

**KA-NA-CHI-HIH  
TREATMENT CENTRE**

**Strategic Plan  
2024-2029**



**Ka-Na-Chi-Hih  
Treatment Centre**





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# Executive Summary

YSAC centres require transformative quality improvement models that recognize that insight and optimistic growth ideas are needed. Inspired by YSAC leadership experiences with Appreciative Inquiry as both a research and planning methodology, this Strategic Plan grounds the strength based appreciative inquiry 5D cycle (Define, Discover, Dream, Design, Deliver/Destiny) as a mechanism for shared planning.

The cycle guides quality improvement planning strategically through a process that redefines holistic service provision and helps to discover new understandings of wellness and quality improvement across the past, present, and future of the organization.

In this spirit, this strategic plan is an organizational wide effort to develop the most comprehensive and attainable plan possible. Over the last five years Ka-Na-Chi-Hih (KNCH) Treatment Centre has collected important data to provide detailed and regular insight to inform this new five-year Strategic Plan including:

- ▶ Organizational review and update of Mission and Vision (Board & Staff)
- ▶ Organizational implementation of core Values (Board & Staff)
- ▶ Stakeholder Analysis (Board & Staff)
- ▶ SOAR Analysis (Board & Staff)
- ▶ PESTLE Analysis (Board & Staff)
- ▶ YSAC Staff Satisfaction Surveys 2022
- ▶ Workforce Core Competency Assessment Survey 2022
- ▶ Board Self Evaluations 2022
- ▶ Workplace Engagement Profile 2022
- ▶ Quality Improvement Plan 2022
- ▶ Client satisfaction and feedback
- ▶ AMIS client services data

In preparation for the development of this report appreciative Inquiry events were held for the Board of Directors on December 7, 2022 in Thunder Bay and again on March 8, 2023 in Timmins. Staff members from Ka-Na-Chi-Hih Treatment Centre, Wakenagun Youth Healing Lodge and Pelican High Peak Youth Healing Lodge were also involved in the Appreciative Inquiry process on May 2, 2023. Each group went through a process of strategic planning using a SOAR and PESTLE framework and an Appreciative Inquiry methodology. The five-year strategic planning model is visualized on the next page.

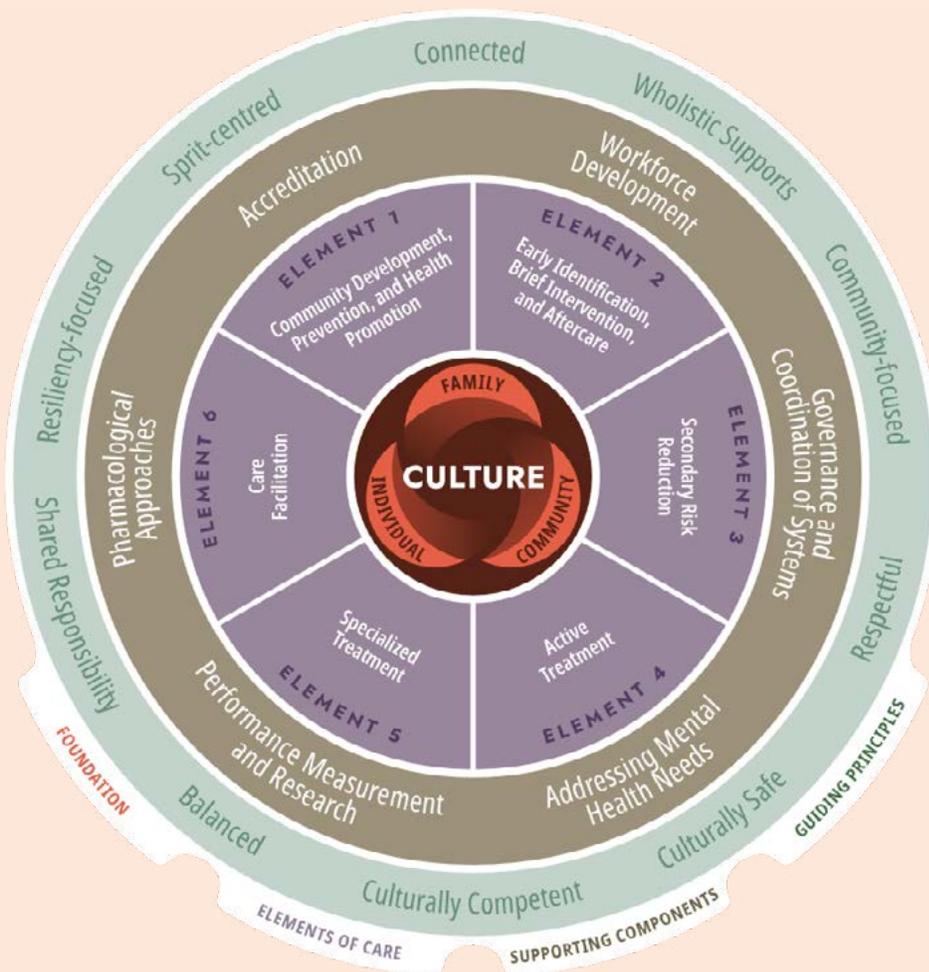
# Five-Year Strategic Planning Model



# Alignment with Honouring Our Strengths

*Honouring Our Strengths: A Renewed Framework to Address Substance Use Issues Among First Nations People in Canada* document was released at the Assembly of First Nations (AFN) National Health Forum in 2011 by the AFN, Thunderbird Partnership Foundation, and Health Canada. KNCH is committed to aligning strategic objectives to this plan in recognizing that culture is foundation to individual, family and community wellness. The framework's vision is one that supports a strengths-based, systems approach to dealing with substance use issues.

