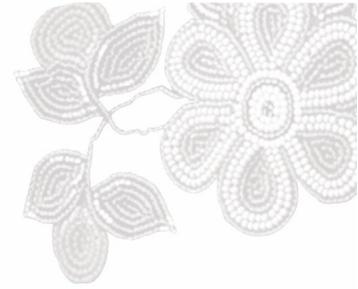


Tłıchǫ Community Services Agency

STRATEGIC PLAN

2022-26



Message from the Chairperson



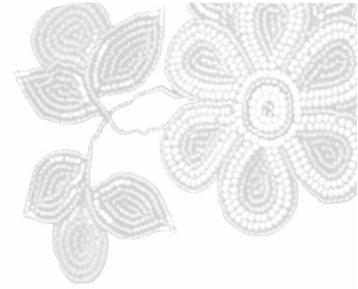
We are pleased to present you with the Tłıchǫ Community Services Agency's 2022-23 Strategic Plan, which builds upon the momentum of our successes to date and leverages the strengths of our integrated services approach to supporting individuals, families, and communities. This plan overviews the continued growth of our education, clinical and social programs and positions the Agency to realize greater efficacy in program and service delivery.

The TCSA's Board members are appointed by their respective community governments such that each community within the Tłıchǫ region is represented on the TCSA Board. By adhering to good governance practices, the Board ensures the Agency has the capacity and capability to meet both its short- and long-term goals. This 2022-26 strategic plan supports the work of putting our community members first, and it highlights service integration and new partnerships that will serve to contribute to excellent patient and client experiences.

Masi

Ted Blondin
Chairperson, TCSA Board
Tłıchǫ Community Services Agency Board





Message from the Chief Executive Officer



Every day the Tłıchǫ Community Services Agency (TCSA) works to improve student, client and patient services. We are an Agency that is dedicated to achieving responsive, integrated, and efficient programs and services spanning Health, Social Services, and Education.

Strategic planning is an essential part of our work and is something the Board and staff undertake to ensure alignment with our system-wide strategic plans. Our 2022-26 strategic plan outlines our goals, priorities, and strategies that is grounded in the work that promotes the TCSA's mission and purpose as an integrated services agency.

This strategic plan provides an overview of the foundation that will guide our work.

We are an Agency dedicated to putting our community members first and helping people achieve their best possible health and wellness. Drawing on these strengths is what will continue to drive growth and ensure high quality care for the people we serve.

Thank you for reviewing the Tłıchǫ Community Services Agency's 2022-26 strategic plan.

Sincerely,

Kevin Armstrong
Chief Executive Officer
Tłıchǫ Community Services Agency



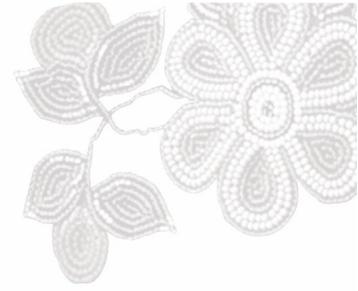
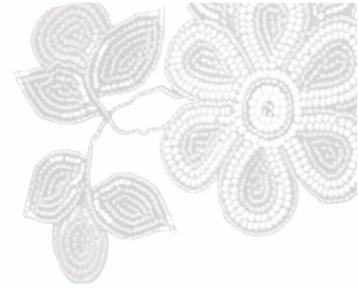


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EXECUTIVE SUMMARY

The Tłı̨chǫ Community Services Agency (TCSA) was established under the Tłı̨chǫ Agreement effective August 4, 2005, and it is a unique organization in the Northwest Territories in two significant ways. Firstly, it is a Government of the Northwest Territories Agency while incorporating the values and principles of the Tłı̨chǫ people. Secondly, the Agency is the only one in the Northwest Territories to deliver both Health and Social Services as well as Education programs under one entity as defined under the *Tłı̨chǫ Community Services Agency Act* (a copy of this legislation is available in the GNWT website at <http://www.justice.gov.nt.ca/>).

The TCSA's 2022-26 Strategic Plan is grounded in current research and best practice for health and social programs serving indigenous communities, it is built upon the strengths and successes of our programs and services to date, and it reflects the new and continuing priorities of the Tłı̨chǫ Government and of the Government of the Northwest Territories. We look forward to continuing the intergovernmental and territory-wide partnerships that strengthen the TCSA's program delivery in the service of those who live in the Tłı̨chǫ region. Our strategic priorities guiding our work include:

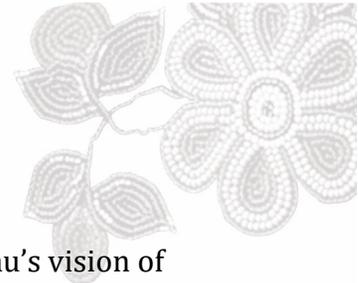
- Developing strong, capable, healthy Tłı̨chǫ individuals, families, and communities,
- Supporting the best health and wellness of people in the Tłı̨chǫ region,
- Improving the quality of services provided to vulnerable children, families, and communities, and
- Enhancing organizational sustainability by developing our people and enhancing our organizational processes.

Our staff members are at the heart of our programs and services: we remain committed to supporting their continued development and learning. Creating a workplace culture that is safe, inspiring, and collaborative weaves through every priority area and is a goal of this operating plan. Only by investing in our workforce can we provide truly excellent services for our communities.

The strategic priorities, operational objectives, and key actions of our 2022-26 Strategic Plan lay the foundation needed to pursue even greater excellence in service and care of clients, families, and communities. It is an ambitious plan that will no doubt present us with challenges, but we embrace those realities as opportunities to grow and improve as we move forward.

The Tłı̨chǫ language, culture, and way of life are integral to all that we do in the Tłı̨chǫ region: we remain committed to grounding evidence-based best practices in indigenous





ways of knowing, being, and doing, and thereby supporting Chief Jimmy Bruneau’s vision of being “Strong like Two People”.

