

Pimicikamak Cree Nation Jordan's Principle

**5 YEAR PLAN
2024 - 2029**

Version: 04.04.2024

Prepared by **Sage Solutions**

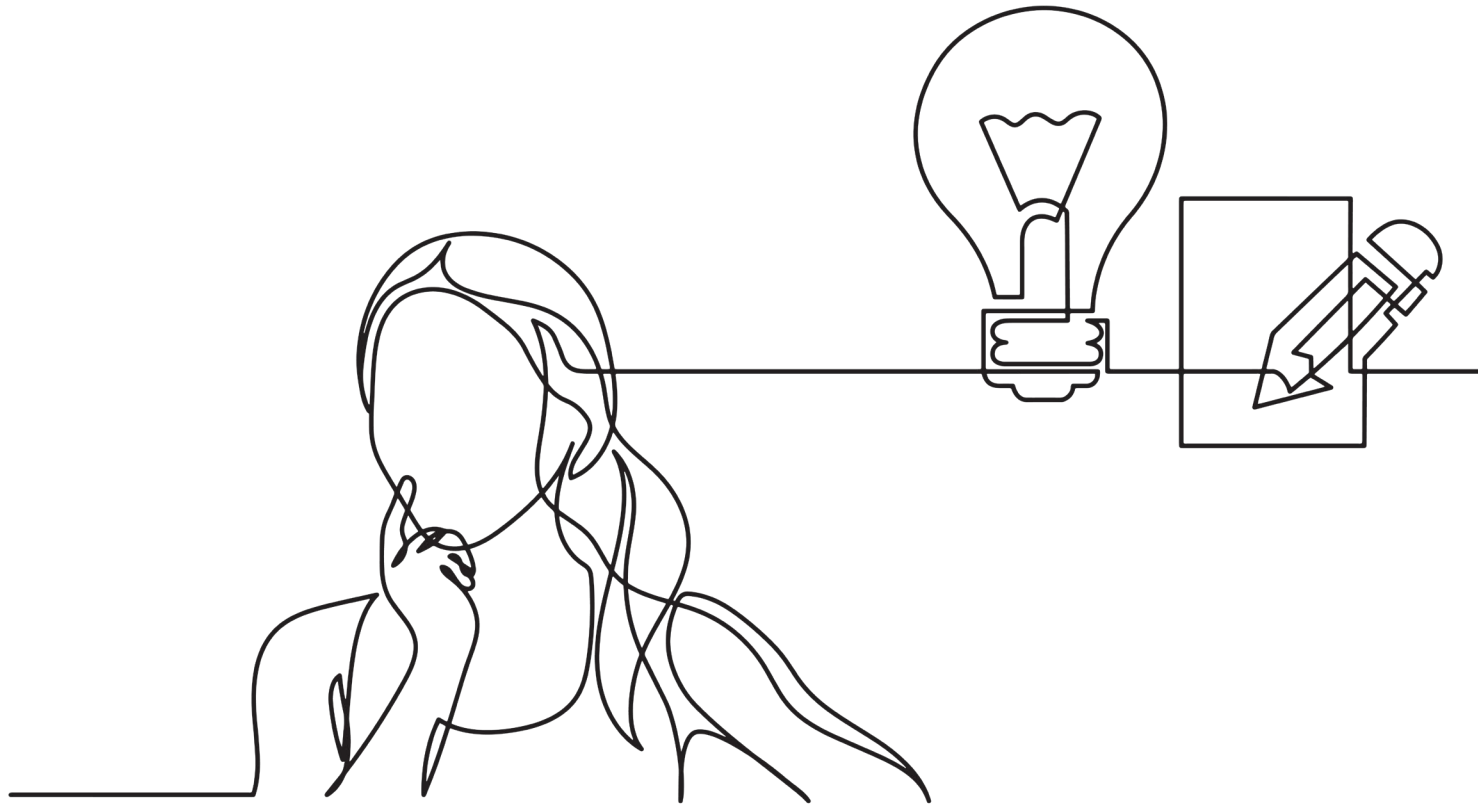
Introduction

Background & Scope

Pimicikamak Cree Nation, or Cross Lake, Jordan's Principle is a relatively new program with a growing client-base and changing parameters. In order to secure adequate block funding for the next 5 years, a cost projection reflecting the expansion of both the client base and the services delivered is required. A consultant, Sage Solutions, was selected to facilitate a session with program staff aimed at developing the long-term vision, mission and guiding values, mapping current and proposed services, then identifying initiatives, activities, timelines, resources and results. This document outlines the primary activities and required resources for the next five years.

