



Wanaki Centre

5-Year Strategic Plan

2020—2024



Table of Contents

1	Mission, Vision & Values	9	Goals & Objectives Summary
2	A Word from the Executive Director	12	Goal 1
3	Executive Summary	20	Goal 2
4	Strategic Planning	28	Goal 3
6	Methodology	36	Evaluation Report Card
7	SWOT Analysis	41	Conclusion
8	Current Context	42	Acknowledgements & References

Wanaki Centre Strategic Plan

Vision

Empowering First Nations and Inuit Peoples to live a balanced lifestyle

Mission

The Wanaki Center is a specialized holistic service provider that promotes wellness through a quality, safe and culturally based program as a part of the continuum of care to support First Nations and Inuit Peoples to overcome addictions.

Values

Wisdom
Love
Respect
Bravery
Honesty
Humility
Truth



A Word From the Executive Director



The Wanaki Center continues to provide an important wellness program that supports First Nation and Inuit people to discover the strengths they carry and learn how to balance life's challenges. For the past 5 years the Wanaki Centre team has worked towards offering a safe and meaningful experience for recovery from addictions. The strategic plan 2015-2020 brought us clear direction and we are pleased with our outcomes and findings. We can be certain that culture is a fundamental value that will support First Nation and Inuit people's wellness.

The sudden change of practices due to COVID-19 has forced the team to adapt to new technologies and ways of working. Many complexities are to be considered and are working towards establishing clear policies and protocols to guide and grow.

Human resources are our biggest strength, the team's capacity to adapt and commit to maintaining connection with individuals who seek support is impressive and valued. In addition to the many front-line workers who also require much needed support and acknowledgment, we hope to continue to nourish those partnerships and work together to serve the people.

As we move forward to the next phases of strategic planning, I look forward to continued expansion of services and capacity. The capital extension project has been a persistent part of discussions with partners, this long-term goal is expected to come to fruition in 2020-2021. We continue to plan and work in collaboration with Indigenous Services Canada to complete the long-awaited extension and are excited for this transition to take place.

And last but certainly not least, I would like to acknowledge First Nation and Inuit people who choose to try and regain balance and freedom from addictions. It is your resilience that inspires us and your well-being that motivates us. I remain truly honoured and privileged to serve the Wanaki Centre in the capacity of Executive Director and I'm excited for the next chapter.

Migwech,

Angela Miljour
Executive Director

Executive Summary

The *Wanaki Centre 5-Year Strategic Plan: 2020-2024* concentrates on anticipated Wanaki Centre activities over the next five years. After meaningful dialogue with concerned parties (as outlined in the methodology section), the Wanaki Centre will focus on the needs of the Centre, the needs of the client, and the relationship with communities and partners.

These three goals are to:

1

CREATE AN OPTIMAL ENVIRONMENT THAT PRIORITIZES SAFETY, FOSTERS WELLNESS, AND ENHANCES THE OVERALL WANAKI CENTRE EXPERIENCE

A planned expansion project will increase the residential capacity of the Centre, allow for an improved flow and reorganization of available space and address current safety issues for staff and residents. Overall quality improvement initiatives and a comprehensive Policy & Procedures manual including enhanced Infection Prevention & Control policies will contribute to a safe environment for all.

2

ENRICH THE DELIVERY OF QUALITY PROGRAMMING TO SUPPORT A COMPREHENSIVE CONTINUUM OF CLIENT CARE.

Hiring of additional human resources including a Nurse to oversee medical elements (e.g. medication management) and a resource worker to assist clients in the transition back to their community is planned. Developing emergency and contingency plans will ensure uninterrupted delivery of the program and services.

3

SOLIDIFY COMMUNITY PRESENCE AS AN ESSENTIAL, SPECIALIZED-SERVICE PARTNER

The promotion and delivery of services through outreach initiatives geared towards communities and leadership will be developed through innovative means, such as the use of a mobile team and an increased online presence to provide virtual care.

The Strategic Plan outlines how these steps are to be achieved. A progress report in the form of a Report Card at 1, 3, and 5 year intervals is included as an accountability mechanism.

Strategic Planning

What is Strategic Planning?

“Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization’s direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future.”
-balancedscorecard.org

Strategic Planning can use various models, including:

Goals-Based Planning

Focuses on the organization’s mission and vision, goals to work towards the mission, strategies to achieve the goals and action planning (who is responsible for accomplishing a certain action)

Issues-Based Planning

Examines issues facing the organization, strategies to address those issues and action plans

Organic Strategic Planning

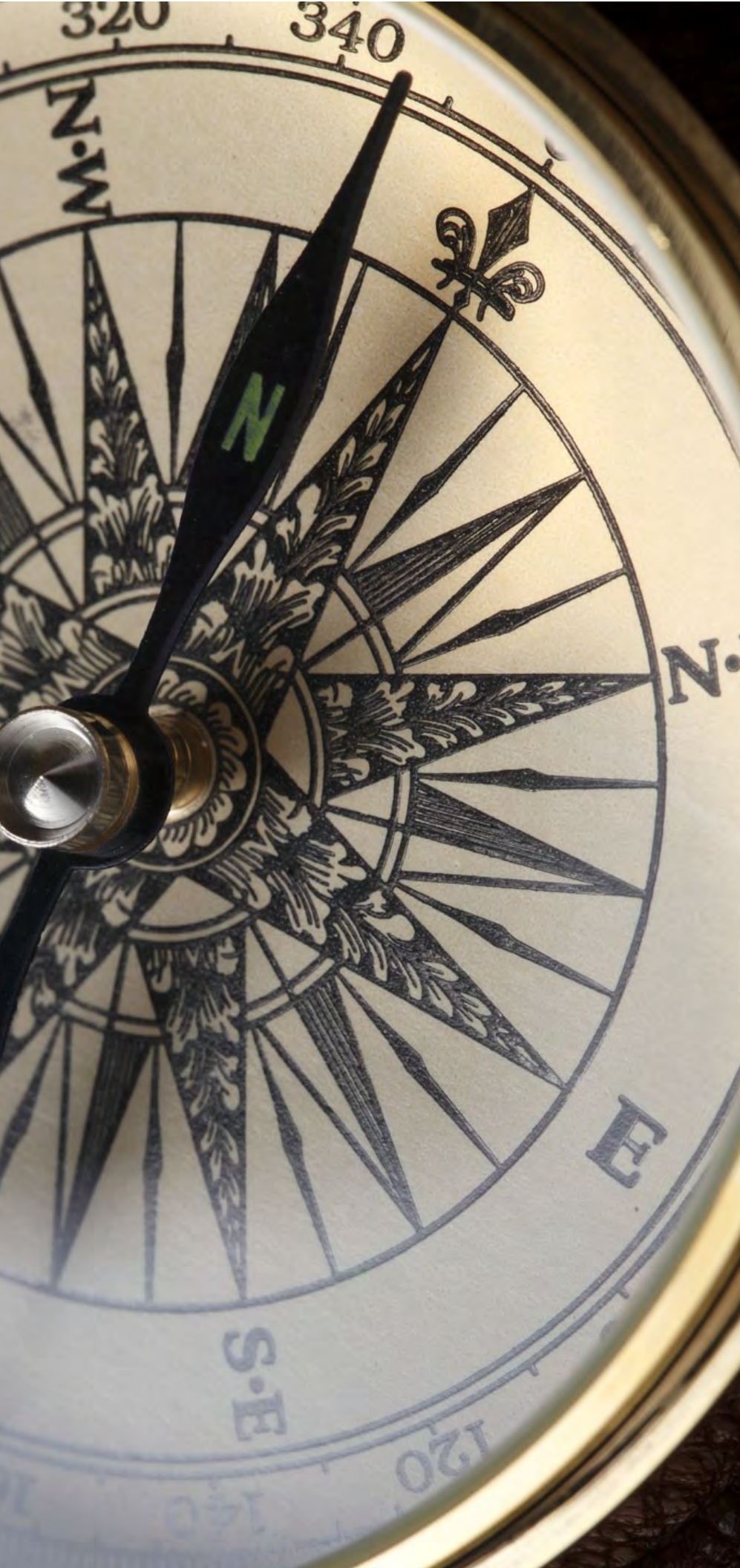
Begins with outlining the organization's vision and values, and then action plans to achieve the vision while adhering to those values

