



ANISHNAWBE HEALTH TORONTO

STRATEGIC PLAN

INCLUSIVE OF THE YEARS: 2018 -- 2022

ACKNOWLEDGEMENTS

We would like to recognize the work and commitment of the Anishnawbe Health Toronto (AHT) Board Members, Executive Director, Managers and Staff who committed their time, shared their wisdom and remained steadfast in their commitment to improving opportunities for health and well-being in their community. They each held AHT close in their hearts – the organization, the clients, other staff, Elders, Healers, and Traditional Teachers – as they spoke about what they wanted to see now and in the future. The conversations centered on client needs considering what AHT Board Members, Executive Director, Managers and Staff could do to address these needs within balance of our First Family, our Family, our Community, and ourselves in balance of spirit, mind, emotion and body.

Attendees

Board Members

Marian Jacko, Vice President
Clio Straram
Carol Barnes-Kuleba
Aaron Sauve
Shirley Gillis-Kendall
Mark Atanasoff

Facilitator:

Andrea L.K. Johnston
Johnston Research Inc.

Staff and Management

Joe Hester, Executive Director
Jane Harrison, Manager Waash-Keshuu-Yaan (PHU)
Pete Keshane, Traditional Healer
Matthew Fountain, Oshkebewis
Peter Wynne, Traditional Healer
Leslie Saunders, Case Coordinator
Harvey Manning, Manager
Catherine Brooks, Clinical Counsellor
Theresa Shilling, Counsellor
Edna Carswell, Traditional Coordinator
Chris Pike, Chayuuweytim

Introduction

As a fully accredited community health centre, AHT offers access to healthcare practitioners from many disciplines including Traditional Healers, Elders, Medicine People, Primary Health team members, Mental Health and Addiction Practitioners and other practitioners of the Anishnawbe Health Toronto among others. Ceremonies and traditions, intrinsic to our health care model are available along with primary care and mental health services.

Anishnawbe Health Toronto managers, board members and staff came together to strategize about the vision for the organization over the next five years (2018 thru 2022).

Led by Johnston Research Inc. participants were challenged to examine the 2013 thru 2017 Strategic Plan and determine whether the vision, mission, beliefs and principles bore continued relevance over the coming years. Through a process of appreciative inquiry, the group discussed their personal ideas about health and well-being, the strengths of AHT in addressing health and well-being and the opportunities available to AHT. Participants were encouraged to critically examine the Past and Current states of AHT and vision a future path for the organization. Through this process the strategic priority areas were validated, solidifying the overall vision for each area and identifying concrete long- and short-term objectives for each priority areas.

This strategic plan was reviewed and accepted by the Board of Directors.

AHT's program planning and action plans over the next five years will be based on the *service philosophy statements* and *long-term and short-term service objectives*.

AHT's VISION

An Aboriginal Community:

- that nurtures the Family Spirit and strengthens family identity by embracing and sharing culture and traditional knowledge.
- that respects the beauty and power of nature and creation and helps to ensure a healthy environment.
- where individuals and families are strong spiritually, emotionally, mentally and physically, independent and self-sufficient; with ready access to Traditional Health and healing as well as culturally-safe models of care from pre-birth (Traditional Midwives) to preparations for return to the spirit world (Traditional Healers).
- where individuals are self-determining and able to take advantage of opportunities in order to reach their full potential and are prepared to share with others.
- where people have a strong sense of identity and pride, as well as being knowledgeable of their traditional ways and values.
- where Healing Lodges are at the centre of the community accessible to all of our people.

AHT's MISSION

To improve, support and promote the health, well-being and healing of Aboriginal people in spirit, mind, emotion and body within a multi-disciplinary health care model.

AHT's BELIEFS

AHT roots all of its activities on the following teachings:

- Healing, learning and teaching are synonymous.
- We are all responsible for our personal health, wellness and healing.
- Nature and creation is our First Family. We show respect for our First Family and include them in our communication with Creator. We also show respect for the spirits of our ancestors who are part of our First Family.
- There is an energy or life force which exists throughout nature and creation. This energy is within all of us. It gives us life and emanates from the human body. It is our spirit. What we understand as sickness begins in our spirit; it then affects the mind, then the emotions and finally the body; for healing to occur treatment must include our whole being.
- The Healing Path also includes preparations for the journey to the Spirit World. Death is part of the cycle of life.