Approach

Sage Solutions based the engagement activities on a model called Planning Alternative Tomorrows with Hope (PATH). PATH was initially developed by Pearpoint, O'Brien and Forest as a person-centred planning tool. PATH can be used as an organic strategic planning process, delivering an action-oriented result that is rooted in current context while reaching for a long-term vision. Sage Solutions has adapted the process (called A-PATH) based around a 10-year vision and 5-year results.



Vision, Mission, Values & Priorities

Vision

Our children, families and community are healthy, self-sufficient and resilient.

Mission

We support our children, families and community by providing welcoming, accessible, holistic and sustainable services, when and where they are needed, that are rooted in our culture and best practices, to cultivate stronger spirits.

Values

Knowledge

We believe in the power of learning from our past and embracing new wisdom for a brighter future. By sharing knowledge within our community, we empower each other to grow stronger together.

Neutrality

We value fairness and respect for all voices. In our community, everyone's perspective matters and we work together with open hearts and minds to find common ground and build understanding.

Empathy

With empathy, we create a safe and caring space where everyone feels supported and valued. By embracing empathy, we strengthen our community bonds and ensure that no one is left behind.

Accountability

We take responsibility for our actions and decisions, knowing they affect everyone in our community. By holding ourselves accountable, we build trust and integrity, laying the foundation for a better tomorrow.

Empowerment

We believe in lifting each other up and helping everyone reach their full potential. Through education, support and opportunities, we empower our children, families and community to thrive and succeed.

Patience

Change takes time and we understand the importance of patience. By staying resilient and trusting in the journey, we grow stronger as individuals and as a community, one step at a time.

Priorities

As a new and growing organization, Cross Lake Jordan's Principle is prioritizing building a solid operational foundation for its first 5 Year Plan, focusing on the following areas.

Governance

Having clear policies and procedures ensures that our program runs smoothly and fairly. By setting standards and guidelines, we can work together effectively and make decisions that benefit our children, families and community.

Staffing

Our team plays a crucial role in delivering quality services. Through careful recruitment and training, we ensure that our staff members are skilled and compassionate. This allows us to provide the best possible care and support to those we serve.