The current plan is based on an **issues-based strategic planning approach**. This approach is favored at present mainly due to unknown variables in the current context which includes:

- Temporary closure of the Wanaki Centre for an unknown period due to renovations
- Temporary closure of the Wanaki Centre for an unknown period due to COVID-19 related restrictions, and conversely, unknowns regarding implementation of constantly evolving required COVID-19 related protocols when the Centre re-opens as a residential facility
- Impending changes around governance and the significance such changes will have on funding, organizational structure and accountability

For the most part, the proposed actions as outlined within this plan result in tangible and concrete outcomes.





Looking back...

Since its inception in 1991, the Wanaki Centre had its share of successes and challenges. The previous strategic plan addressed the issues that contributed to a temporary closure of the Centre in 2013-2014. At that time, the Executive Director and Wanaki Centre team was handed the monumental task of stabilizing operations, addressing internal human resource issues, improving program delivery, and increasing public relations so as to regain credibility of the Centre.

Today, six years later in 2020, the Wanaki Centre is recognized within communities as a leading addictions program that focuses on providing a unique cultural and holistic experience resulting in client wellness. This could not have been accomplished without the unwavering support from the Algonquin community Chiefs, the consistent backing of the Board of Directors, and the work, effort, and energy of all the dedicated frontline staff, including the Executive Director and her team. The continued dedication and contributions of all will foster a smooth transition to new and diverse methods of program delivery, including virtual care development. The adaptability and resilience of the Wanaki Centre team will undoubtedly be the force that enables them to face any challenges in the years to come.

Methodology

In December 2019, a call went out to Algonquin communities seeking a consultant to assist the Wanaki Centre develop its Strategic Plan for the 2020-2024 period. The bid deadline submission was January 17, 2020 with the final deliverable, in the form of a presentation, expected 5 months later, on June 17, 2020 at the Wanaki Annual General Assembly.

The initial plan included hosting focus groups within each of the nine Algonquin communities, however due to safety and travel restrictions associated with COVID-19, all contact with other communities was conducted virtually or by phone.

The development process for the current strategic plan includes:

Literature Review

- Operational Plan
- Strategic Plan 2015-2020
- Accreditation Canada Report
- Internal Program data
- Architect Report
- Financial Statements

Governance & Team consultations:

Board of Directors

- initial meeting to discuss progress from initial plan, SWOT analysis
- Vision & Mission Statement Review

Wanaki Centre Team consultations

- Meetings with the Executive Director
- Meetings with Wanaki Centre team to discuss individual planning areas
- Surveys: General & Communication Survey

NNADAP workers consultations

- Discussions with available NNADAP workers

SWOT Analysis



		Helpful To achieving the objective	Harmful To achieving the objective
Internal Origin Wanaki Centre attributes	STRENGTHS	<ul style="list-style-type: none"> ■ Offers a unique client experience with cultural components ■ Program that provides a holistic approach ■ Strong diverse team: flexible, adaptable, non-judgemental ■ Financially sound organization ■ Uses a Strength-based client-centred approach 	<ul style="list-style-type: none"> ■ Medication Management issues ■ No detox/medicare ■ Waiting List ■ Staff can be judged for outside behaviour ■ Client-centered is a challenge, need for a middle ground ■ Transportation issues, no shows ■ Client readiness (e.g. court-mandated), low motivation ■ Aftercare ■ Healthcare issues, non-availability of medical support (e.g. Nurse, or other healthcare professionals) for mental health, co-morbidity issues, and other health issues. ■ Lack of office/client space, lack of privacy
External Origin Attributes of the Environment	OPPORTUNITIES	<ul style="list-style-type: none"> ■ Urban populations ■ New governance structures ■ Partnerships (CISSSO) ■ Training (Narcen) ■ Education Programs ■ Culture as Intervention, best practices ■ Canadore College, increase in certified staff ■ Follow-up support (e.g. workshops, information sessions), mobile unit 	<ul style="list-style-type: none"> ■ COVID-19 unknowns ■ Upcoming Governance & Funding uncertainties regarding allocation of resources ■ Where do Treatment Centres fit into continuum of care ■ New types of drugs and effects (chemical brain changes) ■ Risk Management of clients ■ Lack of concrete data ■ How to transition from Treatment to the community ■ Lack of resources to undertake timely follow up as part of their wellness plan

Current Context

The Wanaki Centre is an Accredited 12 bed residential treatment facility that supports First Nations and Inuit who struggle with substance-use disorders. Indigenous Services Canada (ISC) funds the Wanaki Centre to deliver bilingual health activity programming which enables 8 cycles per year alternating between English and French cycles. Two allocated weeks between cycles allow the team to oversee administrative duties, conduct post-care follow up and prepare for the following client group.

One representative from each of the Algonquin communities within Quebec makes up the Wanaki Centre's Board of Directors; each Director being appointed for a specified timeframe by Band Council Resolution (BCR) from their respective community. An Executive Director oversees the Wanaki Centre's operations along with a staff composed of:

- 3 Administration employees - Executive Director, Executive Assistant, Accreditation Coordinator
- 1 Clinical Coordinator
- 1 Cultural Coordinator
- 3 Counsellors
- 1 Intake & Clinical Team Support
- 6 Program Facilitator Attendant
- 1 Maintenance Worker

In addition, the Wanaki Centre accesses Cultural Resource persons within the community. An informal partnership with the Maniwaki Native Friendship Centre facilitates access to local resources including a doctor, as well as access to a resource person with a background in clinical psychology.

The Wanaki Centre is situated in a pristine, natural setting within the Kitigan Zibi Anishinabeg community on Algonquin ancestral lands. The Wanaki Centre's focus on holistic care interwoven with combined aspects of therapy/counselling, health care, and cultural components make for a unique client experience. The cultural component is an integral part of the Wanaki Centre and is linked to the very core and essence of what the Centre represents. The values of Wanaki Centre are based on the 7 grandfather teachings: Wisdom, Love, Respect, Bravery, Honesty, Humility, and Truth. These values transcend into the broad strokes of programming but are also experienced within the minute details of daily operations and client interactions. Traditional activities and ceremonies, led by elders and community resource persons, provide clients with opportunities to connect or reconnect with their identity as Anishinàbe/Inuit people, and find the inner strength to continue in their wellness journey.