STRATEGIC CONTEXT

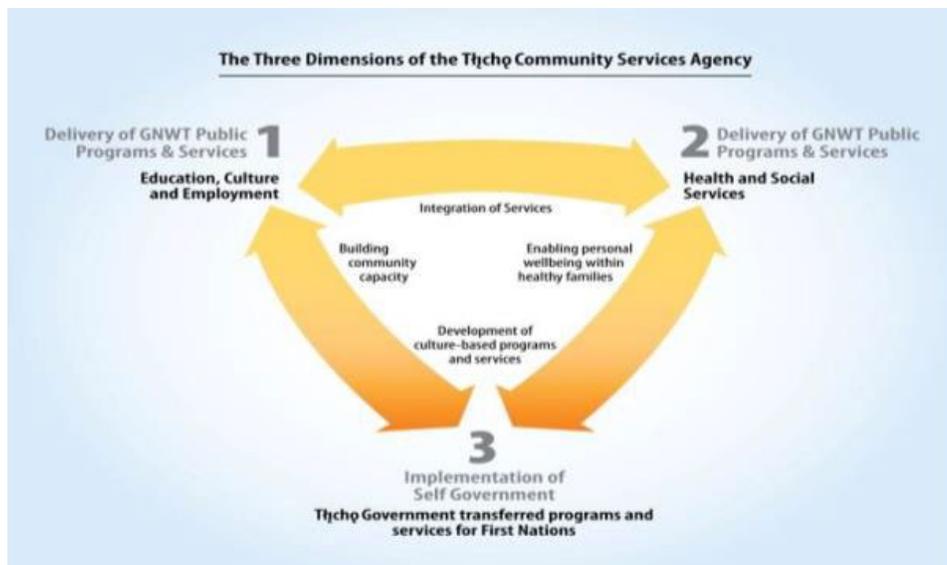
The TCSA at a Glance

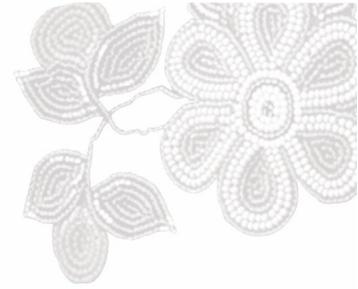
As a result of the TCSA delivering both the Health and Social Services as well as the JK-12 Education program, it is accountable to the Government of the Northwest Territories’ Department of Health and Social Services and Department of Education, Culture and Employment. The deliveries for both health and education programs operate under two different year ends: March 31 and June 30, respectively. The Agency prepares annual audited financial statements for the combined health and education programs on March 31 for the Government of the Northwest Territories fiscal year end, as well as audited statements solely for the education program year ending June 30.

The TCSA, unlike other Education and Health & Social Services Authorities in the NWT, has three dimensions (outlined in Figure 1):

- To deliver GNWT public education programs and services
- To deliver GNWT public health and social services programs
- To support the implementation of self-government between the GNWT and the TG

Figure 1: Three Dimensions of the TCSA





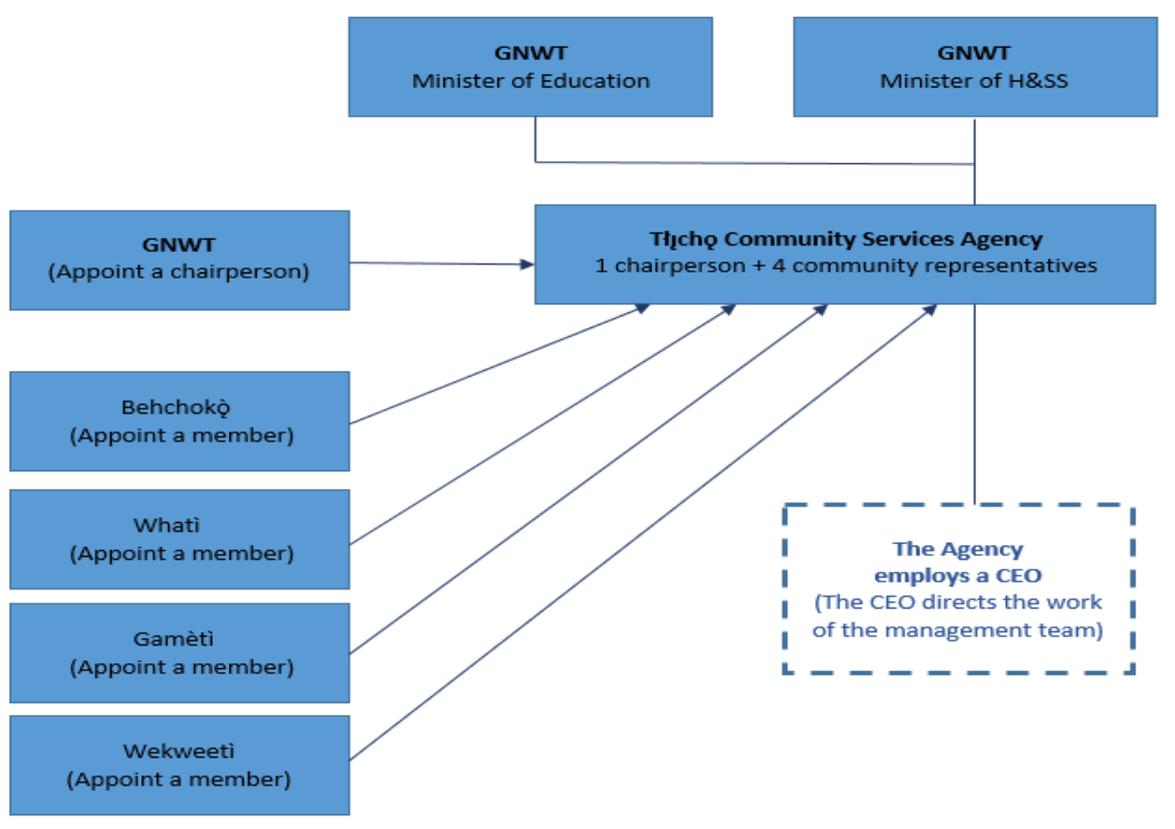
The Structure of the TCSA

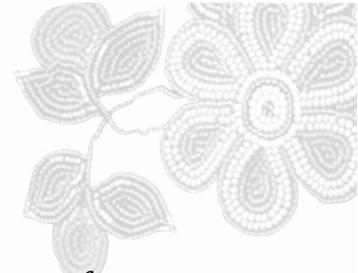
The Agency is governed by a Board made up of four members and a chairperson. The Tłı̨chǫ Community Governments (Behchokò, Gamètì, Wekweètì and Whatì) each appoint one member to represent their community on the Agency Board. The GNWT Minister of Indigenous Affairs appoints the chairperson after consultation with the Agency appointees and the Tłı̨chǫ Government. The term for Agency Board members is determined by the entity appointing them and may not exceed four years. Members may be reappointed for consecutive terms. The TCSA Board meets quarterly throughout the year: additional meetings are scheduled as/when the need arises.