Space

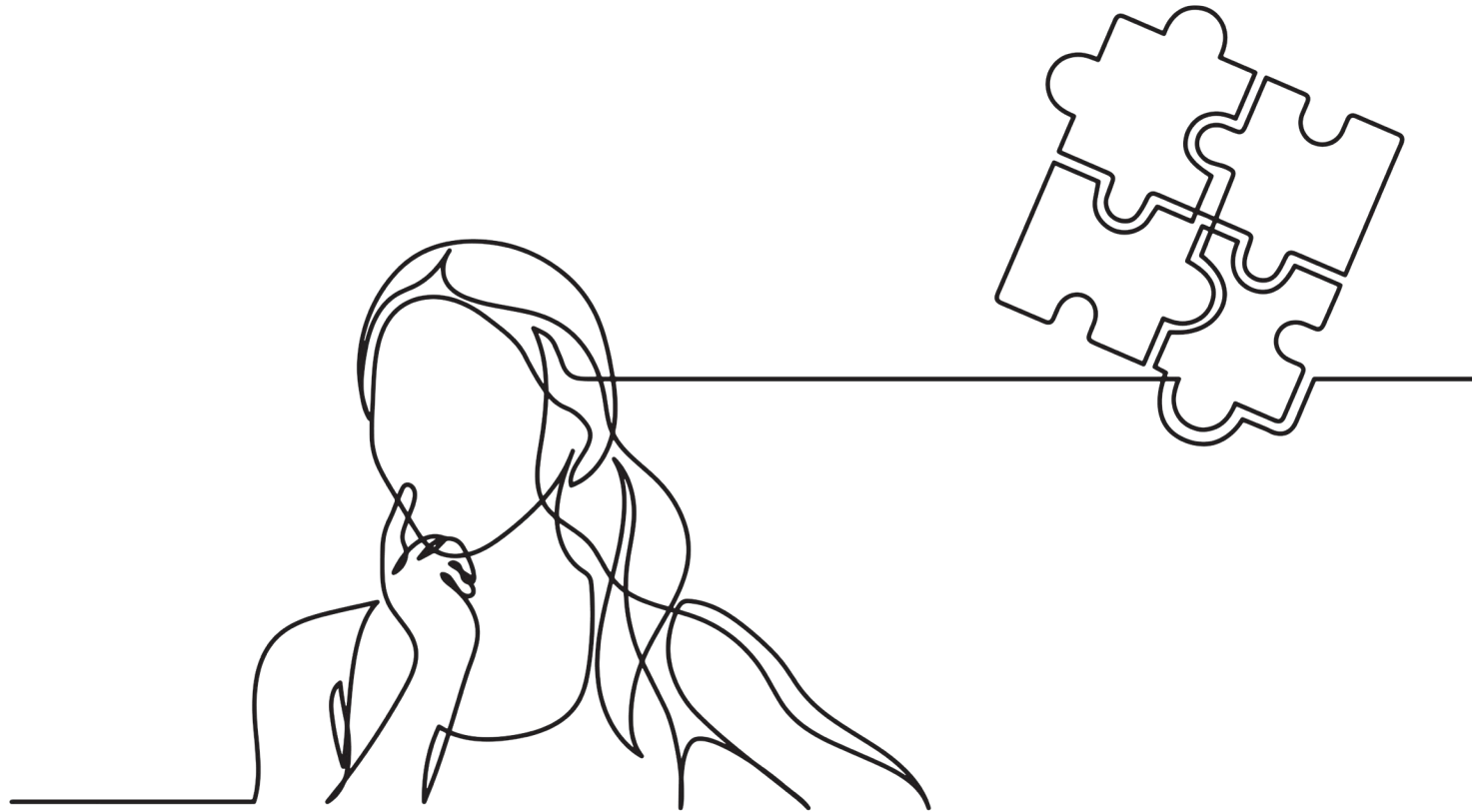
Having adequate facilities for service delivery and offices helps us do more for the people in our community. Embarking on capital projects will give us the safe, accessible and welcoming spaces we need.

Resources

Having the necessary resources is key to running a successful program. From travel funds to materials and equipment, we need these resources to deliver services effectively. By securing funding and procuring necessary supplies, we can continue to meet the needs of our community.

Partnerships

Building partnerships is vital for expanding our reach and impact. By collaborating with other organizations and community members we can access additional resources and expertise. These partnerships allow us to work together towards our shared goal of supporting our children, families and community.



Objectives, Initiatives & Actions

Objectives, Initiatives & Activities

Administrative Team

5 Year Goal: Jordan's Principle is a standalone entity, with appropriate and sustainable funding, infrastructure and partnerships, that is based in best practices for service delivery and staff growth.

Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Address immediate administrative needs	Hiring	<ul style="list-style-type: none"> - Develop job descriptions, salary scales and postings - Recruit required staff for Cross Lake, Thompson and Winnipeg - Orient and train new recruits 			
	Space	<ul style="list-style-type: none"> - On-reserve: temporary spaces are being secured; major capital planning process underway - Off-reserve: secure funding, secure and adapt spaces, move in 	- On-reserve: construction and furnishing complete, move in		
	Training	<ul style="list-style-type: none"> - Identify staff training needs with each department - Ensure all staff have PHIA and FIPPA training - Develop/adapt staff training - Deliver/coordinate staff training 			
	Procurement	<ul style="list-style-type: none"> - Support all departments in procurement of required materials, equipment and supplies 			
	Establish good governance	<ul style="list-style-type: none"> - Establish an Elder & Knowledge Keeper Advisory Council - Develop governance structure - Develop/refine best practices - Develop policies, procedures and agreements - Develop emergency preparedness & response and communicable disease emergency plans 			

Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Enhance administrative functions	Strategy & Performance	<ul style="list-style-type: none"> - Develop granular annual workplans with success measures - Develop and implement a formative evaluation strategy, focusing on impact, efficiency, client and staff satisfaction - Prepare funding proposals as needed 	<ul style="list-style-type: none"> - Refresh granular annual workplans with success measures - Refine best practices - Review progress and quality across programs - Update evaluation reports - Ensure compliance with accreditation standards - Review and revise policies and agreements - Revise program and organizational structures as needed - Secure funding for programming and staffing - Secure and maintain adequate space for programming and staff - Secure and maintain adequate supplies and equipment for programming and staff - Revise emergency preparedness & response and communicable disease emergency plans 		<ul style="list-style-type: none"> - Update community profile and needs assessment - Refresh strategic plan - Conduct infrastructure review & planning
	Human Resources Management	<ul style="list-style-type: none"> - Assess workloads and staffing requirements - Recruit and hire as needed - Develop and implement staff retention & growth strategy - Identify staff training needs with each department - Ensure all staff have PHIA and FIPPA training - Revise staff training content - Deliver/coordinate staff training - Support ongoing performance management 			<ul style="list-style-type: none"> - Refresh long-term staffing needs assessment - Refresh staff retention & growth strategy
	Finance	<ul style="list-style-type: none"> - Establish financial accounting, reporting and approval systems and processes - Streamline procurement and reimbursement processes 	<ul style="list-style-type: none"> - Manage operational budgets - Complete regular financial reporting - Support department leads to manage budgets and expenditures - Support development of budgets for funding proposals 		<ul style="list-style-type: none"> - Conduct procurement review/needs assessment
	Information Technology	<ul style="list-style-type: none"> - Establish network, server and backup server system - Procure and launch electronic client information management system - Support procurement, installation and maintenance of technology - Provide technical support as needed 	<ul style="list-style-type: none"> - Collaborate with Human Resources to enhance computer and technology knowledgeability among staff 		<ul style="list-style-type: none"> - Conduct technology status review and needs assessment

Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Develop strong relationships	Liaise with health cluster partners, community-based service partners, visiting service partners, leadership and funders	<ul style="list-style-type: none"> - Establish relationships with CLEA and school staff - Coordinator and Assistant Coordinator to meet quarterly with school resource teacher, specialized service provider agencies and federal and provincial contacts - Establish a communication/reporting mechanism whereby external providers share updates with the Case Management Supervisors 	- Ensure collaboration with health cluster partners, community-based service partners, visiting service partners and schools		- Collaborate with health cluster partners, community-based service partners, visiting service partners, leadership and funders to ensure sustainability of funding and services

Objectives, Initiatives & Activities

Transitions Team

5 Year Goal: Empowers youth to live independently and contribute to the community through building connections, providing transitional housing and promoting skill development.

Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Provide transitional housing and support independent housing needs	Build and operate transitional housing	<ul style="list-style-type: none"> - Update needs assessment - Update functional plan - Seek funding 	<ul style="list-style-type: none"> - Construction & furnishing - Staffing 	- Operate transitional housing	- Conduct/refresh needs assessment
	Support implementation of home modifications	- Develop process for assessment, approvals and implementation of home modifications	- Support implementation of home modifications		- Refresh process for assessment, approvals and implementation of home modifications
Empower youth to live independently through skill development	Develop and deliver life skills training	<ul style="list-style-type: none"> - Engage with clients, providers and content experts to determine learning needs and potential curriculum content - Develop/adapt curriculum/ training/ tools/ decision aids - Implement training 	<ul style="list-style-type: none"> - Revise curriculum/ training/ tools/ decision aids as needed - Implement revised training 		- Conduct/refresh needs assessment
Support youth to build connections	Connecting, Navigating & Supporting	<ul style="list-style-type: none"> - Establish client list and criteria - Develop Circle of Care - Create partnerships with providers in circle of care - Connect clients to resources in community 	- Develop best practices for transitions case management, based on level of need	- Explore avenues to support individuals requiring life-long assistance	- Conduct/refresh needs assessment

Objectives, Initiatives & Activities

Rehabilitation Team

5 Year Goal: Children and their families are supported to live fully and thrive through access to timely rehabilitation services in the community.

Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Support children to thrive	Facilitate provision of rehabilitation services	<ul style="list-style-type: none"> - Arrange appointments for visiting and telehealth providers: assistive technology clinic, nursing, SW, clinical health psychology, pediatrics, OT, PT, SLP, dietician, nutritionist - Provide local transportation 	<ul style="list-style-type: none"> - Arrange appointments for visiting and telehealth providers: assistive technology clinic, clinical health psychology, pediatrics - Provide local transportation 	<ul style="list-style-type: none"> - Assistive technology clinic, clinical health psychology, pediatrics 	<ul style="list-style-type: none"> - Implement online booking and scheduling system
	Provide rehabilitation services	<ul style="list-style-type: none"> - Home visits - Support for caregivers - Educational play 	<ul style="list-style-type: none"> - Home visits, support and educational play - Occupational therapy, physiotherapy, speech language pathology - Psychology and mental health therapy - Nursing - Health social work - Dietician - Blind school - ASL instruction - Art therapy & music therapy 	<ul style="list-style-type: none"> - Occupational therapy, physiotherapy, speech language pathology - Psychology and mental health therapy - Nursing - Health social work - Dietician - Blind school - ASL instruction - Art therapy & music therapy 	<ul style="list-style-type: none"> - Explore opportunities for expansion of services offered by community-based providers
	Facilitate requests	<ul style="list-style-type: none"> - Home modifications - Logistics & travel arrangements - Reimbursements - Second escort coverage - Medications - Specialized dental, glasses and footwear - Supplies 	<ul style="list-style-type: none"> - Streamline assessment, procurement and reimbursement processes - Go paperless for reimbursement processes 	<ul style="list-style-type: none"> - Streamline assessment, procurement and reimbursement processes - Go paperless for reimbursement processes 	<ul style="list-style-type: none"> - Collaborate with Health and Leadership to advocate for inclusions to NIHB coverage
Support caregivers to thrive	Enhance caregiver education for needs management	<ul style="list-style-type: none"> - Review existing training/education available through St.Amant and others 	<ul style="list-style-type: none"> - Develop modular content for group teaching for clients and caregivers - Provide group teaching for caregivers 	<ul style="list-style-type: none"> - Develop modular content for group teaching for clients and caregivers - Provide group teaching for caregivers 	<ul style="list-style-type: none"> - Conduct/refresh needs assessment
	Connect caregivers to supports	<ul style="list-style-type: none"> - Home visits 	<ul style="list-style-type: none"> - Home visits - Home health aides - Childcare relief workers 	<ul style="list-style-type: none"> - Home visits - Home health aides - Childcare relief workers 	<ul style="list-style-type: none"> - Conduct/refresh needs assessment

Objectives, Initiatives & Activities

Child Development Services Team

5 Year Goal: Supports children with diverse needs to build social- and life-skills, independence and confidence through recreational activities.

Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Children's developmental needs and milestones are being supported	Provide various recreational opportunities	<ul style="list-style-type: none"> - Sensory play - Music and movement - Arts and crafts - Sports and adapted physical activities - Outdoor adventures - Gardening and horticulture - Storytelling and drama - Campouts - Animal encounters - Community service - Cooking and nutrition - STEM activities 	- Evaluate and expand based on feedback		- Collaborate with Community Wellness Team to explore opportunities for youth to job shadow Child Development Workers
	Enhance service delivery	<ul style="list-style-type: none"> - Training for CDW's to support developmental milestones - Outreach to those who may face barriers to access - Engage Elders and Knowledge Keepers to infuse cultural teachings into activities - Collaborate with other teams to best support children and families 	- Explore opportunities to reconsider developmental milestones through a culturally appropriate lens		<ul style="list-style-type: none"> - Evaluate staff workload and capacity to ensure they are adequately supported in delivering high-quality services - Conduct a comprehensive review of the program's outcomes and impact to inform future planning and improvements

Objectives, Initiatives & Activities

Community Wellness Team

5 Year Goal: Instills hope and supports the dreams of our children, families and community.

Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Support families and community members of all ages to explore personal and cultural growth	Enhance community awareness on relevant wellness topics for prevention and health promotion	<ul style="list-style-type: none"> - Assess the current needs and interests of the community regarding wellness topics - Provide regular information sessions on wellness topics: healthy eating, fitness, health risk factor management, parenting, family wellness, mental health, trauma, coping skills, addictions, cultural teachings, etc. 	<ul style="list-style-type: none"> - Collaborate with the Land Based Team to deliver culturally-based programming - Add more topics based on community need/interest - Wellness workshops: stress management, mindfulness, meditation, self-care - Financial wellness workshops: budgeting, financial planning, debt management 		<ul style="list-style-type: none"> - Conduct/refresh needs assessment
	Bring families together through cultural and wellness activities	<ul style="list-style-type: none"> - Family fitness classes for different ages and abilities - Kids in the kitchen - Walking groups - Parenting support groups - Art Therapy - Elders' wisdom circles (teachings on: coming of age, perinatal practices and ceremonies, death and dying, kinship, community history, etc.) - Beading, sewing - Drum, rattle and pipe making - Engage those who may face access barriers 	<ul style="list-style-type: none"> - Collaborate with the Land Based Team to deliver culturally-based programming - Add wellness initiatives for specific age groups and community needs: parenting, Elder wellness, support groups for caregivers, 2SLGBTQQIA+ support - Community gardening - Language revitalization 		<ul style="list-style-type: none"> - Conduct/refresh needs assessment

Support youth to become self-sufficient, resilient and contributing members of the community	Provide a variety of wellness and cultural activities for youth	<ul style="list-style-type: none"> - Assess needs and interests - Provide activities: outdoor adventures, cultural workshops, creative arts workshops, silent raves, fitness challenges, mindfulness and meditation classes, Elders' wisdom circles, 2SLGBTQQA+ support groups 	<ul style="list-style-type: none"> - Collaborate with the Land Based Team to deliver culturally-based programming - Sports clinics - Cooking classes - Music and dance classes - Gardening - Financial literacy workshops - Conflict resolution training - Career exploration events 		- Conduct/refresh needs assessment
	Build capacity among youth	<ul style="list-style-type: none"> - Establish a youth leadership program to empower youth to take an active role in planning and organizing community wellness events and activities - Provide tutoring services 	<ul style="list-style-type: none"> - Develop a mentorship program where older youth can support and mentor younger participants, fostering a sense of community and peer support 	<ul style="list-style-type: none"> - Develop a career development program where youth can shadow staff in different fields and build qualifications for job entry 	- Conduct/refresh needs assessment