In March 2020, the Wanaki Centre temporarily closed in response to provincial and federal government restrictions in their efforts to curb the spread of COVID-19. At present, the Centre has not reopened, and a projected reopening date is uncertain. Regardless, the Wanaki Centre team remotely conducts regular staff meetings, participates in training activities, and maintains limited service delivery through virtual care through internet-based platforms. Clients also have access to a Counsellor by phone.

According to the Wanaki Centre Accreditation Report:

“Feedback from the several clients who were interviewed during the survey indicate a high degree of satisfaction with the care provided by staff. Those who have been with other services rate Wanaki as far superior. They are treated with respect and dignity by a kind caring and dedicated staff and are aware of whom to call if they have a concern or issue and feel that their concerns would be dealt with. They are especially pleased and find quite meaningful the infusion throughout the program of First Nation activities, practices, and events.”

Some Client Feedback:

- Everyone was friendly
- Helped me reconnect with my culture and made me more stronger
- I enjoyed program and felt comfortable
- Counsellors: Very good-very good understanding
- Super good team (Clinical)-Team must be present every morning for the smudge
- I learnt to better communicate
- Liked Manidoswaans, smudging, drum and ceremonies
- PFAs are great
- Liked visit to museum and 7 grandfather teachings
- Good group session content
- Everything was perfect
- Thank you Wanaki Centre- You saved my life
- Found my indigenous roots
- You are doing a nice job
- Very satisfied of the program
- Keep up the good work and kindness
- Enjoyed Sacred Fire
- Enjoyed healing and sharing circle
- I loved the sharing
- I learnt communication



Goals & Objectives—Summary

Create an optimal environment that prioritizes safety, fosters wellness, and enhances the overall Wanaki Centre experience.

- Improve the functionality and design of Wanaki Centre infrastructure to meet current and future needs
- Address and implement outbreak management strategies to protect the health and safety of everyone within the Wanaki Centre
- Adopt and familiarize staff with innovative quality improvement initiatives

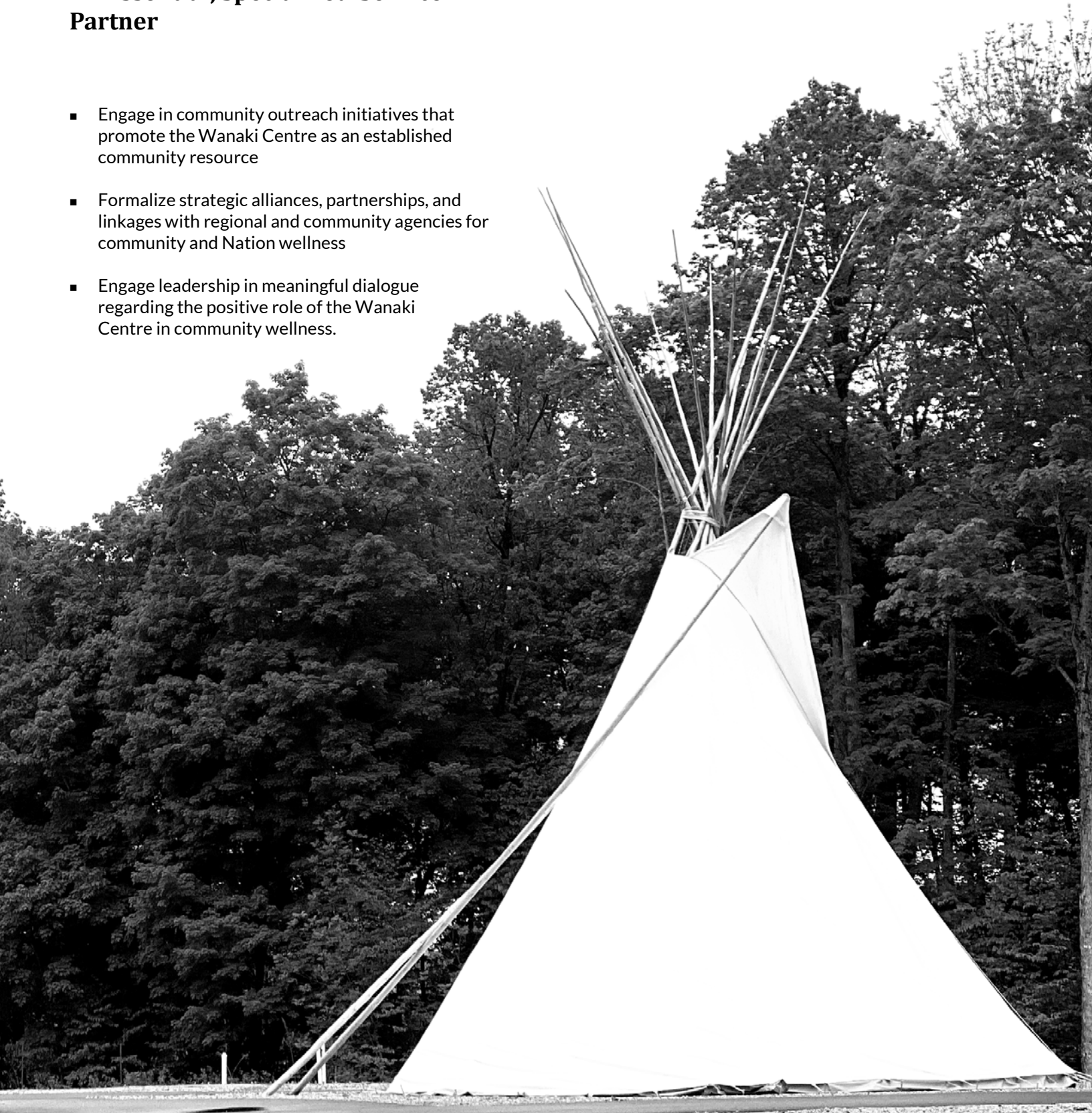
Enrich the delivery of quality programming to support a comprehensive continuum of client care

- Adapt the pre-treatment process to address client readiness, engagement, and orientation
- Enhance program delivery by securing essential human resource for medical leadership and client care
- Bridge identified gaps within the client wellness continuum with a pro-active and planned approach for improved seamless service delivery of care



Solidify Community Presence As An Essential, Specialized-Service Partner

- Engage in community outreach initiatives that promote the Wanaki Centre as an established community resource
- Formalize strategic alliances, partnerships, and linkages with regional and community agencies for community and Nation wellness
- Engage leadership in meaningful dialogue regarding the positive role of the Wanaki Centre in community wellness.





Goal 1

Create an optimal environment that prioritizes safety, fosters wellness and enhances the overall Wanaki Centre experience



Improve the functionality and design of Wanaki Centre infrastructure to meet current and future needs



Address and implement outbreak management strategies to protect the health and safety of everyone within the Wanaki Centre



Adopt and familiarize staff with innovative quality improvement initiatives

OBJECTIVE 1**Improve the functionality and design of Wanaki Centre infrastructure to meet current and future needs**

The Wanaki Centre was built in 1991, and at that time, it fit the needs for which it was constructed. However, an evolving cultural and clinical program, additional program staff, and the general need for space to ensure staff and client safety justifies the need for improved infrastructure. The Wanaki Centre expansion was included within the previous strategic plan, but due to issues at the governance/funder level, it was not completed within the 5-year period.

