

WORKING COLLECTIVELY, HONOURING WELLNESS, CULTURE, AND FAMILY

# MAWIOMI STRATEGIC PLAN

2023-2026





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## OUR MISSION, VISION, AND VALUES

### **VISION**

Indigenous People honouring wellness, culture, and family.

### **MISSION**

Mawiomi supports Indigenous Peoples in their individualized healing journey, embracing the 7 sacred teachings that honours the human spirit.

### **OUR VALUES: THE 7 SACRED TEACHINGS**

Respect    Wisdom    Truth    Courage    Honesty    Humility    Love

*Our vision statement is a concise encapsulation of what we are working towards. It is a long-term, aspirational statement that should guide our work over the next three years and beyond. Our mission statement is our fundamental purpose and guiding principles to the individuals that we serve.*



This is Mawioimi's second 3- Year Strategic Plan. For the next 3- years, Mawioimi will work towards offering the highest standard level of individualized care, enriched with culture, identity, and ceremonies, that is supported by a strong Governance. Although Mawioimi achieved a lot during the first 3- year Strategic Plan, we know there is still more work to be done. This Plan will help guide the organization to where it wants to go and where it needs to be. Staff and Board Members will continue to be engaged in the process by regularly revisiting this 2023-2026 Strategic Plan. Doing so will allow us to track our progress and identify any gaps that need attention. An Annual Operational Plan and Budget will guide the implementation of the Plan's objectives. This integration will ensure a consistent focus on the vision, mission, values, goals, and objectives.

## THE PURPOSE OF THIS PLAN

This Strategic Plan:

- provides a forward-looking, realistic, and stable platform to achieve the mission and vision for the individuals and families that we serve.
- creates a strong foundation that supports good governance, best operational practices, and individualized wellness needs
- supports the organization in being effective by articulating realistic and achievable goals
- serves as a key tool and reference document for ongoing planning, reporting, and accountability.



## MESSAGE FROM THE CHAIR

Not only have we gone through a pandemic, the pace of constant change has definitely been a challenge with every organization. In the past couple of years Mawiomi has had many positive changes. As you will see in the Strategic Plan created by the employees along with the support of the Board of Directors, a lot of work has been done and the path moving forward has many positive changes for our future of the organization. We thrive on success, by doing so we have invested a lot into our employees in order to give the best care possible to the people who enter the doors at Mawiomi. I am very honoured to hold the role as Chair of the Board of Directors and very proud of all the accomplishments. We will continue to move together on the right path of cultural wellness, on behalf of the Board of Directors, Wela'liog mst wen.

- Jeannette Martin

Chair of Board of Directors

## MESSAGE FROM EXECUTIVE DIRECTOR

It is with great pleasure that we present to you Mawiomi's 2023-2026 Strategic Plan. This plan will serve as a road map for the organization for the next three years prioritizing our direction in 4 specific areas: Organizational Development, Healing Services, Cultural Identity, and Capacity Building. Each of these areas are a building block to improving the services we offer and delivering the highest standard level of care for individuals and their families. The work set out in this Strategic Plan would not be possible without direction from the individuals that we serve, the dedication of our staff, and the support of our Board of Directors.

-Melissa Bryan

Executive Director

## BRINGING THE 2023-2026 STRATEGIC PLAN TO LIFE

What was done:

- Review of our 2019-2022 Strategic Plan with Staff and Board of Directors
- Several Mission, Vision, and Value Statement Exercises
- Review of Accreditation Primer Recommendations
- Client, Family and Staff Focus Groups
- Program Evaluation with External Partner (Consultant)

# ACHIEVEMENTS OVER THE LAST 3 YEARS



## CULTURAL PROGRAMMING

The Cultural Program continues to strengthen as it now has two Traditional Healers: one female and one male. This serves as a collective gender balance within the practice of ceremonies that individuals of our program participate in. With the additional Traditional Healer, this gives the cultural team the ability to implement more land-based activities such as hunting, fishing, medicine picking, and snowshoeing. Individuals in the program also have access to local elders and the Sundance community to be able to participate in fasts and other ceremonies upon request. Considering our diversity of Nations attending Mawiomi, there has been more contact with elders from the other communities that we serve. Cultural workshops are also provided during the weekend. Graduation ceremonies have become more indigenized with traditional meals, opening and closing prayers, singing, drumming, smudging, and honouring of our program participants.

