OUR FOUNDATION | |
| THE CHIEFS' FOUNDING VISION AND GOAL | page 4 |
| THE CHIEFS' FOUNDING VALUES AND PRINCIPLES | page 5 |
| PLANNING FOR THE FUTURE | |
| JOURNEY TO DEFINING OUR FUTURE (Process to develop the strategic plan) | page 6 |
| THE COLLECTIVE VISIONS GUIDING THE STRATEGIC PLAN | page 8 |
| MAMOW OBIKI-AHWAHOOWIN | page 9 |
| FAMILIES AND COMMUNITIES | page 10 |
| CHILDREN IN CARE | page 11 |
| COMMUNICATION | page 13 |
| SUPPORTING STAFF | page 14 |



LETTER FROM THE BOARD CHAIR

HARVEY KAKEGAMIC



Over the past thirty years, there have been many social, economic and political changes in our communities, resulting in new challenges. Over this same period of time, Tikinagan Child and Family Services has grown in size and made significant strides in fulfilling the Chiefs' visions for our agency. Tikinagan has also evolved to meet the changing needs of families and communities, developing its own, unique service delivery model, Mamow Obiki-ahwahsoowin – Everybody Working Together to Raise Our Children.

As it enters the start of its fourth decade, Tikinagan has completed a comprehensive strategic planning process to develop a bold, forward-thinking and focused strategy for the next five years. The Board endorses this Strategic Plan, as it positions Tikinagan to respond to the future, while supporting the founding vision of protecting our children, strengthening our families, and empowering our communities.

In 1984, when the Chiefs established Tikinagan Child and Family Services they set out two basic principles:

- First, no more children would be lost from our communities.
- Second, a child and family services agency would be created to work with the people and for the people, while respecting Aboriginal culture, heritage, and the concepts of extended family.

Harvey Kakegamic
Board Chairperson

Forming a founding vision of *A Child Loves Everybody First*, then adding the concept that *The Answers Lie within the Communities*, the Chiefs have continued to call upon Tikinagan to support and strengthen our children, our families, and our communities.



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN

LETTER FROM THE EXECUTIVE DIRECTOR

ERNEST BECK



help us achieve better outcomes for the families and communities we support, and for the young people we care for and protect.

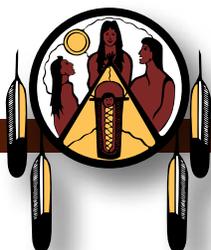
Tikinagan turns thirty years old this year. Delivering child welfare services is challenging, demanding, and rewarding work. This Strategic Plan will be encouraging and re-energizing for staff, as well as, revitalizing for Tikinagan as an organization. We are ready for the future.

A handwritten signature in grey ink, appearing to read 'Ernest Beck'.

Ernest Beck
Executive Director

In November 2012, Tikinagan initiated an extensive strategic planning process, in order to determine where we are going and what our priorities must be over the next five years. Through consultation meetings, interviews, and a staff survey, we have listened, reflected, and learned a great deal about our organization, and about what children, families, communities, partners, and First Nation leadership expect from us in the future. Together, we have dared to dream.

I wish to thank everyone who has joined us in our journey of strategic discovery. Together, we have established inspiring strategic visions, clear goals, specific strategies, and attainable objectives that will



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN



OUR FOUNDATION

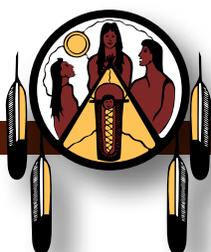
OUR FOUNDING VISION: *The Answers Lie Within the Communities | A Child Loves Everybody First*

The Creator entrusted First Nations with the sacred responsibility of protecting our children and developing strong families and healthy communities. The Chiefs created Tikinagan to support and strengthen our children, our families, and our communities. The future of our communities is our children. They need to be nurtured within their families and communities. As such, community responsibility for child protection is an essential aspect of Native self-government.

OUR FOUNDING GOAL

The overall goal of Tikinagan Child and Family Services is to keep our children with us, and within our community. The goal challenges us to:

- nourish the values and principles of our people;
- draw our strengths from the people we serve; and
- develop skills and resources at the community level to address child welfare issues.