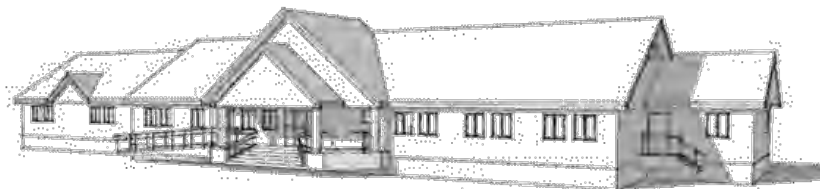
The preliminary architect's study of the Wanaki Centre pinpoints specific infrastructure issues. Presently, a single office serves as a workspace for 3 workers and a meeting place for clients. This layout offers little privacy and confidentiality for clients, not to mention that interruptions, background noise, and similar distractions do not serve as a conducive atmosphere to provide individualized interventions and meaningful counselling. Additionally, the coordinators of the clinical and cultural components also share a single office, while best practices favor individual workspaces dedicated to each of these positions.





One area is designated for combined use of medication storage as well as

clinical and client care (consultation services, health assessments/examinations, referrals) conducted within a single and cramped room. Space is lacking for any additional services or for a functional layout that meets the basic required criteria for confidentiality, and occupational health and safety of both the worker and the client.

The therapy room area has sufficient workshop space but lacks adequate storage space for program materials and equipment, which is an issue in all areas of the building including outdoors. Additionally, the area lacks a nearby washroom for client use. All staff currently share the use of a single washroom. There is no designated staff room/break room for the exclusive use of staff.

The resident rooms currently accommodate 2 clients at a time in a room that has an area of 20m². Given the limited space, only single beds are used, which can be too narrow/short for some clients. The resident washrooms are also small with built-in alcove showers of only 30"X 30". The shared small accommodation areas are a common complaint in client evaluation surveys.



	 ACTIONS	 RESPONSIBILITIES	 RESOURCES	 OUTCOMES
1 YEARS	Develop agreement for use of KZA land for expansion	-Executive Director -Board of Directors	-KZA Band Council	BCR for Wanaki Land use
	Ensure COVID-19 considerations are implemented within proposed design (e.g. Isolation room)	-Executive Director	-Robert Ledoux Architect	Isolation room and other COVID considerations are included in the design
	Building plans & design approved	-Executive Director -Board of Directors	-Algonquin Anishinabeg Nation Tribal Council -Indigenous Services Canada	
	Capital Funding approved by funder and proceed with phases of construction/ completion.	-Executive Director -Board of Directors	-Indigenous Services Canada	Individual sleeping quarters with a shared bathroom and adapted living space, improved functionality, quality of services, safety, wheelchair accessible
3				

OBJECTIVE 2**Address and implement outbreak management strategies to protect the health and safety of everyone within the Wanaki Centre**

The appearance of COVID-19 in Canada at the start of 2020 has drastically changed the way all organizations function, both in the minute details and broad aspects of operations. For the Wanaki Centre, the implications are compounded since the nature of the program is within a **residential** setting, over an **elapsed period**, for persons who generally **travel** to /from their respective communities in regions across Quebec and elsewhere in Canada. Although the Wanaki Centre is a relatively small organization, the potential spread of COVID-19 among staff, clients, visitors, and resource persons within the building and beyond, can lead to serious ramifications within Kitigan Zibi and other communities.

Robust preventive measures are an essential part of this strategic plan, with the development of Infection, Prevention & Control policies, procedures, and protocols set as a priority. Knowledge transfer and implementation of these policies is key to ensuring all know, understand, and stringently apply infection prevention & control practices.

Infection, Prevention & Control policies for development may include:

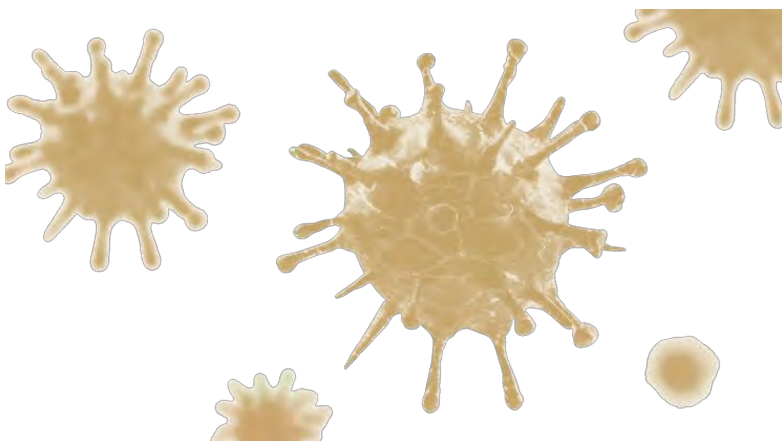
- Cleaning & Disinfection
- Universal Precautions
- Respiratory Etiquette
- Hand-Hygiene

The teaching and awareness component requires that clients be aware of infection prevention & control procedures, expectations of the Centre, and their personal role and responsibility for compliance, before even setting foot in the Centre. Online orientation and pre-treatment zoom sessions will be used to train clients in this regard.

Awareness tools for staff, clients, visitors and resource persons will be made available in the form of posters, videos, and training exercises to ensure that all proposed/established strategies (e.g. handwashing, cleaning & disinfection) are adhered to regularly, and properly.

An electronic tool is also going to be developed to track and monitor data related to any type of infection including COVID-19. Tracking infections is a required organizational practice in compliance with Accreditation Canada's standards for a residential facility. Accreditation Canada recognized that the Centre is at risk for outbreaks due to the lack of monitoring, tracking, and reporting of possible health issues that could result in a gastro-intestinal or respiratory outbreak.

The aim of these activities is to keep people safe within the Centre, especially as it navigates through the unknowns of COVID-19.





ACTIONS



RESPONSIBILITIES



RESOURCES



OUTCOMES

YEARS

1

3

5

Establish COVID-19 specific policies for Wanaki Centre

-Executive Director
-Clinical Coordinator & Team
-Accreditation Coordinator

-Quebec Public Health
-Accreditation Canada COVID-19 Toolkit

COVID-19 policies in place to address infection, prevention & control procedures, and outbreak protocols.