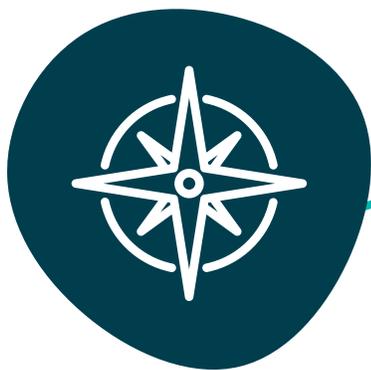
The focus embraced by this vision is on ensuring everyone has access to a range of useful, culturally relevant care options at any point in their healing journey.



# Organizational Mission, Vision & Values

Ka-Na-Chi-Hih Board of Directors and staff have invested time in refining and building consensus about its Mission, Vision and Values.

These statements and values serve as anchors for all planning, goal setting, policy development and decision-making.



## MISSION

In keeping with the sacred teachings of the Creator, Ka-Na-Chi-Hih will provide a nurturing and supportive environment for First Nation Youth who are embarking on their Healing Journey to Wellness of Body, Heart, Mind, and Spirit.



## VISION

All youth who have been part of Ka-Na-Chi-Hih will have achieved balance and purpose in their life long journey and will be contributing role models in their communities and society.



## VALUES

Client Centered;  
Teamwork; Spiritual Beliefs; Reputation; Safety; Collaboration.



# Value Statements

## CLIENT CENTERED

Clients are the reason we exist, therefore they are the centre of what we do.

## TEAMWORK

Everyone has unique strengths, we strive to recognize and build those strengths.

## SPIRITUAL BELIEFS

Individual spiritual beliefs and cultural connectivity are honoured and rejuvenated.

## REPUTATION

We are regarded as a quality treatment service across Canada.

## SAFETY

Clients and staff live and work in a safe and caring environment.

## COLLABORATION

We value a collective shared mindset.

# 6 Strategic Directions

The 6 strategic directions were formulated by analysis of all of the SOAR analysis and feedback mechanisms including board feedback, staff satisfaction surveys, staff core competency documents, client satisfaction surveys and multiple group pestle analysis. Please see the appendix for evidence of analysis.

- 1 Improve Culturally Responsive Services and Supports
- 2 Enhancing and Expanding Our Continuum of Care-Integrated Treatment
- 3 Program Curriculum Enhancements
- 4 Adopting A Total Quality Assurance Framework
- 5 Expand Capital Infrastructure for Residential Programs
- 6 Develop a Dedicated, Qualified, Lifelong Learning Focused Workforce

# Stakeholder Analysis and Accountability Measures

## Board of Directors & Management

- ▶ To one another
- ▶ To CEO, Directors and Staff
- ▶ To Funders
- ▶ To our People/Communities
- ▶ To the Clients and Families
- ▶ To all Partners

## Funders

- ▶ Adhering to Contribution Agreement
- ▶ Measuring and reporting on accountability and success
- ▶ Federal, Provincial, Private
- ▶ Ministry of Children, Community and Social Services

## Elders

- ▶ Traditional Knowledge Keepers

## YSAC & TPF

- ▶ Reporting
- ▶ Benchmarking
- ▶ Best Practices
- ▶ Training
- ▶ Other Centres

## Our Clients & their Families/Caregivers

- ▶ Our People (youth)
- ▶ Safety
- ▶ Aftercare for graduates
- ▶ Attention to those on waitlist
- ▶ Outreach Services

## Partnerships

- ▶ Referral agents
- ▶ Community partners
- ▶ Youth Supports (Counsellors, Lawyers, Parole Officers, Equine Therapy, etc.)
- ▶ Contractors
- ▶ ICBOC

## Our People (Communities)

- ▶ Encouraging healthy lifestyle and choices
- ▶ NAN communities (49)
- ▶ WINKS
- ▶ Fresh Market

## Canadian Accreditation Council

- ▶ Meet Standards of Quality Care

## Staff

- ▶ To one another
- ▶ Between each Centre
- ▶ Volunteers
- ▶ CINUP
- ▶ Canada Life

## Chiefs & Council/ Tribal Councils

- ▶ Appointment of Board members
- ▶ Ensuring people have access to long-term Continuum of Care
- ▶ Advocate for our needs

# Strategic Directions

## STRATEGIC GOAL ONE

# Improve Culturally Responsive Services and Supports

In the next five years Cultural Knowledge Keepers will provide their expertise and knowledge in traditional medicines, language, teachings, and ceremonies that the land provides. We will include stronger attention to Culture as medicine and its important role in the client healing journey.