AHT's PRINCIPLES

AHT will work toward achieving its visions and carrying out its mission based on the following principles.

- We respect teachings of all people.
- We value life experience and traditional knowledge
- We accept and provide care to all Aboriginal people and their families, including status and non-status First Nation, Inuit, and Métis people.
- We respect the right of our clients to receive services free from judgement and to choose the care path that is right for them.
- We strive to provide services that enable people to reconnect with and strengthen their spirit.

AHT's Strategic Priorities

The following Strategic Priorities were crafted through the facilitated session held with AHT Board Members, Executive Director, Managers and Staff and were based on the goal of achieving the mission based on the vision, beliefs and principles.

- A. Resources and Operations: *Financial and Human Resources, Governance and Management***
- B. Maintaining and Improving Holistic Health Care to ensure Health Promotion and Disease Prevention**
- C. Honouring Family**
- D. Strengthening our Circle**
- E. Knowledge Sharing, Research and Evaluation**

A. Resources and Operations: *Financial and Human Resources, Governance and Management*

Service Philosophy Statements

AHT respects our First Family in the delivery of programs and services as well as in the gathering and application of resources and operations.

Objectives

Short-term (1 – 2 years output)

- A.1. Review the strategic plan annually for specific alignments with Toronto Central LHIN (TC LHIN) and other resource partners.

Long-term (3 -5 years output/outcome)

- A.2. Build relationships with funding organizations and the broader Toronto community in support of funding a new integrated care facility.
- A.3. Support and incorporate innovative approaches to human resources.
- A.4. Investigate potential opportunities for satellite(s) and/or mobile health services.

B. Maintaining and Improving Holistic Health Care to ensure Health Promotion and Disease Prevention

Service Philosophy Statements

By embracing our Traditional practices, teachings, and knowledge AHT promotes the maintenance and continual improvement of spirit, self, family and community.

Objectives

Short-term (1 – 2 years output)

- B.1. Research and evaluate cyber counselling.
- B.2. Develop a strategy and program framework to implement a Chronic Disease Management program.

Long-term (3 -5 years output/outcome)

- B.3. Implement the chronic disease management strategic framework (B.2).
- B.4. Support and incorporate innovative approaches to service delivery.

C. Honouring Family

Service Philosophy Statements

We recognize our connection with our First Family through a balanced relationship with ourselves, our family, and community.

Objectives

Short-term (1 – 2 years output)

- C.1. Conduct workshops and sharing circles that promote the recognition of being and healthy family relationships.

Long-term (3 -5 years output/outcome)

- C.2. Develop and facilitate healthy living and traditional teachings.
- C.3. Support and build on the protection and preservation of our First Family through relationships within a community that nurtures the family spirit and strengthens family identity by embracing and sharing culture and traditional knowledge.

D. Improving Service Delivery

Service Philosophy Statements

We strengthen our identity through building and developing relationships that support our vision, mission, beliefs and principles.

Objectives

Short-term (1 – 2 years output)

D.1. Increase awareness of AHT with agencies and individuals.

Long-term (3 -5 years output/outcome)

D.2. Enhance client outreach services to improve accessibility to programs and services that address health care and social determinants of health, leading to self-determination.

E. Knowledge Sharing, Research and Evaluation

Service Philosophy Statements

AHT will provide a teaching and learning environment that supports people on their lifelong healing journey and empowerment.

Strategic partnerships in research, evaluation, and knowledge sharing will advance AHT's ability to fulfill its' mission.

Objectives

Short-term (1 – 2 years output)

- E.1. Review and assess AHT's role as a teaching and learning resource.
- E.2. Direct and manage research projects (*identify resources for investigating funding opportunities and critically analyzing the criteria*).

Long-term (3 -5 years output/outcome)

- E.3. As an internal review process, oversee and evaluate the implementation of the strategic plan.