Develop Infection, Prevention & Control component of client orientation package

-Executive Director
-Treatment Coordinator & Team
-Nurse (new position)
-Accreditation Coordinator
-PFA's
-Maintenance

-Quebec Public Health
-Health Canada
-Accreditation Canada COVID-19 Toolkit

Clear informational document outlining client responsibilities regarding Infection, Prevention & Control

Develop a tool to track outbreak data and infection rates

-Executive Director
-Nurse (new position)
-Executive Assistant

-Accreditation Canada

Tracking and monitoring tool of outbreak data

Develop tools for staff, visitors, and clients

-Executive Director
-Executive Assistant
-Accreditation Coordinator

Quebec Public Health
-Indigenous Services Canada/
Health Canada

Awareness materials (videos, posters, pamphlets) outlining responsibilities regarding Infection, Prevention & Control

Incorporate Infection, Prevention & Control concepts into programming

-Nurse (new position)
-Treatment Coordinator
- Team Leads

-Quebec Public Health
-Health Canada
-Accreditation Canada COVID-19 Toolkit

Infection, Prevention & Control workshop

OBJECTIVE 3
Adopt and Familiarize Staff with Innovative Quality Improvement Initiatives



The Wanaki Centre is an Accredited Centre under Accreditation Canada, the goal of which is to constantly improve quality within an organization. Wanaki therefore incorporates best-practices found in the following Accreditation Canada standard sets:

- Governance for Aboriginal Health Services
- Infection, Prevention & Control for Aboriginal Substance Misuse Services
- Leadership for Aboriginal Health Services
- Aboriginal Misuse Services – Service Excellence Standards
- Managing Medications in Aboriginal Substance Misuse Services – Service Excellence Standards

Policies, procedures, and protocols play a significant role to ensure an organization strives for continued quality improvement in their day-to-day operations. Policy is only effective however when all staff are on the same page, meaning that it is simple, understood and easily implemented. To that end, the Wanaki Centre will work to identify and address gaps in policy and provide the necessary staff training. It will build on current frameworks in place to address quality monitoring and incident reporting as a means of evaluation.



ACTIONS



RESPONSIBILITIES



RESOURCES



OUTCOMES

YEARS

1

Evaluate current practice to identify gaps in policy areas.

-Team Leads

-Accreditation Canada
-Treatment Centres
-Commission

An evaluation report with recommendations for policy development based on best practices.

Develop a comprehensive Wanaki Centre Policy & Procedures Manual prioritizing Infection, Prevention & Control policies

-Executive Director
-Accreditation Coordinator
-Board (Approval)

-Policy Pro
-Accreditation Canada
-Outsource

Wanaki Centre Policy & Procedure Manual

3

Facilitate access to Policies and Procedures, post to website/shared drive

-Executive Assistant
-Accreditation Coordinator

Policies & Procedure Manual in shared area

Develop awareness training tools for staff/visitors to familiarize with policies/procedures

-Accreditation Coordinator

-Accreditation Canada

-Videos
-Pamphlets
-Posters
-Online webinars and training tools

5

Enhance Quality Improvement Framework

-Executive Director
-Accreditation Coordinator
-Board (Approval)

-Accreditation Canada

Quality Improvement Framework that includes:
-Risk Management Process
-Monitoring, Tracking, and communication mechanism of Incident Reports, Complaints, Client Feedback
-Policy & Procedure evaluation



Goal 2

Enrich the Delivery of Quality Programming to Support a Comprehensive Continuum of Client Care



Adapt the pre-treatment process to address client readiness, engagement, and orientation



Enhance program delivery by securing essential human resource for clinical leadership and client care



Bridge identified gaps within the client wellness continuum with a pro-active and planned approach for improved seamless service delivery of care

GOAL
2

OBJECTIVE 1

Adapt the pre-treatment process to address client readiness, engagement, and orientation

The Wanaki Centre Intake Worker establishes a connection with the client, and their support network, often the community organization, NNADAP or frontline worker, during the application process. The application provides the Clinical Team with a general overview of the client, their medical and social history, and general needs.

The aim of improving the pre-treatment orientation process is two-fold: first, it allows staff to have an accurate client profile, (e.g. physical and mental health status), enabling the Clinical Team to determine whether Wanaki Centre is equipped to care for their needs during the four-week cycle.

Second, it manages client expectations to ensure that the client fully understands what is required of them. The client is leaving their home for over four weeks to spend time in an unknown environment, possibly far from family and friends. The orientation process and awareness materials can ease the transition to help the client stay at Wanaki for the full duration of the treatment cycle or ensure that their conduct will not prohibit them from being asked to leave.

Addressing the role of the program as only a single part of the continuum of care can also help clients understand the limitations of the program. It stresses the importance of connecting with community partners for continued support once the client is back in their home community. Communication with the NNADAP worker is a key component of client aftercare.

With updated infection, prevention & control procedures in response to the COVID-19, additional attention to certain elements can be addressed virtually with an Intake Worker or Counsellor before the client enters the Centre. This might include learning about respiratory etiquette, practicing effective hand-hygiene and cleaning and disinfection procedures of their rooms and surroundings.

APPLICATIONS

Our program cycle has a duration of four (4) weeks. Our treatment services are offered in both french and English. If you would like to submit an application to us please take a look at our yearly calendar there you will find your appropriate language cycle. We also offer a one week relapse prevention program as well of NNADAP retreats throughout the year.

TREATMENT APPLICATION → PDF

To fill out the form, you can print and fill it out in writing. Remember that the form must be signed by all parties concerned.
Wanaki's application package contains five (5) sections:
Section 1: What you should know before you apply and in-house responsibilities
Section 2: Client Section
Section 3: Referral Section
Section 4: Health Screening
Section 5: Travel Confirmation

STEP 1: Wanaki must receive sections 1 to 4 fully completed before we can proceed with our clinical assessment. Individuals that are in the process of self-referring may omit section 3 which is the referral section forms.

© 2020 Wanaki Centre. All rights reserved. This document is confidential and intended for the use of the recipient only. It is not to be distributed, copied, or otherwise used without the prior written consent of Wanaki Centre.



ACTIONS



RESPONSIBILITIES



RESOURCES



OUTCOMES

YEARS

1

3

Adapt intake package to enable Wanaki to receive comprehensive health information

-Intake worker
-Treatment Coordinator & team

-NNADAP worker
-Community Health Centre

-comprehensive client health & social information
-Standardized Mental Health Screening Tool
-NNADAP Clinical team committee in place

Enhance orientation tools that address what clients can expect as a Wanaki resident

-Intake Worker
-Cultural Coordinator
-Treatment Coordinator & team
-Executive Assistant
-Accreditation Coordinator

-past clients
-NNADAP workers
-Quebec Public Health
-Health Canada
-Accreditation Canada COVID-19 Toolkit

Videos/Pamphlets/ Posters that address:
Wanaki Rules & Regulations
Infection, Prevention & Control preventive measures
Role of Treatment as part of Continuum of Care
Community follow-up, transition and CONSENT FORM

Develop pre-treatment virtual care component

-Treatment Coordinator & team

-Zoom
-Provide access to infostructure (e.g. tablets, computers, internet connection)

Standardized checklist of information covered with each client before attending treatment

OBJECTIVE 2

Enhance program delivery by securing essential human resource for clinical leadership and client care



Wanaki Centre recognizes that it requires assistance and support in areas of medical care, particularly regarding medication management and client records management. A nurse is currently on contract to assist in medical care areas, however, the need to secure a full-time Nurse position to address client issues internally is recognized.

When clients encounter minor health issues that is beyond the scope of care the Wanaki Centre staff can provide, they may be required to go to the hospital to have their health needs addressed. This usually requires a staff member to drive and accompany the client, resulting in lost hours waiting in the emergency for both the employee and client. The client also potentially misses out on valuable workshop time and programming. New clients who arrive at the Wanaki Centre may also be taking charge of their health in a structured way for the first time. Regularly taking their prescribed medications can sometimes lead to side effects which they are not used to. A Nurse would be able provide guidance to the staff on what to expect with medication changes and when a referral to an outside resource (e.g. hospital) is

preferable. Furthermore, with upcoming modifications to infrastructure, a dedicated clinic area would facilitate client care, records management, and medication management.