## CLINICAL PROGRAMMING

The Clinical aspect of services was also upgraded. During their first week of the program, participants are introduced to their Wellness Counsellors and begin the development of their own Individualized Healing Plan. An Aftercare Counsellor was hired to help support all graduating participants in fully implementing their Aftercare Plan. Support is offered for a term of 18- months but can be extended depending on the need of the individual. To provide a higher level of safety and best practices, there are two Wellness Support Workers on each shift.



## **POLICY DEVELOPMENT**

Mawiomi policies are in place to support staff in delivering services with best practices and solid procedures. The journey with Accreditation Canada has been a great support in quality improvement, medication management, health and safety measures, and overall promoting the best standard of wellness and treatment. Mawiomi successfully passed their Primer in November 2021 and will continue working on preparing for the full survey with Accreditation Canada in October 2023. The Management Team wanted to maximize the involvement of the staff within the Accreditation process. Therefore, during staff meeting and in between our cycles, staff continue to have numerous opportunities to give feedback and support the development of policies and procedures.

## **VIRTUAL PROGRAMMING**

The pandemic played a vital role in motivating the organization to become more creative to stay connected to staff and continue to deliver programming. Staff meetings continued on a weekly basis, and several virtual programs were delivered to those in need. Mawiomi also opened their virtual doors even wider offering AANA meetings via zoom as well as in person.



## TRAININGS OFFERED

Over the past 3 years, these are some of the trainings that have been offered to our staff:

- Addictions and Mental Illness-Working with Co-Occurring Disorders
- Trauma - Strategies for Resolving the Impact of Post Traumatic Stress
- Workplace Hazardous Materials Information System (WHIMIS)
- Critical Incident Group Debriefing
- Vicarious Trauma-Strategies for Resilience
- Trauma Informed Care-Building a Culture of Strength
- Pharmacology
- Borderline Personality Disorder - Understanding and Supporting
- Cognitive Behavioural Therapy - Tools for Thinking Differently
- Walking Through Grief-Helping Others Deal with Loss
- Harm Reduction - A Framework for Change, Choice, and Control
- Brief Focused Counselling Skills-Strategies from Leading Frameworks
- Infection Prevention and Control
- Vicarious Trauma - Strategies for Resilience
- Anxiety - Practical Intervention Strategies
- Ethics and Helping Boundaries and Relationships
- Performance Management - New Perspective and Best Practices
- Quality Assurance and Outcome Collection
- Suicide Intervention
- Wellness Strategies- Stress, Compassion Fatigue, and Resilience
- Providing Support Remotely - Strategies for Helping from a Distance
- Lateral Violence - Working Towards Solutions for Indigenous Communities & Organizations
- Difficult Conversations - Strategies for Challenging Discussions
- Leading Teams Remotely
- Critical Incident Group Debriefing
- CPR/First Aid
- Fire Extinguishing Training
- First Nations Health Managers Association Program for Supervisors





## ADMINISTRATION

Communication between staff and management have improved due to the increased use of emails, weekly staff meetings, cycle debriefings, team building activities, and supervisory meetings. The organizations Pay Scale and all Job Descriptions were updated to support the center in the recruitment and retention of employees.

Mawiomi also has a full-time custodian to maintain the building and to uphold the highest level of health and safety standards. A Mawiomi Facebook Page was developed to help stay connected to past graduates of our program and our community members. The development of a data collection system has begun as the organization understands the importance of collecting information as a tool to make informed decisions and program changes.

A Yurt was built for additional space for staff and clients to be used for workshops, trainings, staff meetings, sharing circles, and family visits.



# PRIORITY **1** ORGANIZATIONAL DEVELOPMENT

**MAWIOMI RECOGNIZES THE IMPORTANCE OF A SAFE ENVIRONMENT FOR INDIVIDUALS AND STAFF.**

## GOAL #1

**Create a functional space to meet the needs of the individuals and staff with an expansion of the building.**

Objective #1: Building a ceremony room to offer a traditional safe space for the individuals.

Objective#2: Provide individual rooms that respect safety and privacy.