The current TCSA Board members include:

- Chairperson – Ted Blondin
- Behchokò Representative – Rosa Mantla
- Whatì Representative – Alex Nitsiza
- Gamètì Representative – Irene Mantla
- Wekweètì Representative – Marie Adele Football

Figure 2: Governance Structure of the Tłı̨chǫ Community Services Agency

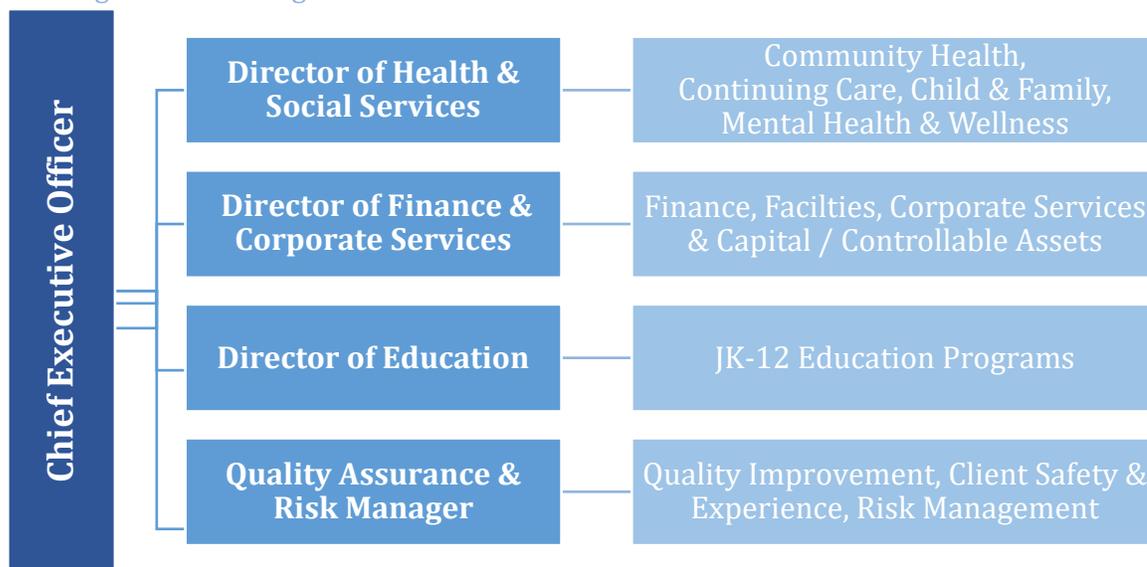




The TCSA is an intergovernmental services agency delivering programs in the areas of Education, and Health and Social Services. Thus, the administrative structure is different than that of other Health and Education Authorities. The Agency employs a Chief Executive Officer who is responsible to direct the work of a management team consisting of a Director of Education, a Director of Health and Social Services, and a Director of Finance and Corporate Services.

The CEO fulfills legislated roles under GNWT legislation including that of “Deputy Head” for the Public Service and “Superintendent” under the Education Act. The Early Childhood and First Nations Social Programs, initially transferred to the TCSA by the Tłı̨chǫ Government, were returned to the Tłı̨chǫ Government in 2012 as a step towards self-government.

Figure 3: Management and Program Function Structure of the TCSA



The core programs and services delivered by the Tłı̨chǫ Community Services Agency include the following:

- **GNWT Child and Family Services:** The TCSA provides child protective services, foster care and adoption services, out-of-territory placement services, and adult services including Elder support. We provide assistance to families in need through Voluntary Service Agreements (VSAs) and family violence programming. Family support and child protection also includes child welfare, early intervention, investigations, apprehensions, and court work. We provide rotational monthly visits to the communities of Whatì, Gametì and Wekweètì.





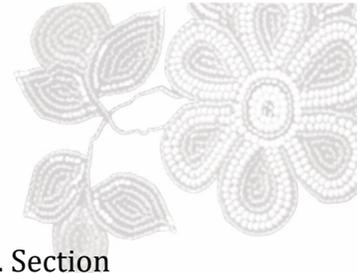
- **GNWT Mental Health and Addictions Services:** TCSA provides a community mental health and wellness program for both adults and youth through individual and family counsellors, and child and youth care counsellors (in schools). We provide individual counselling sessions, group sessions, addiction services, and assess for treatment packages / placements to territorial and out-of-territory treatment facilities as needed. We provide community counselling on a rotational basis to the communities of Gametì and Wekweètì.
- **GNWT K-12 Education:** Schools from Junior Kindergarten to grade 10 in all Tłı̨chǫ communities and high school programming in Behchokò, Gamètì and Whatì. Inclusive schooling services for school age children include assessment, intervention, and counseling support. There are also home boarding accommodation services for high school students from Wekweètì when they attend school in Behchokò or Whatì.
- **GNWT Community Healthcare:** Primary health and public health care services are available in all communities and include well adult, well child, prenatal care, communicable disease, school health, chronic disease management, emergency / after-hour care, laboratory and diagnostics, and health promotion. Dental services are provided through contracted services providers, Ambulance and Emergency Services are provided in Behchokò.
- **GNWT Continuing Care and Independent Living:** TCSA is responsible for an 18-bed long term care facility (est. 2016), located in Behchokò, with one bed designated for respite and another for palliative care. We provide residential care, recreational programming, and community & elder day programming. The TCSA also has established home care programs in three communities (Behchokò, Whatì, and Gametì) through which we provide home support, nursing, and palliative support to those requiring the service.

Foundational to all program and service areas is the commitment to high quality, relationship-based, client and family centered care.

[The Purpose of the TCSA](#)

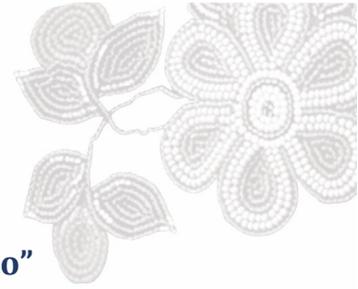
The purpose of the Tłı̨chǫ Community Services Agency (TCSA) is to improve the health, wellness and education of the people in Tłı̨chǫ communities by providing a range of easily accessible, integrated programs and services. The Agency manages the delivery of education, health, wellness and social programs and services for the NWT communities of Behchokò (Rae-Edzo), Gamètì (Rae Lakes), Wekweètì (Snare Lake) and Whatì (Lac La Martre).





Established on August 4, 2005, the Agency is a creation of the *Tłı̨chǫ Agreement*. Section 7.10 of the *Tłı̨chǫ Agreement* called for an *Intergovernmental Services Agreement (ISA)* between the Government of Canada, the Government of the NWT and the Tłı̨chǫ Government. The ISA creates the Agency and ensures that it continues to perform the educational, health and social programs and services of the organizations from which it emerged, including the former Dogrib Community Services Board (1997-2005), the Dogrib Divisional Board of Education (1989-1997) and the Rae-Edzo School Society (1967-1989).