The role of the proposed Nursing Position includes administrative, clinical, and teaching components. A Nurse would be able to evaluate current practice and assist in the development of policies, procedures, and protocols in identified areas for improvement. During client cycles, the Nurse would be on hand to provide direct client care for health issues within the scope of the nursing practice. Additionally, the Nurse would serve as a Resource to provide health teaching, as part of structured programming, to both clients and staff.

-add the role of the nurse in ensuring proper flow of communication. Importance of pre- and post- care

YEARS

1

3

5



ACTIONS



RESPONSIBILITIES



RESOURCES



OUTCOMES

Secure a full-time Nurse position

-Executive Director
-Board of Directors

-Public Treatment Centres
-Commission

Nurse at Wanaki Centre to provide client care and staff support

Evaluation and development of Medication Management policies, protocols, & procedures

-Nurse (new position)

-Accreditation Canada
- local Pharmacy
-Quebec Public Health

An effective Medication Management system based on best-practice

Infrastructure in place for a Medical Clinic

-Executive Director
-Board of Directors

-Indigenous Services Canada

Dedicated areas for:
-clinical client care (health assessments)
-medication management (enhanced locked storage of medications)
-client record management

Incorporate health & wellness teaching within treatment program

-Nurse (new position)

-Health Canada
-Quebec Public Health

Health Workshops

Develop staff training related to pertinent client needs/ issues.

-Nurse (new position)
-Team Leads

-Health Canada
-Quebec Public Health -
Thunderbird
-Canadore College

Workshops based on current best-practices

OBJECTIVE 3**Bridge identified gaps within the client wellness continuum with a pro-active and planned approach for improved seamless service delivery of care**

To support a comprehensive continuum of care, the Wanaki Centre will work to bridge identified gaps to ensure seamless service delivery.

Currently, clients who leave the Centre may or may not have existing support systems in place upon return home. To keep the motivation and momentum steady upon leaving treatment, the client may require additional assistance to transition back to his/her respective community. A short-term post treatment plan, and direct communication with a community worker (e.g. NNADAP worker) would hopefully ease the transition. There are of course challenges, however, when a client has apprehensions about sharing information with members of their own community, generally someone who they know, who

may even be a family member or friend. However, greater dialogue with community partners could help promote an improved flow of information resulting in a better understanding of a client's immediate and future needs in an aftercare context.

On a larger scale, seamless service delivery would be facilitated by developing comprehensive emergency preparedness and contingency plans. These plans serve to ensure necessary resources are allocated to provide minimum standards of client care and service delivery, despite extenuating circumstances. Coupled with these plans would be the administration of mock drills and testing to confirm the viability of any proposed actions.





ACTIONS



RESPONSIBILITIES



RESOURCES



OUTCOMES



Secure a resource worker for client follow-up and community transitioning

-Executive Director
-Board of Directors

-Algonquin Communities

Resource worker for follow-up with client logistics and communication for transition back to their respective community.

Develop an Emergency Preparedness Plan

-Executive Director

-Indigenous Services Canada
-KZA

Emergency Preparedness Plan that contains:
-Comprehensive Business
-Continuity Plan developed

Develop a Contingency Plan

-Executive Director

-Indigenous Services Canada

Comprehensive Contingency Plan developed

Conduct emergency preparedness mock drills

-Executive Director
-Accreditation Coordinator

-Indigenous Services Canada
-Community Partners
-Accreditation Canada

Mock drills conducted to test aspects of Business Continuity Plan and Contingency plan.



Goal 3

Solidify Community Presence as an Essential Specialized Service Partner



Engage in community outreach initiatives that promote the Wanaki Centre as an established community resources for community and Nation wellness



Formalize strategic alliances, partnerships, and linkages with regional and community agencies



Engage leadership in meaningful dialogue regarding the positive role of the Wanaki Centre in community wellness

OBJECTIVE 1**Engage in community outreach initiatives that promote the Wanaki Centre as an established community resource**

Considering the Wanaki Centre closure due to COVID-19, and the impending closure for building extensions, the proposed outreach initiatives are timely. The team is already familiar with the concept of “mobile-team activities” in which workshops are customized and offered within communities. These activities enable team members to sustain their level of engagement with clients, expand their knowledge on specific areas of substance use disorders, and maintain their certification credits. In addition, the networking that is done with community workers has a beneficial impact in the long term, especially in communicating and assisting clients with care plans. Visiting communities also serves as a basis for team members to appreciate the context of where a client is coming from, quite literally.

The Wanaki Centre has been recognized for its ability to provide a unique client experience. Not only is the Centre a service partner that specializes in the delivery of a substance use disorder program, but it also does so by adding the cultural component deepens their sense of identity and belonging as internalized by the graduates.



ACTIONS



RESPONSIBILITIES



RESOURCES



OUTCOMES



1
YEARS

Explore potential of a mobile team

-Executive Director
-Clinical Coordinator + Team

-Algonquin communities
-NNADAP Worker
-Indigenous Services Canada

Workshop content developed as part of program

Increase virtual care through online platforms

-Clinical Coordinator + Team

-FNEC

Facebook and Zoom meetings/circles

3

Develop an employee training plan for staff capacity-building

-Executive Director
-Clinical Coordinator

-Thunderbird
-Canadore College
-Quebec Public Health
-Commission
-CTRI

Staff trained in specialized areas

5

Highlight Wanaki Centre image through community awareness

-Executive Director

-Algonquin communities
-AANTC
-Maniwaki Native Friendship Centre

Increased knowledge of Wanaki Centre program at the community level
-Website
-Facebook

OBJECTIVE 2

Formalize strategic alliances, partnerships, and linkages with regional and community agencies for community and Nation wellness



A solid community partnership is often the result of meaningful communication and dialogue, mutual access to pertinent information, and formalized agreements that are clear, adaptable, and transparent among both parties. The value of formal partnerships and agreements cannot be understated in improving the quality of client care. An Accreditation Canada surveyor recognized: “A major challenge [Wanaki Centre] faces is they are not considered part of the Circle of Care. This is a major restriction in ensuring continuity of care for their clients whenever they go out for care.” While many of these linkages already exist informally, the process of formalizing agreements can lead to improved communication, clarified expectations, and ultimately benefit the client, the community, and the Centre.

Formalizing health agreements not only highlights what other organizations can do for the Wanaki Centre, but also puts the spotlight on what Wanaki Centre brings to the table as a specialized-service partner. By initiating this process, the Wanaki Centre facilitates the spread of program awareness and solidifies relationships with medical professionals.



ACTIONS



RESPONSIBILITIES



RESOURCES



OUTCOMES



Outreach and initial meetings with community partners

-Executive Director

-Indigenous Services Canada
 -The First Nations of Quebec and Labrador Health and *Social Services Commission* (FNQL HSSC)

Partnership Meetings

Develop Service Agreements with community partners

-Executive Director
 -All staff

-*Secrétariat* aux affaires autochtones
 -Kitigan-Zibi Anishinabeg (KZA)
 -Kitigan Zibi Health & Social Services (KZHSS)

Service agreement that outlines the roles, responsibilities, expectations of each party.