### Key projects

- ▶ Home is Life project continuity and culturally relevant programming to support Indigenous homeless population in the City of Thunder Bay
- ▶ To embrace language revitalization through in house programming
- ▶ To hire cultural supports and Elders for regular programming
- ▶ Investigation of a land-based site for program utilization
- ▶ Review all counselling modalities for cultural relevance.
- ▶ Ensure cultural competence training for all new staff members.
- ▶ Delivery of Residential School Awareness sessions in communities

### Key Indicators

- ▶ # of Indigenous staff as collected on annual staff satisfaction
- ▶ # staff with cultural competence certification
- ▶ # of Sessions Delivered

## STRATEGIC GOAL TWO

# Enhancing and Expanding Our Continuum of Care

In the next five years KaNaChiHih will develop and expand Services that will enhance referrals; provide marketing of the Centre; develop community-based substance use educational sessions and addiction training for communities; and create and aftercare framework and continuum of care that can provide support prior graduates of KANACHIIH's treatment program.

### Key projects:

- ▶ Development of Outreach Services, including an Outreach Framework
- ▶ Redesign Organizational Structure to include dedicated outreach personnel.
- ▶ Community Awareness & Education
- ▶ Aftercare Framework & Supports
- ▶ Recruitment of additional Outreach positions (if budget allows)
- ▶ Development of a marketing presentation for KANACHIIH that can shared with communities.
- ▶ Development of a suite of educational sessions on types of substance used; usage and effects, that can be shared with the communities based on need (i.e. solvents, marijuana, cocaine, methamphetamine, prescription drugs, illicit drugs, etc.)
- ▶ Development of a community-based Treatment Program (i.e. Matrix) that can be provided either in the community or through Zoom
- ▶ Establish a graduate peer support network
- ▶ Undertake or facilitate completion of post assessments in follow-up with graduates from KANACHIIH that may/ may not include community resources (i.e. NNADAP Worker, Wellness Worker, etc.)
- ▶ Specific programming geared for family members

### Key Indicators

- ▶ # of completed Referral Satisfaction Surveys
- ▶ # of Completed Stakeholders
- ▶ Needs Assessments for each.
- ▶ # of community requests for presentations
- ▶ # of participants at community level presentations and trainings

## STRATEGIC GOAL THREE

# Program Curriculum Enhancements

In the next five years KANACHIIH will work towards expanding and enhancing its residential programming to include: all family members; LGBTQ2+ curriculum, etc. with qualified and/or specialized human resources.

### Key projects

- ▶ Integrated family treatment curriculum
- ▶ Diversity, Equity, and Inclusion Sessions
- ▶ Review current curriculum to determine gaps.
- ▶ Develop treatment sessions that include family interests.
- ▶ Enhancing our outreach program to include systematic family integration and supports.
- ▶ Investigate post treatment support services, including transitional housing.

### Key Indicators

- ▶ # of diversity sessions provided to both staff, board, and families
- ▶ # of completed family satisfaction surveys
- ▶ # of completed client satisfactions surveys
- ▶ Client satisfaction with treatment components



## STRATEGIC GOAL FOUR

# Adopting A Total Quality Assurance Framework

In the next five years KaNaChiHih will work to ensure all staff training throughout the three centres meets quality assurance standards. The Board of Directors will continue their own Training and Development in the area of Governance needs to ensure they also meet and/or exceed quality standards in Governance and Leadership.

### Key projects

- ▶ Adopting a full quality framework
- ▶ Quality and Outcome Training for Staff and Board
- ▶ Recruiting a Quality Training Coordinator