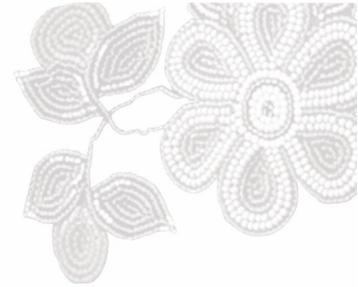




TCSA Nàowo Weghàà EghàlageedaŁ “Do Nake Lani Nats’etso”

Yatı Negıhʒò Wet’a Nàowo Hòèlı	<i>İneè edlàtt’o lemı xo gots’o, Tııchọ dọne sıı, ts’eehwhı laanı edeoèt’ı xè, kọta eyıts’o ndè k’e nezı nàgııdè. Goet’ıı gııà t’à, nàowo k’egeezo, edaani asıı weghàlats’eda eyıts’o nàowo wet’a?aa hanı hazhọ chekoa hoghàgogehtọ eyıts’o gonàowo wet’à?aa t’à, goèt’ıı edegeehdà-ha dıı-le ajà. Dıı ııeakw’eno gots’o, yahtı eyıts’o ndèts’ò K’àowo gut’o ts’endq ajà t’à, gots’o hoelıı-le ııè, edaani goètıı, kọta, goyatı eyıts’o gonàowo hazọ wexè ho?o weghọ hoèjıı lajà. Dọne ts’ııı t’à ts’endà-ha dıı lagòjà. Eyıt’ àlıı...</i>
Nàowo Weghàà Eghàlageeda	<i>Gahxı Tııchọ Nèk’e Elets’ats’edi Gha K’àodèè ts’ııı sıı, enıhtf’èkò, nàèdı k’èezọọ ts’òòhk’e eyıts’o dọ gha enıhtf’è hohłè nàowo kọta yàzhièla dọne gıts’o k’àode-ha ts’ııwo t’à, edaani dọ ts’àhoèhdı ııè nezı weghàlaeda-ha sıı gots’ò hoèhlı t’à nezı weghàlats’eda-ha ts’edi. Ełeot’ıı gıııı t’à ełexè nàgetso-ha gıts’ats’edi-ha, dıdzèè edaani chekoa genda gha asıı k’egeezo-ha eyıts’o edannı asıı weghàlats’eda nàowo gıııedi-ha hoghàgıts’etọ-ha eyıı nàowo wet’à?aa weghàà lanı ts’èwhı edeot’ıı xè nàgedè-ha, kọta nezı ełexè nàgedè-ha eyıts’o gonèk’e nezı nàgedè-ha.</i>
İdaà Nàowo Edàni Weghat’ı ha	<p>“Do Nake Lani Nats’etso...Strong like Two People”</p> <i>1971, ekò Kw’ahıdeè eneèkoa Bııı wet’aa Edzo enıhtf’èkò wegòò wızı wek’e wezọò adle ha sıı wets’odaàxàatọ. Ekò k’e nàowo nàke eyıts’o yatı nàke ełèt’eè chekoa hoghàgeetọ gha wet’aaazà ghọ xàyaıhtı ııè. İdaà 1991 ts’ò nahoòwo ekò enıhtf’èkò gha k’àodèè wegòò ełegeèhdıı t’à dàanı edılaà ghàlageadaa ghọ ełexègogedoò ekò Behchokò gots’o zọhdah naweet’ıı Elizabeth Mackenzie, Kw’ahıdeè Bııı ııda gha xàyaıhtı ghọ hadı, ııdaà nèhoııwo nıdè wets’o dọ “Dọ Nàke Làanı Nageetso, ha.”</i>

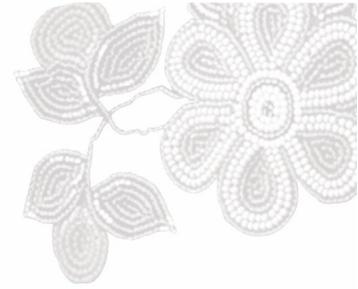




The Mission of the TCSA: “Strong like Two People”

<i>Preamble</i>	<i>For thousands of years, Tłı̨chǫ people have lived in harmony with their families, their communities and with the land. Our people took pride in passing on our knowledge, skills and values to each generation and in the excellence of this tradition, our survival as a people was assured. In this century we became dependent on the church and the government and in this loss of control, we find that our families, the community, language and culture are threatened. Our very survival as a people is at stake. Thus...</i>
<i>Mission of the Agency</i>	<i>We, the members of the Tłı̨chǫ Community Services Agency are committed to the development of a continuum of care that will return control of education, health and social programs and services to the people of our communities, support them in the task of strengthening their families, promote the knowledge and skills they need to survive today and model the values they need to live in harmony with their families, our communities and our land.</i>
<i>Vision of the Agency</i>	<p><i>“Do Nake Lani Nats’etso...Strong like Two People”</i></p> <p><i>In 1971 a frail Chief Jimmy Bruneau officially opened the new Edzo school that was to bear his name. On this occasion, he spoke of the importance of a model of bicultural and bilingual education where equal emphasis must be given to educating children in two cultures. Some years later in 1991 at a meeting to discuss the work of a new Board of Education, a respected Behchokò elder, Elizabeth Mackenzie, commented on her understanding of the words of Chief Jimmy Bruneau. She described his vision as asking for his people to be “Strong Like Two People”.</i></p>





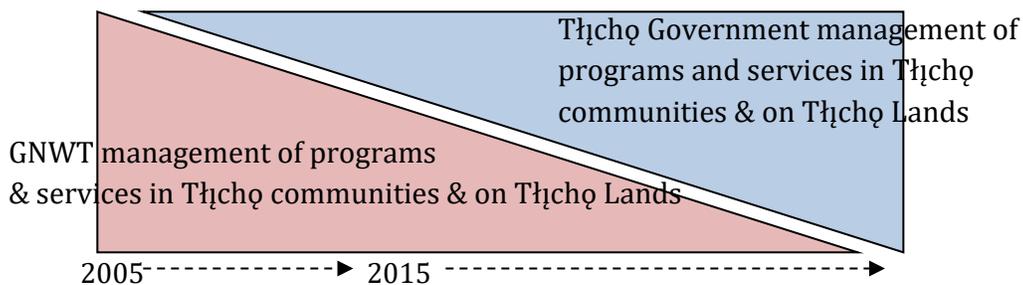
STRATEGIC DIRECTION

Links to Tłıchǵo Government Strategic Plan

The Tłıchǵo Intergovernmental Services Agreement (ISA) was signed on August 25, 2003, by representatives of the future Tłıchǵo Government, the GNWT and the Government of Canada. The ISA recognized that although the Tłıchǵo Community Services Agency is a “GNWT agency” it would be unlike any other GNWT Board, Authority or Agency in that it was also empowered to deliver programs and services on behalf of the Tłıchǵo Government (articles 3.2.(c) and 4.5). The Agency was designed to be an interim instrument through which the Tłıchǵo Government will exercise their treaty rights under the Tłıchǵo Agreement to assume responsibility for the delivery of all the GNWT programs and services administered by the Agency.

A simple, graphic depiction of one possible outcome of the ISA can be shown as a figure where, over time, the Tłıchǵo Government will assume greater responsibility for the delivery of programs and services described in the ISA. The GNWT will release responsibility for the delivery of these same programs and services.

Figure 4: Shift of Program Responsibility 2005-2015 and Beyond



As such, the ten-year timeframe of the ISA is a transition period where the roles of the major parties begin to shift while local capacity is developed to deliver these programs and services. At some point, Tłıchǵo leadership envisions that GNWT legislated programs and services will be administered and managed by the Tłıchǵo Government, and the Tłıchǵo Government itself will provide the legislative framework for their delivery.

