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# The Red Road Healing Society

## Strategic Plan



March 2020

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# INTRODUCTION

## Overview

The Red Road Healing Society is a not-for-profit Child and Family Resource Center that is accessible, safe, warm, welcoming, and free. This wholistic wellness programming is provided for children, youth, adults, and families. Red Road utilizes a variety of Indigenous cultural perspectives, lifeways, knowledge, and practices.

In the West-Southwest area of Edmonton, and throughout Canada and Turtle Island, there is a high population of Indigenous children, youth, adults, and families who are still suffering from direct and indirect effects of intergenerational trauma stemming from whiskey forts, colonization, smallpox, and inflicted Christianity through residential schools.

To remove the multiple layers of intergenerational trauma on our Indigenous Peoples, it is important to provide professional services *for* Indigenous Peoples *by* Indigenous Peoples. Through this *professional* Indigenous approach to programs and services, we help our people remember, restore, and renew their traditional teachings and values; thereby, bringing balance and wellness, back into their lifestyles. Only then, can we truly assist our people in moving forward towards *transformative reconciliation*, through transformative *Indigenous* education, *Indigenous* employment, and *Indigenous* career development.

Traditionally, in the tipi (in a circle, in a community) everyone has a voice. Therefore, The Red Road Healing Society provides programs and services in an egalitarian environment where everyone is considered to have value; where Elders, Board, Staff, Volunteers, and Practicum Students model our sacred values *that bring life*. Thereby, providing our participants, with the direction, guidance, knowledge, and wisdom that they need to build their own lives. Only when that type of engagement has occurred, does one have the opportunity to be valued for who they are; and *thus*, the further ability to clearly move forward in their own life.

**“WORKING TOGETHER TO REMEMBER, RESTORE AND RENEW OUR  
TRADITIONAL ROLES AND VALUES AS INDIGENOUS PEOPLE”**

## **Hermeneutic Exposition of the Grandfathers (Grandmothers)**

Hermeneutics is a term used to describe *the process* of perception. For example, all environment provides stimuli, or messages that the human being thus receives and understands “in relation to” their environment. The concept of the Grandfathers (Grandmothers) plays a vital role in the thought *processes* of many Native groups in the plains area of Turtle Island. The hermeneutic exposition of the Grandfathers (Grandmothers) is important to The Red Road Healing Society *in practice*. To acknowledge the conception of the Grandfather (Grandmother) spirit as dynamic allows the function of the Grandfather (Grandmother) spirit to be understood in relation to whoever is dependent on using that spirit in their *daily* life.

*Clifford George Pompana, Senior Elder, Senior Therapist  
Reverend Doctor of Divinity, Jungian, PPCLI, Signal Core, Airborne  
Canadian Dakota Sioux Veteran  
Hehaka Sapa's or Black Elk's Great Grandson*

# VISION & MISSION

## Vision and Mission

Our vision is to walk with all our relatives on the Red Road of life by remembering, restoring and renewing, our traditional roles and values *that bring life*; so as to continually move forward, *'in a healthy way'*, as Indigenous Peoples.

## Path

We follow this vision by providing professional *Indigenous* social, educational, legal, and health services through an existing *Indigenous* cultural, grassroots, community-based agency that provides a *spectrum* of wholistic *Indigenous* services for *Indigenous* children, youth, adults, and families.

“The Red Road Healing Society has a firm belief in teaching their participants in the importance of the 7 sacred values that build life; love, courage, honesty, generosity, chastity, silence, respect; that traditionally were modeled in the *conduct* of our families, communities and nations. It is our responsibility, to give our *Indigenous* people; particularly our youth; the direction, guidance, knowledge and wisdom that they require; to move forward in life; within a non-threatening, spiritually connected environment. The Red Road Healing Society believes that only then, the healing process can begin. Whereas at one point in the past, with discriminatory foreign caregivers, the healing process for Indigenous Peoples was neglected, abused, or simply disregarded”

**Joanne Lethbridge Pompana, Director, Lawyer, Mediator, Juris Doctor, BSc, RSW**

**THE RED ROAD HEALING SOCIETY**

## GOALS

1. To reduce the abuse, apathy, isolation, low self-esteem, stress, compounded grief, addiction, violence, and general pain in our Peoples' lives (Indigenous and non-Indigenous); and
2. Increase our participants' knowledge of Indigenous Peoples' steeped traditional lifeways of education, health, socialization, justice, spirituality, and Indigenous psycho-sociological understanding of rights, values, ethical principles, and beliefs through an Indigenous cultural lens.