### Key Indicators

- ▶ # Quality Assurance Certificates received



## STRATEGIC GOAL FIVE

# Expand Capital Infrastructure for Residential Programs

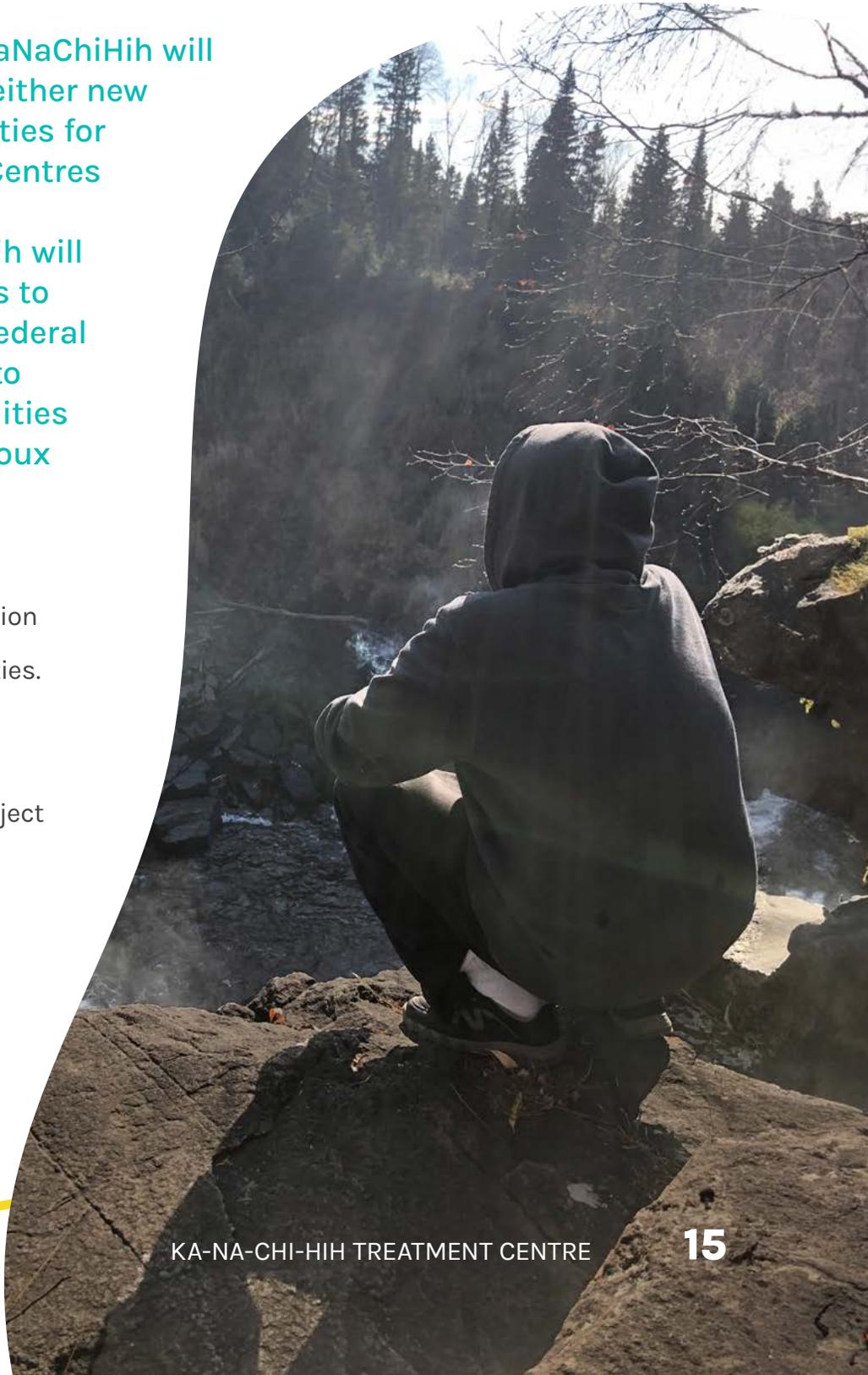
In the next five years, KaNaChiHih will work toward obtaining either new and/or permanent facilities for its two new treatment Centres – Pelican High Peak and Wakenagun. KaNaChiHih will look at available options to put forth proposals to federal and provincial funders to acquire permanent facilities in both Timmins and Sioux Lookout locations.

### Key projects

- ▶ Land and zoning Investigation
- ▶ Explore funding opportunities.
- ▶ Secure Funding for Capital Purchases
- ▶ Investigate Capital and project management contractors

### Key Indicators

- ▶ Successful land acquisition
- ▶ Successful building completion



## STRATEGIC GOAL SIX

# Develop a Dedicated, Qualified, Lifelong Learning Focused Workforce

In the next five years, KaNaChiHih will work towards recruiting a diverse and qualified workforce and increasing certification for existing staff.

### Key projects

- ▶ Pursue ICBOC certification for all Staff.
- ▶ Attach quality indicators to job descriptions.
- ▶ Investigate the inclusion of more staff with lived experience through a peer training program.
- ▶ Create Individualized Work and Training Plans
- ▶ Utilize Individualized Core Competency Maps in Employee Supervision
- ▶ Formalize Staff Supervision Processes to include timelines, goals, and quality framework attention.
- ▶ Emphasize partnership collaboration as a key employee competency.
- ▶ Monitor staff satisfaction with a view to improving the employee experience and retention.
- ▶ Conduct an organizational chart/ gap analysis.
- ▶ Prioritize staff training in suicide prevention and Treatment planning as per results of 2022 Core Competency Survey

### Key Indicators

- ▶ # of ICBOC certified Staff



## Ka-Na-Chi-Hih Treatment Centre



# Ka-Na-Chi-Hih Treatment Centre Staff

## MISSION

- ▶ In keeping with the Creator's teaching, we provide a safe, nurturing and supportive healing program for First Nations and Inuit people.

## VISION

- ▶ All people who have been a part of Ka-Na-Chi-Hih, Pelican High Peak, and Wakenagun Healing Lodge will have achieved a sense of belonging and hope for life long stability.

## VALUES

- ▶ Client Centered, Collaboration, Holistic Wellness, Integrity and Safety.



# Wakenagun Youth Healing Lodge Staff



## MISSION

- ▶ To provide a safe, nurturing and supportive healing program for all First Nations, Metis and Inuit youth in keeping with Creator's teachings.



## VISION

- ▶ To support all youth who have been part of Ka-Na-Chi-Hih, will have achieved balance and purpose in their life journey in accordance with their personal goals and aspirations.