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN



OUR FOUNDING VALUES

Demonstration of RESPECT in our work

Commitment to building TRUST through consistency and dependability

Dedication to HONESTY and openness in our interactions

Promotion and use of our Aboriginal LANGUAGE

Appreciation and use of ELDERS for their wisdom and guidance

Recognition of the importance of CULTURE for First Nations people

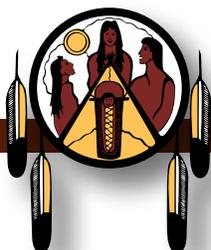
Support for traditional CUSTOMARY CARE practices of caring for children

ACCOUNTABLE for high quality service to children and families

Respect for SPIRITUALITY - its beliefs and practices

OUR FOUNDING PRINCIPLES

- The primary responsibility for a child's safety and well-being is with the family. The extended family is the next option if a family cannot care for its children.
- At the community level, the safety and well-being of children is everyone's responsibility. Anyone aware of children in need of protection should ensure the children and their families receive assistance. The primary purpose of service to families is to keep them intact and ensure children are safe and well.
- Services should be family-focused, community-based, and First Nation-controlled and delivered. The community will establish methods for resolving disagreements with respect to families and children.
- Tikinagan will provide or arrange for guidance and counselling for families and their children to prevent children from being harmed and wherever possible, to keep children with their families and in their own communities.
- Where the First Nation is providing services, Tikinagan will provide backup support and advice. Tikinagan is the final authority for ensuring that children are safe and well. Recourse to provincial courts will only be made when all other efforts to protect children have failed.
- Tikinagan will assist First Nations to locate children who have been lost through the child welfare process and to repatriate children where possible and appropriate.



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN

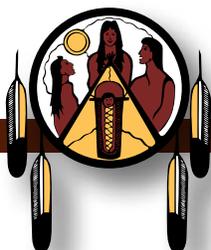
JOURNEY TO DEFINING OUR FUTURE (Process to develop the strategic plan)

Tikinagan Child and Family Services was created almost thirty years ago, based upon the founding Vision, Goals, Values and Principles envisioned by the Chiefs. Mandated to provide child welfare services in a manner consistent with First Nations cultural values, the agency has grown and evolved over the years. It has also developed its own service delivery model, Mamow Obiki-ahwahsoowin, which is acknowledged as a guide for other emerging Aboriginal child welfare agencies across the province.

With Tikinagan on the verge of entering its fourth decade, the Board has endorsed the agency undertaking a Strategic Planning process to provide direction for Tikinagan over the next five years. The purpose of this process is to review the past and examine the present, in order to determine the best course for Tikinagan in the future. It helps us, collectively and cooperatively, to understand where we are now, and to determine how Tikinagan Child and Family Services can best serve families and communities in the future.

The Strategic Planning process involved asking questions and gathering information about the following:

- **Strengths**
 - What are Tikinagan’s greatest internal strengths?
 - What does the agency do well?
- **Weaknesses**
 - What are Tikinagan’s most significant internal weaknesses?
 - Where can the agency improve?
- **Opportunities**
 - What are the greatest external opportunities that help Tikinagan pursue its Vision, Goal, and Values?
 - What changes are taking place in the environment that might allow the agency to better achieve its purpose?
- **Threats**
 - What external threats might hinder Tikinagan in the pursuit of its Vision, Goal, and Values?
 - What changes in the environment does the agency need to guard against, or prepare for, in doing its work?
- **Critical Issues / Choices**
 - What are the key issues and/or choices that you feel need to be addressed over the next five years, as part of Tikinagan’s strategic planning effort?



The Strategic Planning process began at a Management Planning Session in early November 2012, at which the Management Team discussed the above questions and made draft recommendations regarding strategic priorities.

In early May 2013, all other agency staff were surveyed for their responses and ideas related to the questions.

A series of day-long Consultation Meetings were then held with representatives of the following groups:

- Agency staff representing different staff functions, on May 16, 2013
- Elders, foster parents and northern residents, on June 11, 2013
- First Nation leaders, and Board members, on June 19, 2013

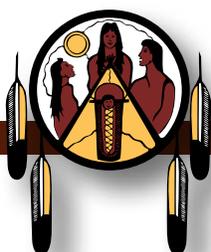
In addition, representatives of different agencies and community resources that provide services in communities and in the district were interviewed. Also, two young adults, who had previously been in the care of Tikinagan when they were children, shared their unique and valuable perspectives about their experiences in care. We are very appreciative of everybody who contributed their thoughts and wisdom to this Strategic Planning process.