Objectives, Initiatives & Activities

Land-Based Team

5 Year Goal: Community members have a deeper connection to the land, promoting culturally-based healing.

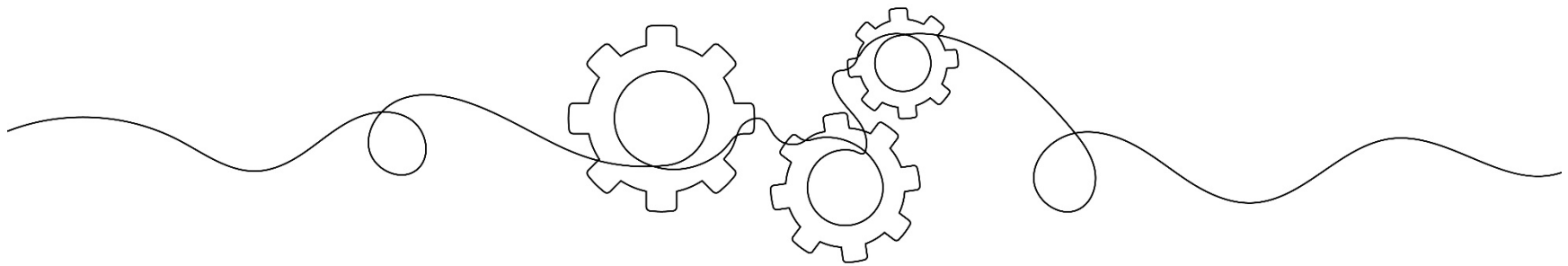
Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Immerse community members in land-based ways of life	Provide opportunities for hands-on cultural and land-based learning and healing	<ul style="list-style-type: none"> - Assess community needs/interests - Seasonal activities: hunting, fishing, trapping, harvesting - Preparation of hides and furs - Cleaning and preparation of fish, meat and fowl for consumption - Preparation of plants and medicines - Feasts - Ceremony: Sundance, sweats 	<ul style="list-style-type: none"> - Collaborate with other departments to deliver culturally-based programming - Expand activities based on community needs and interests - Log cabin construction - Action Therapy - Community gardening 		<ul style="list-style-type: none"> - Conduct/refresh needs assessment
Support staff to integrate land-based and cultural experiences in all Jordan's Principle departments	Provide staff growth opportunities	<ul style="list-style-type: none"> - Conduct staff needs assessment - Provide training: wilderness first aid, boat & water safety, power tools, survival skills, land & water stewardship, geography, effects of climate change 	<ul style="list-style-type: none"> - Ceremony: Sundance, sweats - Counselling & Action Therapy 		<ul style="list-style-type: none"> - Conduct/refresh needs assessment
	Facilitate sharing of land-based, traditional and cultural knowledge	<ul style="list-style-type: none"> - Develop a pool of Elders, Knowledge Keepers, Medicine People, Ceremony People 	<ul style="list-style-type: none"> - Engage Elders, Knowledge Keepers, Medicine People and Ceremony People in community needs assessment and long-term planning for Land-Based Team 	<ul style="list-style-type: none"> - Implement recommendations from Elders, Knowledge Keepers, Medicine People and Ceremony People 	<ul style="list-style-type: none"> - Conduct/refresh needs assessment

Objectives, Initiatives & Activities

Back-to-Basics Team

5 Year Goal: Supports children, families and the community to get on their feet, ensuring safe and nurturing environments for all.

Objective	Initiative	Immediate Activities	Short-Term Activities	Medium-Term Activities	Long-Term Activities
Support community members to have their basics needs met	Address basic housing needs	<ul style="list-style-type: none"> - Home modifications: assessment, approval, send for implementation - Emergency rent funds: assessment, approval, distribution of funds 	- Collaborate with Housing to determine potential solutions to housing shortage		- Collaborate with Housing to implement solutions to housing shortage
	Address other basic needs	<ul style="list-style-type: none"> - Furniture: needs assessment, procurement, storage, delivery - Essential supplies: procurement, storage and distribution of baby supplies; home visits, provision of food PO's and accompanied shopping - Clothing: procurement and distribution of winter clothing, back to school clothing - Recreation: equipment procurement and storage, local transportation, external transportation, registration fees 	- Collaborate with other departments and community programs to explore and address root causes that hinder substantive equality		- Support programming to address root causes hindering substantive equality
	Provide reimbursements for expenses	- Reimbursements for medical, utilities, recreational, etc.	- Streamline reimbursement processes		- Go paperless for reimbursement processes



Staffing and Resource Projections

Staffing and Resource Projections

Assumptions

- Growth calculations based on: $Pop_{future} = Pop_{present} \times (1 + i)^n$, where i = percent increase per year and n = number of years
- Percent increase per year is indicated adjacent to each department title

REMAINDER OF DOCUMENT REDACTED