## VALUES

- ▶ Trauma Informed; Inclusive; Holistic Health; Growth Focused; Strength Based; Client Focused; Person First; Hope; Belonging; Meaning; Purpose; Connection; Balance



# Pelican High Peak Youth Healing Lodge Staff

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## MISSION

- ▶ No Changes



## VISION

- ▶ No Changes



## VALUES

- ▶ Client Centered; Spiritual Growth; Collaboration; Supportive; Cultural; Teamwork

# Background Analysis

## PESTLEC ANALYSIS – BOARD OF DIRECTORS

- Political Issues**
- ▶ Meeting Bylaws and AGM requirements - potentially hosting our own AGM or partner with other organizations (i.e. Tribal Council)
  - ▶ Proposed gun legislation – and the affect on sustenance for hunting and food security for FN people
  - ▶ Support for Ka-Na-Chi-Hih from member First Nations, AA, Tribal Councils
  - ▶ Lack of access to health care professionals in communities

- Economic Issues**
- ▶ Cost of living increasing, resulting in an increase in salary, benefits, and operating costs
  - ▶ Increase in food costs
  - ▶ Increase in transportation costs

- Socio-Cultural Issues**
- ▶ More education for staff and clients on LGBTQ2S to ensure Treatment Centre can meet their needs
  - ▶ Balance of Christian and Cultural beliefs

- Technological Issues**
- ▶ Newsletters for communities
  - ▶ Ensuring clients have access to after care

- Legal Issues**
- ▶ Review of Bylaws to update
  - ▶ Review policies to ensure meeting standards with labour laws and unions
  - ▶ Determine benefits of charitable status (pros/cons) and if it is worthwhile

- Environmental Issues**
- ▶ Climate change affecting FN harvesting of healthy food and meat, and winter road accesses are deteriorating isolating some communities
  - ▶ Clean drinking water in some communities is not available and causes lack of access for personal hygiene
  - ▶ Overcrowding in houses (no privacy, couch surfing)
  - ▶ Access to medications at home (need education on safe storage)
  - ▶ Covid-19 environment and precautions causing shortage with staffing

- Competitive Issues**
- ▶ Differences between provincial/federal funding
  - ▶ Securing a full capacity workforce post pandemic
  - ▶ Job postings are done fairly (internal and external and union)
  - ▶ Having three Centres is an asset, versus one Centre

# PESTLEC ANALYSIS

## KA-NA-CHI-HIH TREATMENT CENTRE STAFF

- Political Issues**
- ▶ Advocacy for policy changes and better funding
  - ▶ More grants and incentives as FN organization and clients
  - ▶ Advocacy of the needs of the treatment centres
  - ▶ All staff to be certified with ICBOC with funding incentive to all
  - ▶ Be aware of NAN governance and elections
  - ▶ Federal elections

- Economic Issues**
- ▶ Investments opportunities
  - ▶ Inflation - higher cost of living; demands for higher wages
  - ▶ More awareness of organizations to build pool of hires
  - ▶ Living wage for all staff comparable with mainstream
  - ▶ Budgeting and teaching life skills
  - ▶ Gas prices and travel costs increasing

- Socio-Cultural Issues**
- ▶ No recording provided

- Technological Issues**
- ▶ Being adaptable to new and upcoming tech - using tech for programming
  - ▶ In-house IT to give ability to remotely work/connect when travelling; to connect to the other Centres
  - ▶ Advertising - respecting confidentiality
  - ▶ Staff to be versed/training in technology for better access

- Legal Issues**
- ▶ Be up to date on any legal issues that might affect the staff's knowledge (i.e. child welfare, etc.)
  - ▶ Client Safety - worry of being sued if client injured (i.e. wants to chop wood); work with lawyers to develop guidelines to manage risk
  - ▶ Up to date on accreditation standards

- Environmental Issues**
- ▶ Weather (4 seasons) - impacts outdoor activities and travel (i.e. lots of snow and cold)
  - ▶ Proper storage/maintenance of environmental equipment (boats, ATVs, BBQ)
  - ▶ Expansion
  - ▶ Proper support for maintenance issues
  - ▶ Conscious of the environmental impact of purchase choices (i.e. water in bottles, refillable, styrofoam, paper, wood)

- Competitive Issues**
- ▶ Staff were not asked to complete

# PESTLEC ANALYSIS

## WAKENAGUN YOUTH HEALING LODGE STAFF

**Political Issues** ▶ Lack of municipal support and accountability  
▶ More in depth policy re: protecting staff (sexual assault policy; youth to staff)

**Economic Issues** ▶ Ministry standards are creating barriers  
▶ Staffing shortage and retention  
▶ Competitive salaries for staff could result in staff stability (i.e. career destination)

**Socio-Cultural Issues** ▶ Cultural training for staff

**Technological Issues** ▶ Proper camera coverage of building

**Legal Issues** ▶ Appropriate staff certifications for programming  
▶ Health and safety – fobs for all doors; proper camera coverage of building

**Environmental Issues** ▶ Permanent building on good healthy land

**Competitive Issues** ▶ Staff were not asked to complete

# PESTLEC ANALYSIS

## PELICAN HIGH PEAK HEALING LODGE STAFF

- Political Issues**
- ▶ Renew proposals for funding
  - ▶ Legal aspect of Treaties #3 to #9
  - ▶ Requesting permission from Treaties to hunt/fish

- Economic Issues**
- ▶ Funding for staff centre
  - ▶ Budgets
  - ▶ Employment qualifications
  - ▶ Offer proper training