Having gathered much information, the next step involved:

- organizing and categorizing all the information gathered
- analysing it to determine common themes, ideas and priorities
- drafting Strategic Vision Statements that capture the priorities and embrace the spirit and hopes for the future
- drafting Goals and Strategies that identify the pathways to the fulfillment of the Strategic Visions

In August 2013, the initial draft Strategic Plan was presented at the Annual Chiefs Assembly for guidance and feedback. Needing to identify specific and measureable Objectives and Action Steps that will lead to the achievement of the Strategies and Goals, staff and management were again consulted:

- On October 10, 2013, agency staff, most of whom had participated in the May 16th Consultation, met to review the Goals and Strategies and propose Objectives and Action Steps
- Reviewing the Objectives and Action Steps proposed by staff, the Management Team met on December 5th and 6th, in order to consolidate and prioritize the Strategic Plan's Objectives and Action Steps.



THE COLLECTIVE VISIONS GUIDING THE STRATEGIC PLAN

STRATEGIC VISION 1: MAMOW OBIKI-AHWAHSOOWIN

Mamow Obiki-ahwahsoowin represents our values and beliefs; guides our decisions; and is reflected in everything we do.

STRATEGIC VISION 2: FAMILIES AND COMMUNITIES

Tikinagan champions the right of every family to raise their children in a manner consistent with their own cultural and community values, providing responsive, respectful, supportive, and collaborative child welfare services which protect children and empower families and communities.

STRATEGIC VISION 3: CHILDREN IN CARE

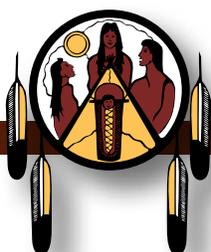
Tikinagan champions the right of every child in care to grow, thrive, and belong in their own community, where their physical, emotional, intellectual, and spiritual needs are nurtured in homes that foster love, acceptance, strength of spirit, and the power of a dream.

STRATEGIC VISION 4: COMMUNICATION

Tikinagan staff communicate clearly and directly, ensuring informed decision-making and effective relationships with colleagues, clients, communities and service providers, while recognizing the use of the First Nations languages as a priority.

STRATEGIC VISION 5: SUPPORTING STAFF

Tikinagan is respectful and responsive to the unique challenges experienced by staff, ensuring that they are supported, appreciated, and confident in delivering high standards of service to our clients.



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN

MAMOW OBIKI-AHWAHSOOWIN

GOAL 1: ALL ASPECTS OF TIKINAGAN WILL FOLLOW MAMOW OBIKI-AHWAHSOOWIN

We will reach this goal by following these strategies and achieving these objectives:

STRATEGY 1.1: Ensuring all staff are knowledgeable about and apply the values, beliefs, and principles of Mamow Obiki-ahwahsoowin

OBJECTIVE 1.1.1: Training on Mamow Obiki-ahwahsoowin is provided to all staff (services, administration, finance)

OBJECTIVE 1.1.2: Decision-making in individual supervision and case conferences is consistent with Mamow Obiki-ahwahsoowin

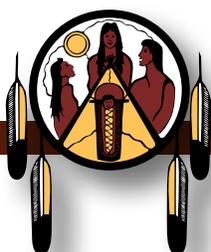
STRATEGY 1.2: Incorporating Mamow Obiki-ahwahsoowin into all agency policies, procedures, and practices

OBJECTIVE 1.2.1: Agency policies, procedures and practices reflect traditional teachings and community cultural norms

OBJECTIVE 1.2.2: All staff have access to, and use, Tikinagan policy manuals, in order to ensure that Mamow Obiki-ahwahsoowin informs case management practices and agency procedures

STRATEGY 1.3: Promoting and educating the communities and other service providers about Mamow Obiki-ahwahsoowin

OBJECTIVE 1.3.1: The communities and other service providers are aware and knowledgeable about Mamow Obiki-ahwahsoowin