Figure 1: Star Blanket

In 1999, The Red Road Healing Society developed the Star-Tipi Resiliency model to illustrate how we work with community.

*Each staff member of The Red Road Healing Society brings a value and talent that helps the children and families with whom they work. Taken together, the talents provide a dynamic empowerment model that surrounds the clients as well as impacts the environment that each staff member connects to; either in networking with other partners and agencies, or in their personal connections of life, such as their home reserves. This model shows each staff member as a representative of a tipi, with their doorway being the programs and services that they bring to the*

*agency. Surrounding the doorway is their favorite quote. Beneath their doorway is the value they most display in life, and particularly in their work at Red Road. Above the doorway is all their immediate connections in the larger community with the work they do; and stretching outward to the rest of Turtle Island are the poles for each staff member, the communities they touch at a distance. This in turn brings in new energy, new awareness, and new techniques for new early intervention practices. The tipis taken together form a 7-pointed star, reflecting our seven sacred values, our seven sacred ceremonies (or seven sacraments) of LIFE and renewal of LIFE.*

Previously, it was difficult to *virtually* create our star tipi resiliency model; though, it continued to be a practice strategy for many of us. Today, with the United Nations Declaration on the Rights of Indigenous Peoples, there is much more awareness with respect to Indigenous Peoples' ethics, principles, and values. Rather than a handful of our people modeling the above approach to working with our nations, many people embrace this way of life collectively, and work within that milieu. Hence, our approach as service providers within an urban environment coincides with Dr. Martin Brokenleg's *Circle of Courage* and Red Road's Indigenous Accreditation categories for Early Intervention; as well as, our 2019 Red Road Policies and Procedures A.7 and A.8 Healing and Supplementary Healing Models (Tia Salter, 2007, PASS).

REMEMBERING

RESTORING

RENEWING

## INFOGRAPHIC

The infographic below is a graphical illustration of this Strategic Plan. There are three sections to the graphic:

- Central is the Indigenous Community of Children, Youth, Adults, and Families, and their exposure to transformative reconciliation through the relational approach, Mitakuye Oyasin, of transpersonal therapy or Wholistic Wellness interspersed with foundational cultural ethics, values, and lifeways. Ethics and values modeled daily at The Red Road Healing Society institute the recovery of memory, and restoration of the traditional roles and values, that move the sacred in everyday life forward...*taku wakan skan skan*...something holy moving;
- Integral to the implementation of transformative reconciliation are the fundamental processes of Information Technology (IT), Human Resources, and Governance that align with the strategic plan; and,