- Socio-Cultural Issues**
- ▶ Shortage of workers
  - ▶ Accreditation
  - ▶ Reaching out to NAN communities
  - ▶ Qualifications
  - ▶ Aftercare/pre-treatment
  - ▶ Families/involvement

- Technological Issues**
- ▶ Technology advancement training and utilizing both staff, youth and families
  - ▶ Online classes for youth with Centre

- Legal Issues**
- ▶ Voluntary
  - ▶ Licensing
  - ▶ Standards
  - ▶ Outdoor liability concerns
  - ▶ Admission forms
  - ▶ First Aid/CPR/AED

- Environmental Issues**
- ▶ Weather
  - ▶ Composting
  - ▶ Community gardening

- Competitive Issues**
- ▶ Staff were not asked to complete

# Soar Analysis

In this section are the events (meetings and soar sessions by date and stakeholder) as well as 5-year SOAR document analysis by type.

## KA-NA-CHI-HIH BOARD OF DIRECTORS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"><li>▶ Supportive Board of Directors</li><li>▶ Operation of three Treatment Centres (two additional – Healing Lodges)</li><li>▶ Program diversity</li><li>▶ Workplans, plan of care, strategic plan</li><li>▶ Fundraising ideas, re: floors; outdoor hockey rink. The fundraising should not take away the home of the clients (i.e., use of gymnasium).</li><li>▶ Marketing – we made a music CD re: Ka-Na-Chi-Hih</li><li>▶ Need a record of success for Ka-Na-Chi-Hih</li><li>▶ Self evaluations, attendance, accountability</li><li>▶ Frequent Board of Director meetings</li><li>▶ Annual SAFE Walk</li></ul>	<ul style="list-style-type: none"><li>▶ Nishnawbe Aski Nation Health Transformation process – develop a new health care system based on what people want.</li><li>▶ Tribal Council health initiatives</li><li>▶ Choose Life initiatives (i.e. land-based training)</li><li>▶ Jordan’s Principle</li><li>▶ Possible new services for Ka-Na-Chi-Hih would be a longer session. For example, it has been proven that the short sessions are not successful. The longer term would include family.</li><li>▶ Partner with Lakehead University for possible sport day camps/exposure to Indigenous programs and classes</li></ul>

## ASPIRATIONS

- ▶ Happy youth
- ▶ Less gas sniffing
- ▶ Well-being of client
- ▶ Client focused programs
- ▶ More resources and access to medical specialists
- ▶ Traditional healers and medicine
- ▶ Self-care and healing to land; connection using Labrador tea leaves
- ▶ Repair relationships/self worth/family dynamics
- ▶ Aftercare facilities, funding and human resources in all communities
- ▶ Our people need to know what Ka-Na-Chi-Hih is doing. Send out posters, newsletters and acquire time at a Chiefs meeting at the Tribal Council level; communication strategy to leadership

## RESULTS

- ▶ Safe and healthy communities
- ▶ Healthy communities and healthy FN people to change for the better
- ▶ Succession numbers and accompanying data
- ▶ Evaluation of existing programs
- ▶ Client regaining positive place in society (community)
- ▶ Our funding is diverse
- ▶ Collaborative Board of Directors
- ▶ We follow the Vision and Mission Statement
- ▶ Board of Directors working together as a team

# KA-NA-CHI-HIH TREATMENT CENTRE STAFF

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>▶ Training/mentoring</li> <li>▶ Location of facility</li> <li>▶ Established in operations</li> <li>▶ Community connections</li> <li>▶ Long term (3 month; in-city)</li> <li>▶ Dedicated leadership</li> <li>▶ Unique healing program</li> <li>▶ Cultural programming</li> <li>▶ Abundance of space</li> <li>▶ Compassionate staff</li> <li>▶ Good atmosphere (family/home feeling)</li> <li>▶ All staff have strengths to contribute</li> <li>▶ Specialized services and staff</li> <li>▶ Red path, extra programming, life skills</li> <li>▶ Foster independence, chores, and responsibility</li> <li>▶ Accessibility of tools and resources</li> <li>▶ Culturally diverse staff</li> <li>▶ Staff appreciate holidays</li> <li>▶ Resources and partnerships</li> <li>▶ Help clients feel safe; welcoming</li> <li>▶ Bedroom design</li> <li>▶ Frequency of meals and snacks</li> <li>▶ YSAC community for benchmarking</li> <li>▶ Fresh, ever growing and flexible new methods and programming</li> <li>▶ Education funding, TPF (free training), Indigenous focused</li> <li>▶ Reiki, massage chair, wellness room</li> <li>▶ In house gym</li> <li>▶ Lots of recreation, pool table, games and art</li> <li>▶ Flexibility to meet needs of clients</li> <li>▶ Use of Elders, Knowledge Keepers</li> <li>▶ Centralized intake (one person)</li> <li>▶ Open to new technology: zoom, teams, VR</li> <li>▶ Aftercare</li> <li>▶ Outreach and men’s healing group</li> <li>▶ Safe space, friendly, welcoming and supportive</li> </ul>	<ul style="list-style-type: none"> <li>▶ Transitional housing</li> <li>▶ Land-based camp</li> <li>▶ Pre-treatment</li> <li>▶ Family treatment</li> <li>▶ More funding for more staff positions</li> <li>▶ Open to new technology for healing</li> <li>▶ Opportunities to use volunteers</li> <li>▶ Social media – highlights who we are, what we do (Open House)</li> <li>▶ Cultural practice daily</li> <li>▶ Consistency overall at Centre</li> <li>▶ Travelling outreach to communities for treatment</li> <li>▶ Community engagement</li> <li>▶ Partnerships</li> <li>▶ Volunteering</li> </ul>