Objective #3: Create office space to accommodate current and future staff.

## GOAL #2

**Develop a strong governance to meet the needs of the organization through informed, transparent, and ethical decision-making.**

Objective#1: Create an orientation package for new Board Members.

Objective #2: Develop an annual training plan for all Board Members.

Objective #3: Develop a Board using the Matrix to ensure a governance with a range of knowledge and skills.

## GOAL #3

**Enhance Administrative functions to better support the organization.**

Objective #1: Transfer finance institution

Objective #2: Develop an employees management software (Timesheets, Pay Stubs, Leave Request)

Objective #3: Update technology equipment



# PRIORITY **2** HEALING SERVICES

**MAWIOMI VALUES THE IMPORTANCE OF AN INDIVIDUALIZED HEALING JOURNEY.**

## GOAL #1

**Develop and expand individualized healing services**

Objective #1: Develop a harm reduction approach by implementing a withdrawal management week

Objective #2: Enrich program delivery to ensure quality services are delivered 7 days a week

Objective #3: Develop a day program

Objective #4: Develop virtual services

## GOAL #2

**Develop a program manual**

Step #1: Identify criteria for acceptance into program

Step #2: Develop a pre-treatment process



# PRIORITY **3** CAPACITY BUILDING

## **MAWIOMI WILL ENCOURAGE A WORK CULTURE OF LEARNING AND SELF-DEVELOPMENT**

### GOAL #1

**Develop a community based educational program in addictions**

Objective #1: Develop partnership with post-secondary institution to develop a local educational program

### GOAL #2

**Fully implement Annual Staff Performance System**

Objective #1 Develop an Employee's Personal development Plan

### GOAL #3

**Develop an Employee's Recognition Program**

Objective: #1 Develop and implement a rewards and recognition procedure: objective, conditions, and criteria



# PRIORITY **4** CULTURAL IDENTITY

**MAWIOMI WILL HONOUR TRUTH AND RECONCILIATION BY PROMOTING CULTURAL IDENTITY IN AN ENVIRONMENT THAT IS SAFE FOR ALL INDIVIDUALS WE SERVE.**

## GOAL #1

### **Indigenize Mawiomi**

Objective #1: Renaming the organization respecting our mission and vision in indigenous terms.

Objective #2: Redesigning the Logo according to the new name

Objective #3: Indigenizing all rooms with name and indigenous art

## GOAL #2

### **Provide a cultural program respecting the individual culture and tradition.**

Objective #1: Establish traditional advisory committee

Objective #2: Develop a land-based program

## GOAL #3

### **Provide support for culturally empowered and confident individuals**

Objective #1: Develop a teaching and learning program from and for respective cultures

Objective #2: Engage family and natural support into individual circle of care

# ANNUAL OPERATIONAL PLANNING AND BUDGETING



Each fiscal year, an Annual Operational Plan will be submitted to the Board for approval that will reflect the specific objectives identified within the 2023-2026 Strategic Plan.

The Operational Plan will be separated into different sections:

- Annual Objectives
- SMART Objectives
- Timeline (Q1-Q4)
- Key Responsibility
- Partners
- Quarterly Reports (Will include detailed outcomes and key indicators)
- HR Plan
- Staffing needs in relation to objectives
- Annual Budget
- Specific Activities

The Management Team in collaboration with their staff, will develop quarterly reports to submit to the Board to demonstrate the progress being made. It will also give an opportunity for the organization to identify any additional needs, potential gaps and/or barriers.

## WHAT'S NEXT?

### STRATEGIC PLANNING AS AN ACTIVE TOOL

This Strategic Plan should represent the start of ongoing dialogue involving staff, Board Members, our community partners, and the individuals we serve. In the short term, we will need to confirm appropriate indicators and measures. We also need to align this plan with our Annual Operational Plan and budgeting progress. As both unfold together, we may find that there are specific objectives that may need to be refined as circumstances change. With that said, this is indeed a “Living Strategic Plan”.

Only by fully committing to regular evaluations of our progress towards the goals and objectives in this plan, will we know where we are, where more work needs to be done, and how much further we must go. This way, Mawiomi will continue to learn, improve, adapt, and continually work towards our mission and vision.



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