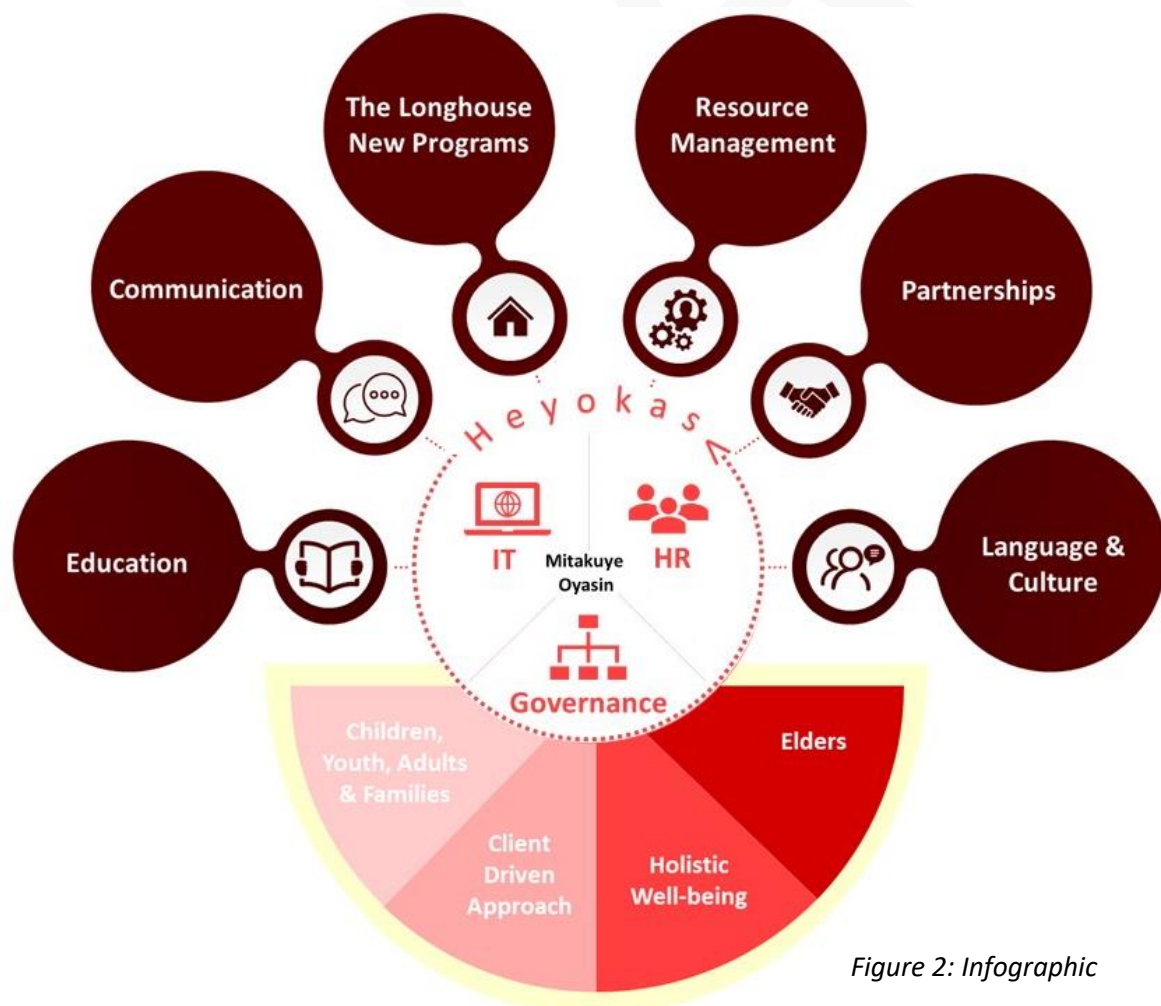


Figure 2: Infographic



- Ongoing work in the areas of Education, Communication, Residential Longhouse New Programs, Resource Management, Partnerships, Language, and Culture required to generate and further enhance the vision and goals of The Red Road Healing Society.

Trauma informed therapy in conjunction with brain architectural understanding is embedded within this Client Driven approach; and in the very middle of the triad is Mitakuye Oyasin, the relational approach of transpersonal therapy that fuses transformative reconciliation. However, that relational approach is also always influenced and directed by the Contraries, the Trickster, the Iktomi, the Heyokas in everyday life.

## BACKGROUND

The Red Road Healing Society is a not-for-profit Child and Family Resource Centre which offers a multitude of unique community-based services to support and create change for the children, youth, adults, and families in their collective region. The focus is on transformative reconciliation and transpersonal development for the community through working with one child, one youth, one family, one individual at a time. The Red Road Healing Society opened in 1997 and has grown from working with a handful of people; to providing multiple services to multiple peoples each month. The Red Road Healing Society primarily works with First Nations, Metis, and Inuit people from all over Canada; however, all races and nations are welcome to participate in the programs and services that are offered.

Since 2007, The Red Road Healing Society has maintained accreditation as an Early Intervention and Prevention Program with Indigenous Designation in the categories of Mentoring, Outreach, Community Day Program, and Crisis Intervention. In November 2019, The Red Road Healing Society achieved accreditation with excellence.

This certification recognizes us as an Early Intervention and Prevention Program with Indigenous Designation in the categories of Mentoring, Outreach, Community Day Program, and Crisis Intervention until 2023, as depicted in the graphic below.

The following graphic depicts Red Road’s Mentoring, Outreach, Community Day Program, and Crisis Intervention until 2023.



Figure 3: Morningstar

## APPROACH

The Red Road Healing Society has undertaken a 3-Year Strategic Plan to further develop, strengthen, and position the organization for the years ahead. The scope of the Strategic Plan was created to support the Vision, Mission, Goals, and Values of The Red Road Healing Society. The Strategic Plan includes the following components:

1. An infographic visually depicting the strategic themes and core elements of the RRHS;
2. A one-page framework intended to guide The Red Road Healing Society over the next three years that:
  - a. outlines strategic initiatives and
  - b. facilitates desired outcomes; for
3. Implementation that identifies the:
  - a. objectives aligned to strategic priorities and
  - b. actions to further align each priority initiative.