FAMILIES AND COMMUNITIES

GOAL 2: FAMILIES AND COMMUNITIES WILL RECEIVE EFFECTIVE, SUPPORTIVE AND CULTURALLY-SENSITIVE CHILD WELFARE SERVICES, USING A STRENGTHS-BASED AND PARTNERSHIP APPROACH INVOLVING OTHER COMMUNITY SERVICE RESOURCES

We will reach this goal by following these strategies and achieving these objectives:

STRATEGY 2.1: Delivering parenting support and other prevention programs

OBJECTIVE 2.1.1: Elders work with all Units and actively engage in supporting families

OBJECTIVE 2.1.2: Deliver Parenting Support and Prevention Programming in all communities

OBJECTIVE 2.1.3: In partnership with other community resources, teach parenting skills, shopping, cooking, budgeting, etc. through community interactive workshops

STRATEGY 2.2: Providing family services incorporating Mamow Obiki-ahwahsoowin and the strengths-based approach

OBJECTIVE 2.2.1: Deliver comprehensive and coordinated Family Services and Prevention Programming

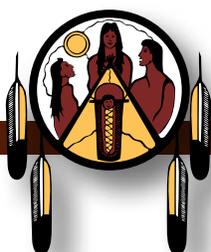
OBJECTIVE 2.2.2: Land-based treatment is accessible to families

OBJECTIVE 2.2.3: Tikinagan demonstrates support for community traditional beliefs re: roles, responsibilities, relationships, and healing approaches

OBJECTIVE 2.2.4: All relevant parties are included in the process of working with families, ie. "Collaborative Process" = Mamow Obiki-ahwahsoowin

STRATEGY 2.3: Working in partnership with other community service resources to provide coordinated, family-centred services which are both efficient and effective

OBJECTIVE 2.3.1: All services for families and communities are coordinated through formal partnerships and written agreements between Tikinagan and community/regional resources



CHILDREN IN CARE

GOAL 3: IN ORDER TO PROMOTE THEIR POSITIVE DEVELOPMENT AND RESILIENCE, EVERY CHILD IN CARE WILL RECEIVE THE NURTURING PARENTING AND SERVICES THEY DESERVE AND NEED; IN ORDER TO ACHIEVE THIS, TIKINAGAN WILL OFFER A FULL SPECTRUM OF RESIDENTIAL PLACEMENT OPTIONS WHICH MEET THE CHILD'S REQUIREMENTS, IMPROVE THEIR CURRENT LIFE SITUATION AND MONITOR THEIR READINESS TO TRANSITION ON

We will reach this goal by following these strategies and achieving these objectives:

STRATEGY 3.1: Improving the recruitment, the development, and the retention of high quality foster homes

OBJECTIVE 3.1.1: Recruit more foster homes

OBJECTIVE 3.1.2: Provide comprehensive training for foster parents

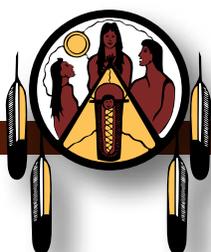
OBJECTIVE 3.1.3: Foster Parents feel supported and respected and their homes remain open longer

STRATEGY 3.2: Ensuring the availability of a range of residential placement options, both within Tikinagan and with partners, that are appropriate to a child's level of risk, that provide effective mental health and cultural programming, and that are responsive to the child's readiness to transition on

OBJECTIVE 3.2.1: More timely and detailed assessments of the strengths and needs of children in care, to ensure they receive appropriate mental health and child care services

OBJECTIVE 3.2.2: Develop a specialized Transition Program

OBJECTIVE 3.2.3: Provide a spectrum of residential services which meet the varied needs of children in care



CHILDREN IN CARE

STRATEGY 3.3: Creating a secure base for every child in care, by proactively developing and monitoring the child's Plan of Care in partnership with the child, caregivers and relevant community resources, in order to promote the positive development and resilience of the child, both currently and in the long-term

OBJECTIVE 3.3.1: Every child's in-care experience will be enhanced through coordinated service delivery and placement resources which meet their needs