ASPIRATIONS	RESULTS
<ul style="list-style-type: none"> <li>▶ Land-based camp</li> <li>▶ More funding to hire more staff</li> <li>▶ Travelling outreach for community-based treatment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Land-based camp with pre/post evaluations to show the actual programming and land-based activities</li> <li>▶ Ownership of property</li> <li>▶ Land-based coordinator</li> <li>▶ Policy creation for staff and clients</li> <li>▶ More funding for staffing</li> <li>▶ Success in recruiting together</li> <li>▶ Staff in place &amp; working</li> <li>▶ Everyone has a role</li> <li>▶ Admin/receptionist/universal (mainline, director system)</li> <li>▶ Travelling outreach in communities</li> <li>▶ Partnerships in place to do the treatment</li> <li>▶ Smooth transition back to the community</li> <li>▶ Community needs and how can assist</li> <li>▶ Professional and helpful</li> </ul>

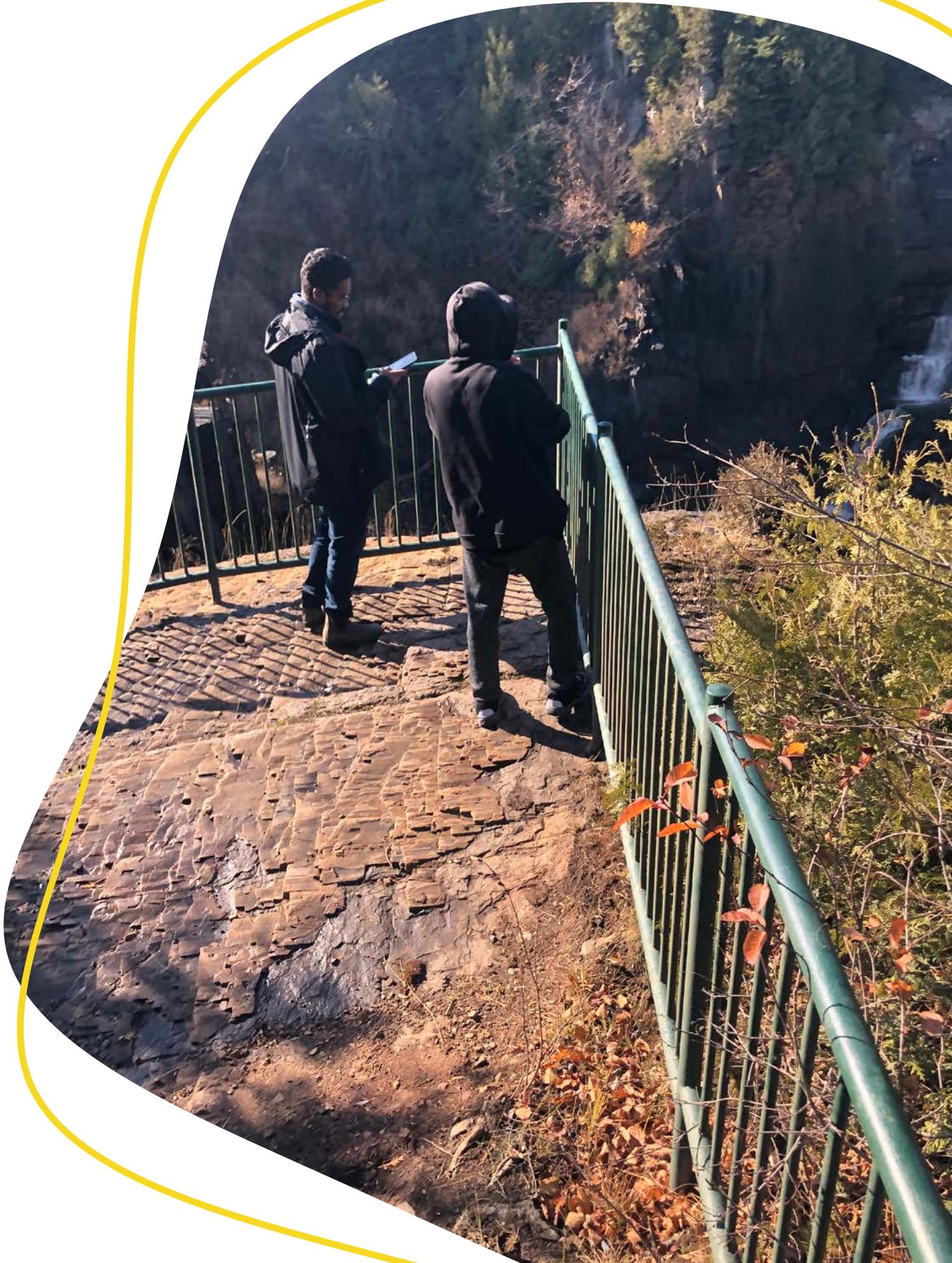
# WAKENAGUN YOUTH HEALING LODGE STAFF

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>▶ First Indigenous Youth Treatment Centre</li> <li>▶ First Centre with graduating youth</li> <li>▶ Passionate and resilient staff</li> <li>▶ Welcoming, safe, spacious, comfortable space (i.e. feels homey)</li> <li>▶ Group creativity</li> <li>▶ Culture focused option for their youth</li> <li>▶ Diversity and inclusion</li> <li>▶ Strategically placed centre; easily accessible for all communities</li> <li>▶ Different skillset and knowledge (staff)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Access to land-based activities and culture/ceremony</li> <li>▶ Networking: in-services/job fairs</li> <li>▶ Aftercare/outpatient programming</li> <li>▶ Community/family circles to help decrease the service gaps</li> <li>▶ Land-based family day</li> <li>▶ Family support opportunities (counselling, parenting, coping, etc.)</li> <li>▶ Transitional home</li> <li>▶ Permanent Camp</li> <li>▶ In House Counsellor (full-time)</li> <li>▶ Cultural Coordinator (full-time)</li> <li>▶ Outreach</li> </ul>
ASPIRATIONS	RESULTS
<ul style="list-style-type: none"> <li>▶ Consistency</li> <li>▶ Land-based and culture programming</li> <li>▶ Passionate about being part of youths journey</li> <li>▶ Being solution focused</li> <li>▶ Connection to community</li> <li>▶ Belonging, connection and trust</li> <li>▶ Connection to self</li> <li>▶ Health quadrant (youth &amp; staff): physical, mental, emotional and spiritual</li> <li>▶ Focus on intergenerational healing</li> <li>▶ Focus on truth and reconciliation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Full cohorts</li> <li>▶ More referrals; referrals from previous youth</li> <li>▶ Number of graduations</li> <li>▶ Youth making meaningful change</li> <li>▶ Youth maintaining community connections</li> <li>▶ Continuing education</li> <li>▶ Professional development (staff)</li> <li>▶ Post-treatment participation</li> <li>▶ Staff retention</li> <li>▶ Family participation during and after treatment</li> <li>▶ Sobriety</li> <li>▶ Understanding harm reduction</li> </ul>