On May 23, 2013 the Grand Chief notified the Premier of the NWT and the federal Minister of Aboriginal Affairs that the Tłıchǵo Government intends to negotiate a renewed and amended ISA. Section 6 of the ISA provides protections for Tłıchǵo Language, Culture and Way of Life through the development of a Tłıchǵo Plan which will “describe how Tłıchǵo





language and the culture and the way of life of the Tłıchǵo First Nation are to be respected and promoted in relation to health, education, welfare, family and other social programs and services in Tłıchǵo communities or on Tłıchǵo lands.” Through a collaborative approach to common concerns and interests over the past decade, the Tłıchǵo Government (and its predecessor the Treaty 11 Council) and the TCSA (and its predecessors, the DCSB and the DDBE) have worked closely on activities that are certain to assist in the development of this proposed framework. The Grand Chief’s letter also indicated that the Tłıchǵo Government is now ready to develop a Tłıchǵo Plan; and to begin, in collaboration with an inter-governmental implementation team, the research needed to integrate self-government initiatives into the larger territorial systems (Informatics, human resources, medical records, and financial systems).

Links to the GNWT Strategic Plans and Business Plans

The Tłıchǵo Community Services Agency is, at this point in time, a GNWT Agency. However, the Agency’s strategic and business planning and implementation is necessarily more complex than other Education or Health Authorities. The Agency seeks to balance the priorities of two GNWT departments, while also working closely with the Tłıchǵo Government.

Strategic plans of the Government of the NWT originate with the Legislative Assembly, which identifies a vision, goals and priorities for the government. The vision, goals and priorities of the 19th Assembly (2019-2023) are built to “develop innovative solutions to the complex and long-standing issues Northerners face, ensuring a bright future for the NWT”. The GNWT identified the following mandate commitment: “Increase student education outcomes to the same level as the rest of Canada”.

The GNWT Department of Education, Culture and Employment has a ten-year “Education Renewal and Innovation Framework: Directions for Change”. The vision of this framework is “For northern learners to receive a quality education, to live fulfilled lives as capable people and contribute to strong, healthy communities”. From this purpose emerge two primary goals, “to establish 1) an effective, relevant NWT education system for all learners, and 2) an associated, practical reporting, management, and accountability framework”. Secondary goals include: Student Success, Small Community Schools, Assessment Practices, Early Childhood Development, Professional Capacity, Culture Identity and Well-being, and System Accountability. The foundation for these will be in developing relationships, ecological understanding, identity, learning together, diversity, strengths and growth, competencies, and development of self.





The GNWT Department of Health and Social Services has a three-year plan entitled *Caring for Our People 2017-2020*. Their mission is to “through partnerships, provide equitable access to quality care and services and encourage our people to make healthy choices to keep individuals, families, and communities healthy and strong”. From this mission emerge four basic goals—caring, accountable, relationships, and excellence. The mission supports a vision towards “Best Health, Best Care, and Better Future”.

Other GNWT strategies the TCSA will incorporate into its planning process include:

- **Early Childhood Development Framework Right From the Start:**
 - Increased Accessibility and participation in early childhood development programs and supports for children and families
 - Enhanced quality of early childhood development programs, services and supports; and
 - Improved integration and collaboration at all levels of early childhood development systems
- **Anti-Poverty Strategy**
 - Children and Family Support, Healthy Living and Reaching our Potential
 - Safe and Affordable Housing
 - Integrated continuum of Services
 - Healthy Foods for Learning
- **Ministers Forum on Addictions**
 - Community-based and operated, on the land programming
 - Active programming and services for youth
 - Improved referral system for youth
 - Easier access to treatment
 - Mandatory six months aftercare
 - Mobile healing team

To incorporate the breadth of goals of the GNWT and its’ two departments, the Tłı̨chǫ Community Services Agency has a “nested” planning strategy where the themes and applicable objectives of the GNWT and the Departments of Education and Health and Social Services strategic and business planning are reflected in TCSA strategic and business planning. Typically, the themes articulated in GNWT goals are broad enough to encompass the work of the Agency.



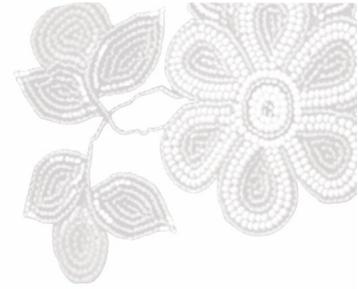
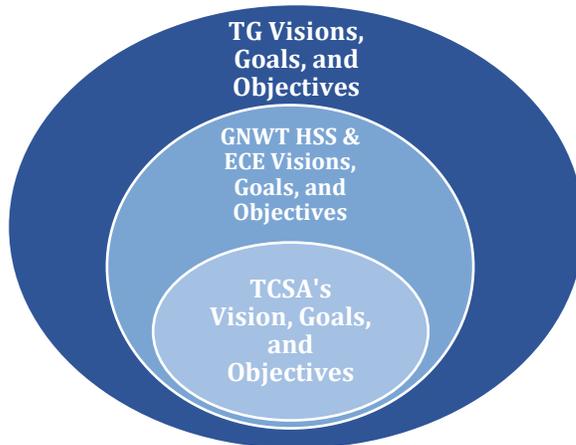


Figure 4: A “Nested” Approach to Strategic and Business Planning



A Developmental Approach to Planning

The Tłı̨chǫ Community Services Agency is an organization in the middle of ongoing development at every level—the governance level, the organizational and administrative levels, and the programming and service delivery level. This evolution is best understood as areas of transition that supports the Agency’s evolution as a unique identity:

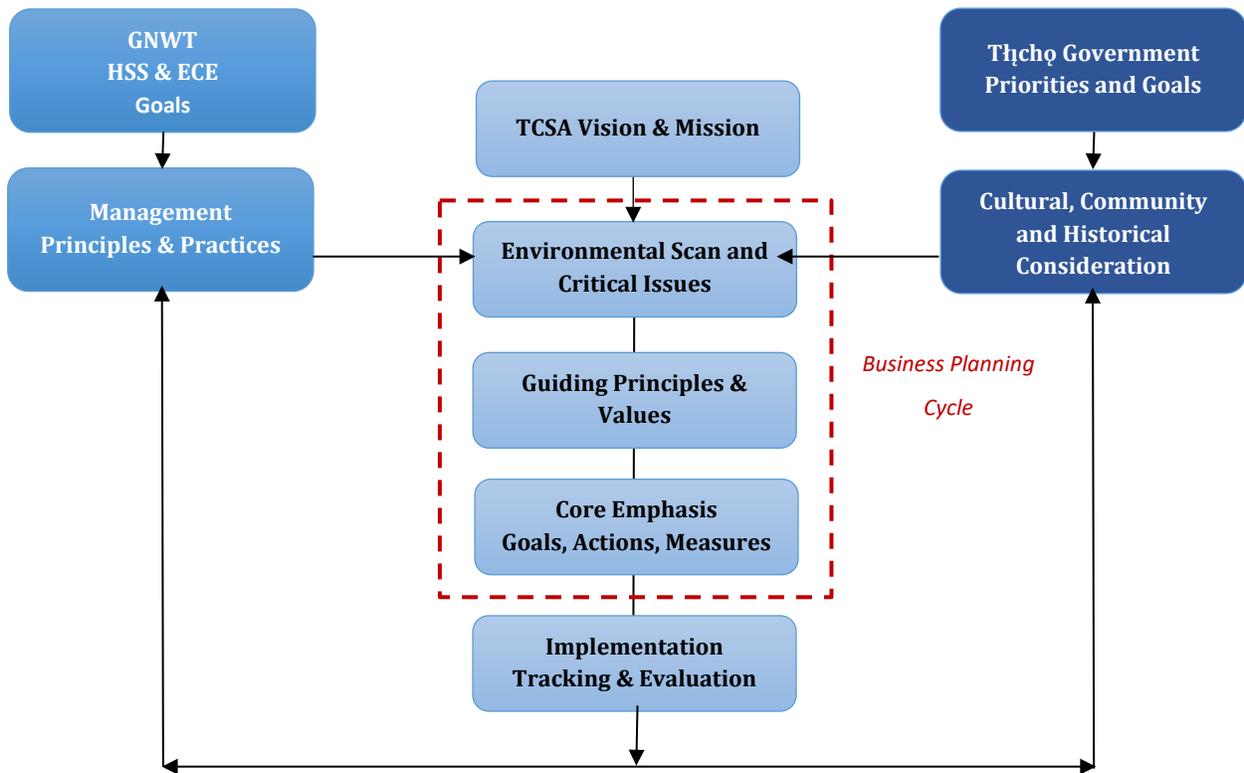
- From a needs-based approach to a community development approach.
- From an individual service approach to an integrated services approach.
- From a model of professional dependence to a wellness model of health.
- From dependence upon transient staff to developing capacity locally and long-term staff.
- From a western medical model toward a respectful, culturally appropriate model of services.

In most respects the Agency is currently a GNWT agency, established under GNWT legislation and reporting primarily to the GNWT. Eventually, the Agency is to evolve into a “Tłı̨chǫ Agency” with its own unique identity while remaining part of an integrated system of territorial programs and services. As part of that transformation, the Agency will continue to be immersed in developing territorial systems, policies, procedures and structures while also developing lateral connections to Tłı̨chǫ Government systems.





Figure 5: TCSA Planning Framework



The development is best understood in five transitions that will help the Agency establish a unique identity. The transitions are:

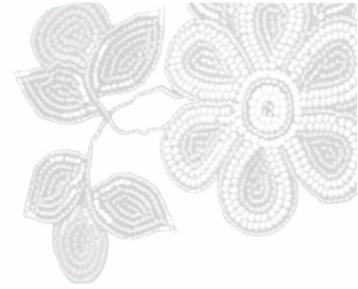
- From a needs/problem based approach to a community development approach.** While the challenges facing people today are individual challenges, they are also community challenges that must be dealt with on a community level. The transition from the needs/service approach to the community development approach means moving away from an exclusive concern with problems, to an appreciation of local assets. Too exclusive an emphasis on problems and “deficits” leads to an overwhelming sense of despair and paralysis. A community development approach has a different starting point. It begins with the questions, “What are our strengths and abilities—that exist today in our communities and have existed in our culture and traditions of our past? And how can we build upon them to deliver this program or this service or approach this problem or issue?”
- From an individual service approach to an integrated approach.** Many community services today tend to focus on specific “presenting problems” treated by professionals trained to deal with these “specific presenting



problems”. When a problem “presents” that is outside the particular area of expertise, the professional makes a referral—and often people get caught in the revolving door of referrals. But most people with a problem have “clusters of problems”—an abuse problem, a family conflict problem, an educational or economic problem, etc. The design of our Agency allows, as much as possible, to bring people with different skills together and provide an integrated approach to case management.

- **From a professional model to a wellness model of health.** When people moved off the land into settlements, they became increasingly dependent upon professionals—the nurses and doctors, teachers, social workers—for their education, health and wellness. And while there is a clear need for the assistance of professionals, many of the serious problems people are experiencing—addictions, diabetes, cancers related to smoking and diet, sexually transmitted infections, tuberculosis—are problems of lifestyle. They are preventable. And so the challenge is to help people understand that wellness is not something you receive from the nurse or doctor but something you give to yourself through the lifestyle choices you make.
- **From a dependence on transient staff to developing capacity within local staff.** The Agency will always have a mix of local staff and staff hired from “the outside” with special expertise that is lacking in our communities. However, in the past the continuing existence and strength of programs and services have often become too dependent upon transient people who come to the community, stay for a relatively short period of time and leave, taking their expertise with them. National shortages for nurses and teachers has highlighted the need for the agency to focus on developing local staff in these critical positions. Experience has taught us that the sustainability of our programs and services depends, more than anything else, upon our ability to train and develop staff— born and raised in our communities who understand the Tłı̨chǫ culture and can speak the Tłı̨chǫ language.
- **From a “GNWT Agency” to a “Tłı̨chǫ Agency”.** In most respects the Agency today is a GNWT agency, established under GNWT legislation and reporting primarily to the GNWT. Over the next ten years the Agency will be transformed into a “Tłı̨chǫ Agency”. The Agency will have its’ own unique identity—but will continue to be part of an integrated system of territorial programs and services. For the foreseeable future the Agency will be immersed in developing systems, policies, procedures and structures that emerge from and are compatible with GNWT systems. However, planning must take into account that it will not always be this way and lateral connections to Tłı̨chǫ Government systems must also begin to form wherever possible.





Consultation on the Strategic Plan

The TCSA's 2022-2026 Strategic Plan has been developed reflective of the NWT Health and Social Services Strategic Plan: Caring for our People, NWT Education Renewal Framework, TCSA Staff feedback, and the TCSA Management Committee. It is aligned with feedback from our governance body, the Thchq Community Services Agency Board. With a committed focus on training and development of local staff through strategic partnerships and staff training the TCSA is committed to becoming less dependent on transient staffing models. Throughout 2022-2026 cycle the TCSA will explore how to build upon the significant quality and risk management improvement made during the 2019 Accreditation process, by maintaining our 'Accreditation with Commendation' status.

Throughout the consultation process the TCSA heard about the significant impact COVID has had on our agency. Stakeholders, staff, and leadership have all acknowledged that over the last two years all program areas in health and education have been dedicated to adapting to the realities of COVID. Staffing challenges, new models of delivery, changing protocols, and required training, have demanded the agency create consistency in our approach for the next four years.

Our Guiding Principles and Values

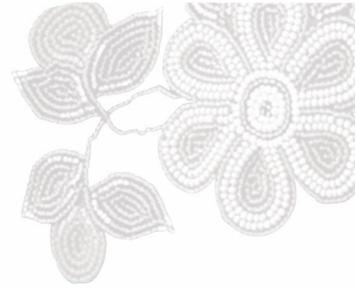
The Thchq Constitution of the Thchq Government includes values and principles that must inform the work of the Agency. The Preamble to the Thchq Constitution acknowledges that Elders are the "keepers of our living memory, self-determination, values and way of life". The Preamble affirms the values of "cooperation, healing, harmony and self-sufficiency", recognizing that the "ability to maintain harmony and self-sufficiency often comes from knowledge of our history, culture and language".