OBJECTIVE 3.3.2: Land-based treatment is accessible to children in care

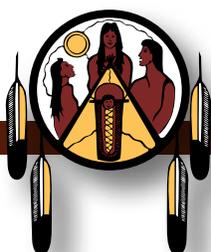
OBJECTIVE 3.3.3: Children in care with special needs receive specialized services to meet those needs

OBJECTIVE 3.3.4: Children in care maintain their connection and relationships to their families and communities

STRATEGY 3.4: Improving the residential placement selection process

OBJECTIVE 3.4.1: Treatment Centres and outside placement resources are regularly assessed for their suitability and effectiveness in meeting the needs of children/youth in care

OBJECTIVE 3.4.2: Improve system for matching children with foster home placements



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN

COMMUNICATION

GOAL 4: COMMUNICATION AT TIKINAGAN, BOTH INTERNALLY AND EXTERNALLY, IS CLEAR, DIRECT AND IN THE FIRST NATIONS LANGUAGE, AS APPROPRIATE AND WHEN REQUIRED

We will reach this goal by following these strategies and achieving these objectives:

STRATEGY 4.1: Improving communication and engagement between Tikinagan staff, in all functions and through all levels

OBJECTIVE 4.1.1: Assess and address communication issues within and between all agency units and departments

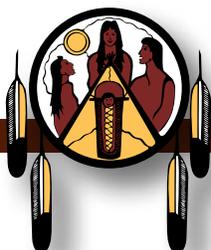
OBJECTIVE 4.1.2: Improve agency staff's knowledge about, and connection with, Tikinagan as a large and complex organization

STRATEGY 4.2: Improving communication and engagement between Tikinagan and the communities

OBJECTIVE 4.2.1: Tikinagan has a plan for clear and direct communication with the communities

OBJECTIVE 4.2.2: Frontline and Management staff consult regularly with Chiefs and Councils

OBJECTIVE 4.2.3: Frontline and Management staff participate in community events and celebrations



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN

SUPPORTING STAFF

GOAL 5: TIKINAGAN WILL ATTRACT, DEVELOP AND RETAIN COMMITTED, COMPETENT AND CARING EMPLOYEES

We will reach this goal by following these strategies and achieving these objectives:

STRATEGY 5.1: Developing a “culture of learning” that supports a process of continuous learning throughout the organization

OBJECTIVE 5.1.1: Tikinagan staff have knowledge and understanding about the social, economic, and political conditions in the communities they serve, which informs their culturally-sensitive social work practice

OBJECTIVE 5.1.2: Encourage a “culture of learning” by supporting staff in obtaining and improving educational and experiential skills required to meet organizational goals

STRATEGY 5.2: Hiring and promoting staff on the basis of their capacity for learning, their ability to help others, and their suitability in applying the values, beliefs, and principles of Mamow Obiki-ahwahsoowin

OBJECTIVE 5.2.1: Staff are recruited, promoted and retained on the basis of their capacity for learning, their ability to help others, and their suitability in applying Mamow Obiki-ahwahsoowin

OBJECTIVE 5.2.2: Staff new to a position are assigned a colleague who acts as a “mentor”

OBJECTIVE 5.2.3: A defined Orientation Process for every agency position



Tikinagan Child and Family Services

MAMOW OBIKI-AHWAHSOOWIN EVERYONE WORKING TOGETHER TO RAISE OUR CHILDREN

SUPPORTING STAFF

STRATEGY 5.3: Supporting staff in attaining the educational skills required to meet organizational goals

OBJECTIVE 5.3.1: Staff who wish to pursue relevant post-secondary education are supported by the agency

STRATEGY 5.4: Retaining existing staff and attracting new ones

OBJECTIVE 5.4.1: Identifying the reasons why staff leave the agency, as well as, why they stay

OBJECTIVE 5.4.2: Provide a competitive compensation and benefit package

OBJECTIVE 5.4.3: In recognition of the often traumatic nature of the job responsibilities of the staff, Tikinagan supports employees in all four aspects of life, in order for them to remain healthy

STRATEGY 5.5: Ensuring that all staff are valued and respected

OBJECTIVE 5.5.1: Acknowledge staff performance and achievement

OBJECTIVE 5.5.2: Staff ideas, suggestions and feedback are important to organizational well-being, and are heard, respected, and responded to at all agency levels

