



ANISHNAWBE HEALTH TORONTO

STRATEGIC PLAN

INCLUSIVE OF THE YEARS: 2023 - 2027

ACKNOWLEDGEMENTS

We would like to recognize the work and commitment of the Anishnawbe Health Toronto (AHT) Board Members, Executive Director, Managers Staff, and Clients 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.

The meeting participants were more than committed, they were invested in a future that addresses current realities and the needs of the Indigenous community of Toronto. Each person at the strategic planning table sat with respect and worked as a cohesive team. This team spirit supported every person to speak and share their perspectives on what would benefit and support AHT as it moves forward over the next five years. Mino bimaadiziwin was a in their hearts, minds, spirits, and bodies as they thought about what would be most helpful and effective to the Native community of Toronto.

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 (2023 thru 2027).

Led by Johnston Research Inc. participants were challenged to examine the 2018 thru 2022 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.

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

AHT is empowering Indigenous Peoples to have a strong sense of identity and pride through access to traditional healing and culturally safe models of care.

AHT's MISSION

To improve, support and promote the health, well-being and healing of Indigenous Peoples 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:

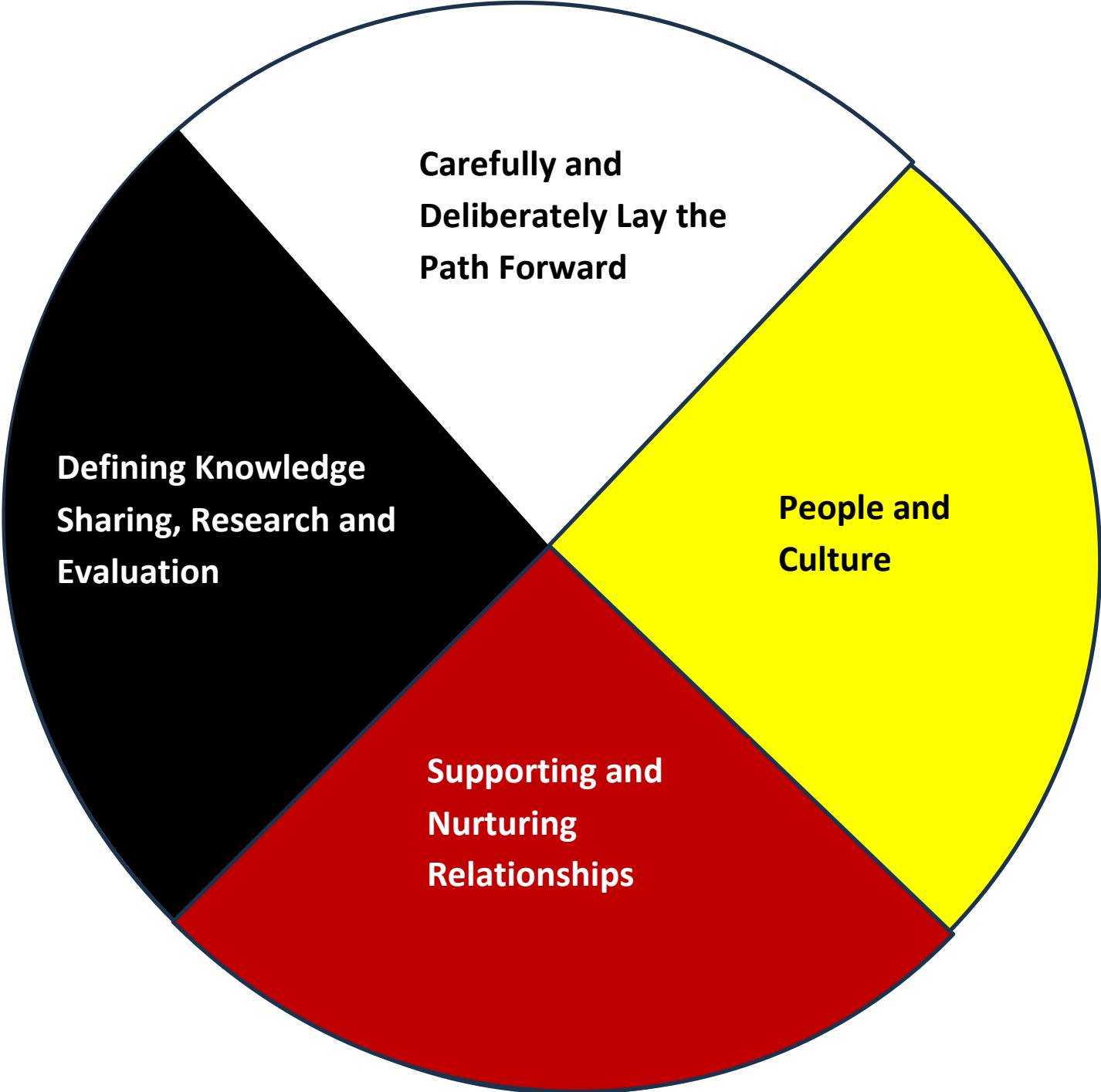
- We are all responsible for our personal health, healing and being well.
- Healing, learning, and teaching are synonymous.
- Nature and creation; our First Family. We show respect for the First Family and include them in our communication with Creator. We also show respect for the spirits of our Ancestors who are part of the 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 achieves its visions and carries out its mission by:

- Respecting teachings of people from all Nations.
- Valuing life experience and traditional knowledge.
- Accepting and providing care to all Indigenous Peoples.
- Respecting the right of our clients to receive services free from judgment and prejudice.
- Working with clients to choose the care path that is right for them.
- Striving to provide services that enable people to reconnect with and strengthen their Spirit.

AHT's Strategic Priorities



EAST: People and Culture

Service Philosophy Statements

AHT respects the First Family in the delivery of programs and services as well as in the gathering and application of people and culture.

Objectives

Short-term (1 – 2 years output)

- Full integration of people and culture (i.e., working cohesively and collaboratively).
- Client-centred culture-based organizational alignment across AHT.
- Focused culture-based recruitment and retention of the AHT staff.

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

- Reviewing the strategic plan annually and its implementation withing a culture-based framework.

SOUTH: Supporting and Nurturing Relationships

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)

- Operationalize culture-based mobile primary care.
- Promotion of the AHT culture-based palliative care program.
- Strengthening the relationship with the Anishnawbe Health Foundation.

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

- Final phases of the AHT culture-based palliative care program.
- Explore potential cultural land-based healing opportunities.
- Establish an Indigenous Ontario Health Team, advocating for a Provincial design that achieves a degree of self-government and control of health resources.

WEST: 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 and AHT leading research, evaluation, and knowledge sharing to advance AHT's ability to fulfill its' mission.

Objectives

Short-term (1 – 2 years output)

- Implement the Osh-ka-be-Wis Foundational Knowledge Training Program in the new centre in 2024.
- Further develop a culture-based mental wellness model that is more specific in addressing the mental wellness needs of our community.

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

- Research, partner, pilot, and lobby for a culturally responsive funding framework.
- As an internal process, oversee and evaluate the implementation of the strategic plan within a culture-based framework.

NORTH: Carefully and Deliberately Lay the Path Forward

Service Philosophy Statements

Think of the impact on seven generations, three behind, the current, and three in front. Take the time needed so we don't create dust so the ones coming behind can see the path forward.

Objectives

Short-term (1 – 2 years output)

- Continue to review and update the Circle of Care manual.
- Monitoring our services to ensure we are responsive to social determinants of health within a culture-based framework.
- Facilitating and obtaining feedback on operation of new health facility.

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

- Continuously review and update the Circle of Care manual.
- Developing an urban Indigenous long-term care model.