Formalize agreements

-Executive Director

Centre intégré de santé et de services sociaux (CISSS), Centre hospitalier de l'Université de Montréal (CHUM)
 -Friendship Centre
 -Pharmacies

Signed service agreements for implementation

OBJECTIVE 3**Engage leadership in meaningful dialogue regarding the positive role of the Wanaki Centre in community wellness**

The Wanaki Centre is highly committed to ensuring program and service delivery is of the highest quality, delivered in a safe and effective manner, meets client needs and incorporates traditional culture and values. It is unique in what it offers to clients and communities. The Wanaki Centre is not governed by any other type of health service or health centre; it does have an independent board, with representation from each of the Algonquin communities, which it is accountable to. It is imperative that Chiefs and other key players at decision making levels understand the role and impact Wanaki Centre has within Algonquin communities.

Due to the constantly changing political landscape, the Wanaki Centre will focus on developing a short presentation tool that can be used to introduce or orient new Chiefs/Council members to the value of the organization as a force for good within communities. The need to advocate for Wanaki has never been more essential, particularly in view of forthcoming changes to governance structures and related funding opportunities. By engaging with leadership regarding Wanaki's role in the continuum of client care and community well-being, it works to solidify its presence at "the table" and be acknowledged, respected, and valued for the unique, specialized-service provider that it is.





ACTIONS



RESPONSIBILITIES



RESOURCES



OUTCOMES

1

YEARS

Develop presentation package

-Executive Director
-Treatment Coordinator + team
-Cultural Coordinator

-Outsource

Presentation tool that includes Wanaki achievements, graduation rates, success stories, testimonials, and general community impact.

3

Presentation delivery at Annual Chief meetings and other relevant regional events

-Executive Director

-Commission

Meeting presentations

REPORT CARD — Year 1

Goal 1	CREATE AN OPTIMAL ENVIRONMENT THAT PRIORITIZES SAFETY, FOSTERS WELLNESS, AND ENHANCES THE OVERALL WANAKI CENTRE EXPERIENCE			
	1.1 IMPROVE THE FUNCTIONALITY AND DESIGN OF WANAKI CENTRE INFRASTRUCTURE TO MEET CURRENT AND FUTURE NEEDS			
	Actions	Indicators	Status & Comments	GRADE
1	Develop agreement for use of KZA land for expansion	-Signed BCR -Approval of architect plans		
	Building plans approved			
	1.2 ADDRESS OUTBREAK MANAGEMENT ISSUES AND IMPLEMENT STRATEGIES TO PROTECT THE HEALTH AND SAFETY OF EVERYONE WITHIN THE WANAKI CENTRE			
	Actions	Indicators	Status & Comments	GRADE
1	Establish COVID-19 specific policies for Wanaki Centre	-#Policies -Sufficient PPE -# Tools developed -# self-reporting -# cases		
	Develop Infection, Prevention & Control component of client orientation package			
	1.3 ADOPT AND FAMILIARIZE STAFF WITH INNOVATIVE QUALITY IMPROVEMENT INITIATIVES			
	Actions	Indicators	Status & Comments	GRADE
1	Evaluate current practice to identify gaps in policy areas.	-# of new policies -# complaints -% hand-hygiene compliance		
	Develop a comprehensive Wanaki Centre Policy & Procedures Manual prioritizing Infection, Prevention & Control policies			
Goal 2	ENRICH THE DELIVERY OF QUALITY PROGRAMMING TO SUPPORT A COMPREHENSIVE CONTINUUM OF CLIENT CARE			
	2.1 ADAPT THE PRE-TREATMENT PROCESS TO ADDRESS CLIENT READINESS, ENGAGEMENT & ORIENTATION			
	Actions	Indicators	Status & Comments	GRADE
1	Adapt intake package to enable Wanaki to receive comprehensive health information	-# clients completing pre-treatment program -# hospital visits		
	2.2 ENHANCE PROGRAM DELIVERY BY SECURING ESSENTIAL HUMAN RESOURCE FOR CLINICAL LEADERSHIP AND CLIENT CARE			
	Actions	Indicators	Status & Comments	GRADE
1	Secure a full-time Nurse position	-# hospital visits -# clinical care visits -# medication management incident reports		
	2.3 BRIDGE IDENTIFIED GAPS WITHIN THE CLIENT WELLNESS CONTINUUM WITH A PRO-ACTIVE AND PLANNED APPROACH FOR IMPROVED SEAMLESS SERVICE DELIVERY OF CARE			
	Actions	Indicators	Status & Comments	GRADE
1	Secure a resource worker for client follow-up and community transitioning	-# follow-up calls -% consents per cycle obtained to share info		

Goal 3	SOLIDIFY COMMUNITY PRESENCE AS AN ESSENTIAL, SPECIALIZED-SERVICE PARTNER SPECIALIZED-SERVICE PARTNER			
	3.1 ENGAGE IN COMMUNITY OUTREACH INITIATIVES THAT PROMOTE THE WANAKI CENTRE AS AN ESTABLISHED COMMUNITY RESOURCE			
	Actions	Indicators	Status & Comments	GRADE
1	Explore potential of a mobile team	-# of communities included -qualitative evaluation feedback surveys (clients, professionals)		
	Increase virtual care through online platforms	-# Zoom Circles -# workshops -#email requests		
	3.2 FORMALIZE STRATEGIC ALLIANCES, PARTNERSHIPS, AND LINKAGES WITH REGIONAL AND COMMUNITY AGENCIES FOR COMMUNITY & NATION WELLNESS			
	Actions	Indicators	Status & Comments	GRADE
1	Outreach and initial meetings with community partners	-# of partners -# of partner meetings/ communication		
	3.3 ENGAGE LEADERSHIP IN MEANINGFUL DIALOGUE REGARDING THE POSITIVE ROLE OF THE WANAKI CENTRE IN COMMUNITY WELLNESS			
	Actions	Indicators	Status & Comments	GRADE
1	Develop presentation package	-developed tool		

REPORT CARD — Year 3

Goal 1	CREATE AN OPTIMAL ENVIRONMENT THAT PRIORITIZES SAFETY, FOSTERS WELLNESS, AND ENHANCES THE OVERALL WANAKI CENTRE EXPERIENCE			
	1.1 IMPROVE THE FUNCTIONALITY AND DESIGN OF WANAKI CENTRE INFRASTRUCTURE TO MEET CURRENT AND FUTURE NEEDS			
	Actions	Indicators	Status & Comments	GRADE
3	Approve Capital Funding and complete phases of construction	- extension added -# additional programs -# incident reports -# client satisfaction surveys		
	1.2 ADDRESS OUTBREAK MANAGEMENT ISSUES AND IMPLEMENT STRATEGIES TO PROTECT THE HEALTH AND SAFETY OF EVERYONE WITHIN THE WANAKI CENTRE			
3	Develop a tool to track outbreak data and infection rates	-# of new evidence-based resource tools		
	Develop tools for staff, visitors, and clients			
	1.3 ADOPT AND FAMILIARIZE STAFF WITH INNOVATIVE QUALITY IMPROVEMENT INITIATIVES			
3	Facilitate access to Policies and Procedures, post to website/ shared drive	-# new evidence-based resource tools -# incident reports -# forms (linked to policy) filed		
	Develop awareness training tools for staff/visitors to familiarize with policies/procedures			