In addition to reviewing The Red Road Healing Society's 2019 Policies and Procedures, 2019 Bylaws, 2019 Ethics and Values, 2019 Brochures, and 2019 Rights of Clients; one-on-one interviews were held with Elders, partnering agencies, leaders, board members, practicum students, staff, and clients of the Red Road Healing Society. These interviews and conversations provided direct insights into what is working well and where gaps exist. Once gathered, the information was consolidated and analyzed to identify running themes.

Within the service delivery of The Red Road Healing Society, the following was discovered:



Figure 4: Red Road Programs

## STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS (SWOT)

This section outlines organizational activities and programs of The Red Road Healing Society, followed by a SWOT analysis. This is then followed by recommendations to minimize possible risks. The following are standard definitions of a SWOT and 'typical' examples of SWOT characteristics.

- Internal: Strengths and Weaknesses refer to internal factors such as resources, skills, and experience readily available to The Red Road Healing Society. Examples include:
  - › Financial resources (funding, donations);
  - › Physical resources (location, land, facilities, equipment);
  - › Human resources (Elders or community members who work for the RRHS, full or part-time staff);
  - › Access to land, natural resources, trademarks, patents, and copyrights; and,
  - › Current processes (programs, finance functions, communication, IT systems, staff programs, organizational relationships).
- External: External forces influencing and affecting the RRHS directly or indirectly are considered to be threats to sustainability and achievement of goals. External factors typically reference things outside the RRHS's control. Examples may include:
  - › Market trends (new programs, new tools for reaching clients, new products and technology, shifts in community needs);
  - › Economic trends (regional, local, national government, and international financial trends);
  - › Funding (grants, contribution funding, donations, and other sources);
  - › Demographics;
  - › Relationships; and,
  - › Political, environmental, and economic regulations.

The SWOT can identify factors that should remain in place (Strengths), factors which should be addressed (Weaknesses) and factors which should be actioned (Opportunities and Threats).

### The Red Road Healing Society (SWOT)

There are several factors which will ensure the success of Red Road Healing Society, and some factors that could be a challenge for the organization. The brief analysis that follows is an overview of the strengths, weaknesses, opportunities, and threats that can influence the organization's success.

## Strengths

- Relationship focused;
- All Elders, Board, Staff, Helpers are Indigenous;
- Elders and Staff are Professionals (Reverend Doctor, Juris Doctor, Masters, BSc, Therapists, Veterans, BSW, RSW, Certified Counsellors, Herbalists, Reiki Specialists, Economists) in their fields; as well as trauma informed, Culturally Astute (all from different nations, lodge keepers, sundance chiefs and survivors of their own generational trauma);
- All persons involved with The Red Road Healing Society lead an addiction-free lifestyle;
- Practicum students, Volunteers, and Helpers are available;
- Accredited Early Intervention Program with Indigenous Designation in the Categories of Mentoring, Community Day Program, Crisis Intervention and Outreach, since 2007, and until 2023;
- Positive reputation within the community of Edmonton and surrounding First Nations communities with partners in transpersonal therapy and transformative reconciliation;
- Wide range of programs offered; with
- Diversity preservation.

## Opportunities

- Partner or hire more staff with resources;
- Delegation of organizational tasks;
- Increase donations from community;
- Increase partnerships;
- Develop Justice Foundation;
- Increase reach of programs and services;
- Have formal fundraising support; and,
- More training - recruitment strategies.

## Weaknesses

- Streamlining of communication with respect to programs and services;
- Technological services;
- Human Resources in conjunction with program management; and,
- Vulnerability of programs due to limited funding.

## Threats

- Ability for many to assume delegation of organizational tasks is weak – although, responsibility of programs and services resides with all at The Red Road Healing Society - few individuals are willing and/or capable to take on more responsibility; and
- Recession - market conditions.

# STRATEGIC PLAN

The following one-page overview of the 3-year strategic plan summarizes the information detailed within this document. The purpose is to provide an overview of the strategy. Please note that The Red Road Healing Society is *within Year 2 and Year 3* of this process; as the formulation of the Strategic Plan document took a year; whilst other tasks outlined in Year 1 had commenced and been completed. Check marks (v) have been placed beside those Strategic Priorities (and Risk and Mitigation indices) on the following pages that have been completed; AND asterisks (\*) are placed beside same that are currently being undertaken and/or are *ongoing* priorities and goals for The Red Road Healing Society.