# PELICAN HIGH PEAK YOUTH HEALING LODGE STAFF

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>▶ Wide range of skills</li> <li>▶ Great location for land-based/outdoor activities</li> <li>▶ Do a lot of land-based activities</li> <li>▶ Cultural involvement</li> <li>▶ Community involvement and volunteering</li> <li>▶ Wild game menu</li> <li>▶ Cultural resources people – more access</li> <li>▶ Strong teamwork</li> <li>▶ Knowledgeable on trauma</li> <li>▶ Willingness to try new things</li> <li>▶ Openness to cultural healing methods</li> <li>▶ Compassionate and emphatic</li> </ul>	<ul style="list-style-type: none"> <li>▶ More land-based activities</li> <li>▶ Increased funding</li> <li>▶ Increase Cultural network and resources</li> <li>▶ Pre-treatment</li> <li>▶ Bringing in families</li> <li>▶ Outpatient family support</li> <li>▶ Utilize different/variety of Elders for teachings</li> <li>▶ Collaborating with organizations</li> <li>▶ Land-based skills</li> <li>▶ More community outreach/events</li> <li>▶ Increased advertising</li> <li>▶ More parental involvement</li> <li>▶ Advertise in northern communities</li> <li>▶ Outpatient advertising – community</li> <li>▶ Youth role models</li> <li>▶ Working in the northern serviced communities</li> </ul>
ASPIRATIONS	RESULTS
<ul style="list-style-type: none"> <li>▶ Travel and getting information and communication strategy</li> <li>▶ Sharing knowledge with youth – experience</li> <li>▶ Radio advertising/social media – Chief &amp; Council</li> <li>▶ Increased funding</li> <li>▶ More community involvement</li> <li>▶ More communication</li> <li>▶ More action and aspirational goals</li> <li>▶ More collaboration between centres, schools, youth</li> <li>▶ Youth involvement and input</li> <li>▶ “In your face” advertising – posters in high traffic areas</li> <li>▶ Pamphlets and flyers at hospital, hostel, airport and schools (i.e. where youth visit frequently)</li> </ul>	<ul style="list-style-type: none"> <li>▶ More variety of clients attending</li> <li>▶ Having more handprints on wall</li> <li>▶ Obtain property for land use</li> <li>▶ Campsite/campground acquired</li> <li>▶ Team going to communities to inform of Centre &amp; Healing Lodge</li> <li>▶ More participants in/at community events</li> <li>▶ Full compliment of employees</li> <li>▶ Open communication between staff</li> <li>▶ Not sending youth back to the same environment where they experienced trauma</li> <li>▶ Virtual intakes occurring</li> <li>▶ Northern communities know of use and seek out our services</li> </ul>







**Ka-Na-Chi-Hih**  
Treatment Centre