The Agency also seeks to integrate the values and principles articulated by the GNWT Department of Education, Culture and Employment (see the *Right from the Start* strategy for Early Childhood Development, the junior kindergarten to grade 12 *Education Renewal* strategy, and the post-secondary *Skills 4 Success* strategy) and the GNWT Department of Health and Social Services (see the *Caring for our People* strategic plan) with the values and principles that emerge from the Thchq perspective, and the work of the Agency and its' predecessors over more than two decades.

These value-laden principles are foundational to the Agency's continuing development and inform the day-to-day operations of the Agency:

- Provide consistency in our strategic approach as a response to the uncertainty COVID brought to the region over the last two years;



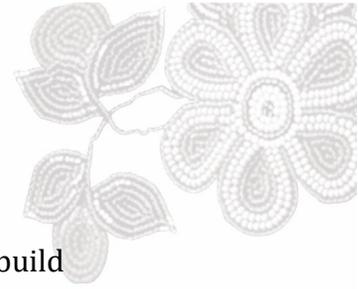


- The development of strong, capable, healthy Tłıchǵo communities;
- Valuing Tłıchǵo language and culture in all things;
- Building programs and services upon the positive strengths of a strong community cultural identity;
- Enabling people to take responsibility for their own health, education and wellbeing;
- Delivering responsive programs and services that enable all people to achieve personal wellbeing within healthy families;
- Creating the conditions for people to learn the knowledge, skills and attitudes for success in life;
- Providing high quality, integrated programs and services in an effective, efficient and timely manner;
- Creating partnerships to enrich an integrated continuum of education, health and social programs and services.

The Agency recognizes the interdependence of goals from all northern governments. The goals are mutually integrative and supporting:

- Deliver Responsive Programs and Services* that enable all people to achieve personal wellbeing within healthy, educated families. The Agency recognizes, through the integration of our organization, that the personal health and wellbeing of the people and families of our communities cannot be separated from their education. Both education and health grow together in an interdependent and mutually supportive manner.
- Build Programs and Services* upon the positive strengths of a strong community cultural identity. The Agency also recognizes that results must include healthy, educated Tłıchǵo people and communities built upon a foundation of the Tłıchǵo language, culture, and way of life.
- Create Partnerships* to enrich an integrated continuum of education, health and social programs and services. The Agency recognizes the importance of working in unity, of ensuring our individual efforts are part of larger efforts and partnerships with government, other organizations, and our communities. In working together, we build on one another's strengths and fill individual gaps, for the benefit of all people of our communities.
- Implement Operational Sustainability practices* that guide, and position the Agency to create long-term operational efficiency, improve underlying work processes, and

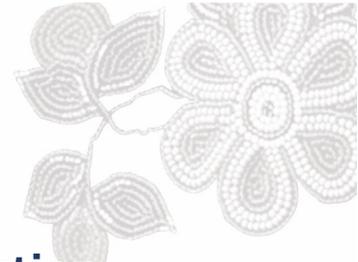




prepares the Agency for the future. Develop and support programs that build capacity within local staff to address reliance on transient staff.

- e) Ensure integrated accessible standards and services for all community members. The Agency recognizes and believes that all people deserve the same opportunity to access and benefit from our services, and respect an individual's dignity in order to achieve integration and equal opportunity.





Key Actions Supporting the TCSA's Strategic Direction

Health and Social Services

Background

The Agency delivers healthcare services including primary care, public health, emergency care as well as “first contact” care through the NWT Integrated Service Delivery Model (ISDM). The Agency employs Nurse Practitioners, Community Health Nurses, Licensed Practical Nurses, Emergency Medical Responders, and community support staff including Community Health Representatives and a Lay Dispenser in Wekweeti. Physicians' services in all Tłı̨chǫ communities are provided through a contract with Northwest Territories Health & Social Services Authority.

The Agency delivers a range of child and family services and wellness programs in the areas of prevention, assessment, early intervention, counseling and treatment services related to children, youth and families. The Agency provides support and counseling to individuals in the Tłı̨chǫ communities with mental health concerns, addictions, homelessness, family violence and dealing with the impacts of residential schools.

Behchokǫ Child and Family Services provides support services to the communities of Behchokǫ, Whati, Wekweeti and Gameti. Programs include:

- Child Protective Services: Crisis Intervention, Foster Care, Adoption Services, Voluntary and Support Services, Family enhancement and other services;
- Elder Support; and
- Family Violence Support.

The Agency delivers programs that enable individuals with special living requirements to stay in their homes as long as possible with services designed to assist living in the home. The Agency also operates the Seniors Home in Behchokǫ, a long-term care facility providing residential care for Tłı̨chǫ elders.

The Tłı̨chǫ Home and Community Care Program provides a range of services, including: home nursing, personal care, home management, foot care, meals, palliative care, respite and rehabilitation. In addition, the community of Behchokǫ has an Elders Day Program. All Homecare services are planned and delivered through the Integrated Service Delivery Model and a multidisciplinary team approach.

Building upon the existing governance structure of the Tłı̨chǫ Community Services Agency and aligning to the NWT Health and Social Services System Strategic Plan (*Caring for our*





People), the TCSA's 2019-20 strategic direction and operational planning priorities are aligned under the NWT Health and Social Services system-wide themes of Best Health, Best Care, Better Future while recognizing the strength in grounding all areas of service in the local language, culture, and way of life of the Tłı̨chǫ people.



Figure 6: Strategic Alignment of TCSA Goals and Priorities in Health & Social Services

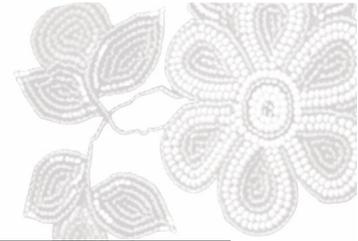
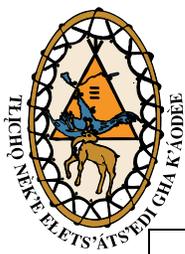




Each priority area is supported by several operational goals and key actions for each year of the strategic plan. Those are outlined annually in the operational plan and are reported on in the annual report, both of which are tabled in the Legislative Assembly and are available to the public.