Figure 5: 3-Year Red Road Strategic Plan

# STRATEGIC PRIORITIES

## Information Technology

Objectives	Actions
Ensure Information Technology Aligns with Programming Needs and Efficiencies in Service Delivery.	<ul style="list-style-type: none"> <li>• Review current in-use technologies; and ✓</li> <li>• Explore enhancements and new technologies for application delivery to address needs of programs and services. ✓</li> </ul>
Ensure Information Security Infrastructure and Management Practices are Using Industry Standards.	<ul style="list-style-type: none"> <li>• Create environments that encourage safe storage of data and in accordance with data protection laws; ✓</li> <li>• Develop IT security checklists that outline best practices and allow self-certification as a means of ongoing risk mitigation; and,*</li> <li>• Effectively train/communicate Data Security Policies and implement*</li> </ul>

## Human Resources

Objectives	Actions
Provide Development/Training Programs to Support Staff Goals and Competencies.	<ul style="list-style-type: none"> <li>• Conduct organizational gap analysis to determine programs of interest/need; and ✓</li> <li>• Review staff competencies and goals during annual performance reviews. *</li> </ul>
Ensure a Positive, Values-based Culture.	<ul style="list-style-type: none"> <li>• Develop policy for respectful engagement with community members, colleagues, elders, and knowledge keepers; and ✓</li> <li>• Provide experiential, hands-on learning opportunities (e.g. Healing Within the Ball). ✓</li> </ul>
Ensure Compensation and Performance Management Processes are Designed and Executed to Align and Maximize Staff Performance with the Goals of the Organization.	<ul style="list-style-type: none"> <li>• Conduct regular performance reviews; ✓</li> <li>• Use/develop competency and skills matrices; and, *</li> <li>• Seek continuous feedback from staff.*</li> </ul>



## RISK & MITIGATION PLAN

Risk Type	Risk Level	Risk Description	Mitigation
IT	Medium-high	<b>Loss of hardware and electronic documents.</b> This could happen due to a fire in the building or other natural disaster.	<ul style="list-style-type: none"> <li>Move all files to technology solution (i.e. TB, MS OneDrive) ✓</li> </ul>
IT	Medium	<b>Security breach which can lead to loss of electronic documents.</b> Vulnerability to a security breach is increased due to software applications not consistently updated to latest versions.	<ul style="list-style-type: none"> <li>Move all files to technology solution (i.e. MS OneDrive) ✓</li> <li>Purchase/update security software for all computers ✓</li> <li>Implement IT policy that identifies staff role and responsibilities in mitigating security breaches ✓</li> </ul>
IT	Medium-Low	<b>Poor performance/ lack of productivity.</b> At risk of decreased performance of hardware, and as a result software, due to the aging computers and programming.	<ul style="list-style-type: none"> <li>Replace computers that are greater than 5 years old; *</li> <li>Budget to replace computers approaching or already older than 3 years; *</li> <li>Determine IT needs for applications and programming necessary for implementation and sustainability of the RRHS programs *</li> </ul>
Human Resources	Medium-high	<b>Loss of programming due to lack of planning for funding.</b> Funding is a key component of ensuring program sustainability.	<ul style="list-style-type: none"> <li>Identify funding for current and future program needs;*</li> <li>Build/maintain partnerships with community organizations;*</li> <li>Provide community funders with regular communication/updates on program impact within the community✓</li> </ul>



Risk Type	Risk Level	Risk Description	Mitigation
Human Resources	Medium-low	<b>Lack of staff engagement/participation.</b> Staff voice and representation is important in the decision-making process regarding organizational progress.	<ul style="list-style-type: none"> <li>Engage with staff so they are regularly able to voice their concerns; *</li> <li>Provide supportive and constructive feedback;*</li> <li>Involve staff in the decisions that affect them; *</li> <li>everyday feature to maintain staff engagement.*</li> </ul>
Human Resources	Medium	<b>Succession planning.</b> Planning and communication to staff/community partners is essential to the change process.	<ul style="list-style-type: none"> <li>See succession plan in table below:v</li> </ul>
Governance	Medium-low	<b>Failure to see expansion/growth of organization.</b> Governance creates structure (like rules and expectations) that help organizations operate consistently, which is a necessary foundation to the growth or success of an organization.	<ul style="list-style-type: none"> <li>Governance policy v</li> <li>Communication/staff training around policy (mandatory adherence to policies and procedures is achieved through accreditation and is on-going) v</li> </ul>
Governance	Medium-low	<b>Poor change implementation.</b> During large-scale change initiatives (i.e. change in Director).	<ul style="list-style-type: none"> <li>Ensure effective change in governance through professional, <i>relationally</i> competent, and culturally appropriate people; sufficient time for prospective replacement to work alongside current director; and sufficient resources to facilitate change v</li> <li>Ensure those responsible for change have the <i>relational</i> capability and capacity required to lead the change effort v</li> </ul>