Goal 2	ENRICH THE DELIVERY OF QUALITY PROGRAMMING TO SUPPORT A COMPREHENSIVE CONTINUUM OF CLIENT CARE			
	2.1 ADAPT THE PRE-TREATMENT PROCESS TO ADDRESS CLIENT READINESS, ENGAGEMENT & ORIENTATION			
	Actions	Indicators	Status & Comments	GRADE
3	Develop orientation tools that address what clients can expect as a Wanaki resident	-# Zoom sessions -% completed applications vs. website access		
	Develop pre-treatment virtual care component			
	2.2 ENHANCE PROGRAM DELIVERY BY SECURING ESSENTIAL HUMAN RESOURCE FOR CLINICAL LEADERSHIP AND CLIENT CARE			
3	Evaluation of Medication Management policies, protocols, & procedures.	-#incident reports -#hospital visits -# clinic visits		
	Infrastructure in place for a Nurse Clinic			
	Incorporate health & wellness teaching within treatment program			
	2.3 BRIDGE IDENTIFIED GAPS WITHIN THE CLIENT WELLNESS CONTINUUM WITH A PRO-ACTIVE AND PLANNED APPROACH FOR IMPROVED SEAMLESS SERVICE DELIVERY OF CARE			
3	Develop an Emergency Preparedness Plan	-# staff training -# different staff trained -# agreements/ MOU's with partners		
	Develop a Contingency Plan			

Goal 3	SOLIDIFY COMMUNITY PRESENCE AS AN ESSENTIAL, SPECIALIZED-SERVICE PARTNER SPECIALIZED-SERVICE PARTNER			
	3.1 ENGAGE IN COMMUNITY OUTREACH INITIATIVES THAT PROMOTE THE WANAKI CENTRE AS AN ESTABLISHED COMMUNITY RESOURCE			
	Actions	Indicators	Status & Comments	GRADE
3	Develop an employee training plan for staff capacity-building	-# of staff participating in training		
	3.2 FORMALIZE STRATEGIC ALLIANCES, PARTNERSHIPS, AND LINKAGES WITH REGIONAL AND COMMUNITY AGENCIES FOR COMMUNITY & NATION WELLNESS			
3	Develop Service Agreements with community partners	-# of agreements		
	3.3 ENGAGE LEADERSHIP IN MEANINGFUL DIALOGUE REGARDING THE POSITIVE ROLE OF THE WANAKI CENTRE IN COMMUNITY WELLNESS			
3	Presentation delivery at Annual Chief meetings and other relevant regional events	-# Chiefs/Council members addressed -# meetings per year		

REPORT CARD — Year 5

Goal 1	CREATE AN OPTIMAL ENVIRONMENT THAT PRIORITIZES SAFETY, FOSTERS WELLNESS, AND ENHANCES THE OVERALL WANAKI CENTRE EXPERIENCE			
	1.1 IMPROVE THE FUNCTIONALITY AND DESIGN OF WANAKI CENTRE INFRASTRUCTURE TO MEET CURRENT AND FUTURE NEEDS			
	Actions	Indicators	Status & Comments	GRADE
5				
	1.2 ADDRESS OUTBREAK MANAGEMENT ISSUES AND IMPLEMENT STRATEGIES TO PROTECT THE HEALTH AND SAFETY OF EVERYONE WITHIN THE WANAKI CENTRE			
5	Incorporate Infection, Prevention & Control concepts into programming	-% of hand-hygiene compliance -# cases		
	1.3 ADOPT AND FAMILIARIZE STAFF WITH INNOVATIVE QUALITY IMPROVEMENT INITIATIVES			
5	Enhance Quality Improvement Framework	-# incident reports		

Goal 2	ENRICH THE DELIVERY OF QUALITY PROGRAMMING TO SUPPORT A COMPREHENSIVE CONTINUUM OF CLIENT CARE			
	2.1 ADAPT THE PRE-TREATMENT PROCESS TO ADDRESS CLIENT READINESS, ENGAGEMENT & ORIENTATION			
	Actions	Indicators	Status & Comments	GRADE
5	Develop staff training related to pertinent client needs/issues.	-# clinical care team providing training to staff		
	2.2 ENHANCE PROGRAM DELIVERY BY SECURING ESSENTIAL HUMAN RESOURCE FOR CLINICAL LEADERSHIP AND CLIENT CARE			
5	*no action planned			
	2.3 BRIDGE IDENTIFIED GAPS WITHIN THE CLIENT WELLNESS CONTINUUM WITH A PRO-ACTIVE AND PLANNED APPROACH FOR IMPROVED SEAMLESS SERVICE DELIVERY OF CARE			
5	Conduct emergency preparedness mock drills	# drills per year -# improvements implemented from drills		

Goal 3	SOLIDIFY COMMUNITY PRESENCE AS AN ESSENTIAL, SPECIALIZED-SERVICE PARTNER			
	3.1 ENGAGE IN COMMUNITY OUTREACH INITIATIVES THAT PROMOTE THE WANAKI CENTRE AS AN ESTABLISHED COMMUNITY RESOURCE			
5	Highlight Wanaki Centre image through community awareness	# success stories/testimonials -# referrals		
	3.2 FORMALIZE STRATEGIC ALLIANCES, PARTNERSHIPS, AND LINKAGES WITH REGIONAL AND COMMUNITY AGENCIES			
5	Formalize agreements	-# formalized agreements		
	3.3 ENGAGE LEADERSHIP IN MEANINGFUL DIALOGUE REGARDING THE POSITIVE ROLE OF THE WANAKI CENTRE IN COMMUNITY WELLNESS			
5	*no action planned			

Strategic Plan Approval

**INSERT SIGNED
BOARD OF DIRECTOR'S RESOLUTION
APPROVAL OF STRATEGIC PLAN**

Acknowledgements

I would genuinely like to thank all the **Wanaki Centre team** for their time, contributions and input that went into the preparation of this Strategic Plan. Thank you especially for meeting with me on Zoom and filling out my online surveys. I know it would have been much easier to meet through conventional means, in-person, especially to do the group exercises, so I really appreciate your adaptability and patience. Your care and dedication to clients is both evident and remarkable, it was a pleasure to work with all of you on this project.

Thanks to **Angela Miljour, Gilbert Whiteduck and Jenny McConini** for constructive feedback, comments and recommendations on the draft document.

Thank you to the **NNADAP workers** who shared their community experiences with me.

Thanks also to the **Wanaki Centre Board members** for meeting with me, and for giving me this opportunity to showcase the strengths, capabilities, and wonderful work being done at the Wanaki Centre.

I wish you all the best over the next five years.

Deborah Decontie

References

1. Wanaki Centre Strategic Plan 2015-2020, coordinated and prepared by Charlotte Commonda.
2. Rapport d'étude préliminaire, Centre Wanaki (Kitigan Zibi). Agrandissement et réorganisation des espaces, Robert Ledoux, Architecte Inc.
3. Accreditation Report, Wanaki Centre. Accreditation Canada.
4. balancedscorecard.org
5. managementhelp.org



The Wanaki Centre 5 Year Strategic Plan

WANAKI CENTER

Phone: 819-449-7000 | 1 (800) 745-4205

Fax: 819-449-7832

Admission Fax: 819-449-2007

P.O. Box 37, Maniwaki, QC J9E 3B3

Email: reception@wanakicentre.com

www.wanakicenter.com