Health & Social Services Strategic Priorities	
Key Actions	Objectives
1. Best Health: Health of the Population and Equity of Outcome.	<ul style="list-style-type: none"> • Improve capacity and coordination to support core public health functions. • Enhance primary health care in communities through the delivery of culturally safe and relationship-based health and social services. • Improve health promotion, chronic disease prevention and self-care in communities. • Improve availability and quality of services for vulnerable populations.
2. Best Care: Better Access to Better Services	<ul style="list-style-type: none"> • Continuous quality improvement. • Improve the experience of our patients and clients. • Provide access to the right combination of mental health and addictions services, treatments and supports, when and where people need them. • Reduce gaps and barriers to promote Aging in Place for seniors and elders. • Improve services and supports for children and their families.
3. Better Future: Quality, Efficiency and Sustainability	<ul style="list-style-type: none"> • Improving quality, operational efficiency and reducing growth in costs. • Improved capacity for evidence-informed practice and policy through data and research. • Sustainable technology investments to keep pace with changing patient/provider needs. • Strategic investments to efficiently manage our assets for delivery of program and services.
4. Better Future: Stable and Representative Workforce	<ul style="list-style-type: none"> • Improve labour force planning to better meet the system's needs and reduce vacancies and reliance on locums. • Remove barriers to hiring local people.





	<ul style="list-style-type: none">• Improve workforce engagement and develop strategies and initiatives aimed at improving hiring practices and retention.
5. Culturally Responsive Programs and Services	<ul style="list-style-type: none">• To develop strong, capable, healthy Tĥchq individuals, families, and communities.• To enhance program and service delivery that is grounded in the strengths of a positive cultural and community identity.





Education

Background

The Tłıchǵı Nation and the NWT need capable people who are both strong in their culture and prepared for a changing economic landscape. Like in the rest of Canada, a new economy is emerging that demands workers with “21st century skills.” This means high school graduates who have the knowledge, skills, and abilities to think critically, to problem-solve and to communicate effectively. At the foundation of each of these skills is the ability to speak, read and write effectively, as literacy is the most crucial skill for success in school and throughout life. In order to accomplish this we are founded in the belief that every child can learn, and our goal for every student is to become a capable person.



Indigenized education programs reflect the culture, language, and histories of the Tłıchǵı citizens our schools serve. Supporting the development of capable Tłıchǵı students through culturally responsive spaces, pedagogies, and programs, continue to be the foundation of the education system in the Tłıchǵı region.

Based on a variety of age-appropriate literacy assessments from Provincial Assessment Tests (PATs or AATs), Fountas and Pinnell Benchmark Assessments, and Teacher Rating of Oral Language (TROLL) there is significant evidence that Tłıchǵı students underperform in oral language, early literacy, and reading. In recognition of this, reading and literacy continue to be a focus for the agency’s education programming.

In an effort to support every Tłıchǵı student to become a capable and contributing member of our communities, the Agency prioritizes developing programs, structures, and processes that develop lifelong learners. Career focused education and lifelong learning through on the job training are key strategies to reach this goal.



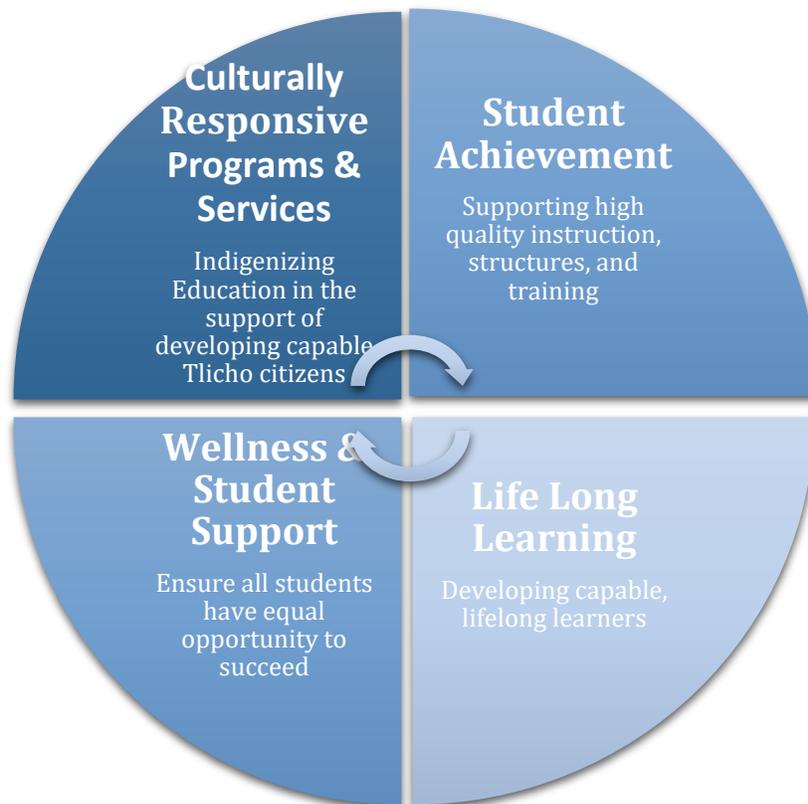
An increased number of students are entering the school system with “vulnerabilities” as identified by the Early Development Instrument (EDI). The Middle Years Development Index (MDI) for grade 4 and 7 students also points to a large majority of Tłıchǵı students in the “low well-being” category. Finally, the majority students (~85%) in the Tłıchǵı region require supports through Inclusive Schooling to provide Individualized (IEP), modified, and accommodated educational programs. These vulnerabilities and complexities necessitate a need

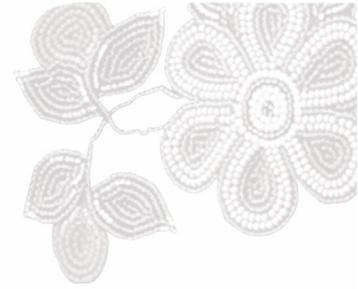


for extensive Inclusive schooling programming including; providing SLP/OT/counselling services, developing models for integrated services, specialized intervention programs (reading, behavior, social-emotional), a trauma informed approach, and personalized supports based on individual student needs.



Figure 6: Strategic Alignment of TCSA Goals and Priorities in Education





Education Strategic Priorities	
Key Actions	Objectives
1. Student Achievement: Supporting high quality instruction, structures, and training	<ul style="list-style-type: none"> • Work towards Canada standards through: <ul style="list-style-type: none"> ○ Oral Language Initiative ○ Reading and Early Literacy Initiatives ○ Mathematics Instruction and Assessment
2. Wellness & Student Support: Ensure all students have equal opportunity to succeed	<ul style="list-style-type: none"> • Integrated SSPs, IEPs, MEPs, and SBSTs that respond and drive referrals and supports. • Provide responsive programming for students with complex needs. • Expand on systemic approaches to Trauma Sensitive Instruction.
3. Lifelong Learning: Developing capable, lifelong learners	<ul style="list-style-type: none"> • Purposeful coaching and in-servicing for staff including Education Diploma for SA program. • Quality career path support for students in grades 7-12. • Increase the capacity to utilize technology across the region.
4. Culturally Responsive Programs and Services: Indigenizing Education in the support of developing capable Tlicho citizens	<ul style="list-style-type: none"> • Support for 'Our Languages' Curriculum Implementation • Strengthen ILE teams in every school to support whole school approaches to language. • Develop local resources and courses to support high level of cultural instruction.