# SUCCESSION PLAN

The following focus is related to succession planning activities:

#	What	Description	When
1	<b>Planning</b>	Leadership confirms their vision for the Director position and outlines timeframe of transition: <ul style="list-style-type: none"> <li>• Identification of responsibilities that could be allocated amongst current staff;</li> <li>• Number of resources required to fill position;</li> <li>• Trial of potential candidates until there is a good fit; and,</li> <li>• Timeframe of transition.</li> </ul>	Year 3
2	<b>Internal Staff Review Consultation</b>	Review existing positions and staff to determine if they may assume role or be allocated some of the current Director responsibilities. Consider: <ul style="list-style-type: none"> <li>• HR resources required for recruitment process;</li> <li>• Are there candidates that may be ready to take on the Director position;√</li> <li>• Is an external assessment of the candidates required; and,</li> <li>• What are the development needs or plan of the candidates.</li> </ul>	Year 1, Month 6
3	<b>Knowledge Translation Strategies</b>	Identify Knowledge Transition questions and relevant metrics that will be used to evaluate the success of the strategies with regards to: <ul style="list-style-type: none"> <li>• Leadership development; and √</li> <li>• Key knowledge transfer areas and delegation of responsibilities. √</li> </ul>	Year 1, Month 6
4	<b>Job Posting</b>	Develop a job posting <ul style="list-style-type: none"> <li>• Develop a profile for the position; √</li> <li>• Confirm language requirements; √</li> <li>• Consult with leadership staff to define role responsibilities; √</li> <li>• Identify budget for recruitment; and, √</li> <li>• Confirm salary and compensation. √</li> </ul>	Month 6
5	<b>Recruitment</b>	Identify places where external resources may generate suitable candidates for Director position (job sites, partners, newspapers, community, educational institutions) <ul style="list-style-type: none"> <li>• Identify resources - locations where external succession candidates may be found; and</li> <li>• Confirm the process for external recruitment if no internal candidate is available.</li> </ul>	Month 6

6	<b>Training</b>	Knowledge transfer and training <ul style="list-style-type: none"> <li>• Ensure transition timeframe is sufficient to meet new staff’s needs; and</li> <li>• Mentorship position assumed by previous Director for defined period of time. ✓</li> </ul>	Year 3
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## CONCLUSION

This Strategic Plan should represent the start of an ongoing dialogue involving Elders, leaders, partners and staff. By focusing on further development of The Red Road Healing Society’s internal initiatives, implementation of other initiatives is possible; particularly in the key areas of Education, Communication, Longhouse Residence Programs, Resource Management, and Partnerships, that will provide greater success and longevity for this Indigenous organization. The Strategic Plan will serve as a living document to align this gathered information with annual planning and budgeting processes.

The Red Road Healing Society has worked hard to accomplish many of their identified goals. This strategic plan is meant to assist with the identification and implementation of further goals. Through commitment to a regular evaluation of progress towards the said goals identified in this plan, The Red Road Healing Society will have a growing awareness with respect to where things are, where more work needs to be done, and what possibilities the future may hold. This framework has the ongoing vigilant message to continually learn, improve, adapt, and implement the evolving vision, mission, goals, and values of The Red Road Healing Society.

## DOCUMENT SIGN-OFF

*Approval of this final version of the Red Road Strategic Plan is confirmed by the signatures below. By signing this document, each individual agrees all deliverables and related work activities are complete.*

Representatives	Approver Name	Title	Signature	Date
Client	Joanne Lethbridge Pompana	Director, Lawyer, Mediator, Juris Doctor, BSc, RSW		03/11/20
Consultant	Karen Watson	Managing Director		03/11/20