

**FILE COPY**

MAY 02 2001

# Sheshatshiu Innu Family Treatment Program *Proposal*

*1.2M - 1st Year  
800,000/year  
opportunity to extend*

Submitted by:

**Sheshatshiu Innu Band Council**  
Sheshatshiu, Labrador

February 2, 2001

*Start Date - Day Program/out reach -  
Since February (30-40 families)  
Summer Program  
Staffing & Training*

*Some staff hired  
Training Plan ready for the fall*

*Technical Interagency Committee in the  
Community*

## Table of Contents

Part A:	Summary & Contact Information	1
Part B:	Background Information	3
Part C:	Family Treatment Program Overview	6
Part D:	Family Treatment Program Detail	17
Part E:	Program Workplan	22
Part F:	Program Evaluation	24
Part G:	Program Team	27
Part H:	Program Budget	44

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

Contact persons: Chief Paul Rich or Lyla Andrew

**4. Financial Contact Information**

Marcel Ashini  
Band Manager  
709-497-8522

Barbara Goudie  
Financial Controller

We are incorporated under the laws of the Province of Newfoundland and recognized by the federal government as eligible for programs and services on the same basis as if we were status Indians living on reserve. We carry fire, extended coverage and comprehensive general liability insurance.

**5. Funding Request**                      \$1,090,380 for Year 1.

**Sheshatshiu Innu Family Treatment Program Proposal**  
**February 2001**

**Part B: Background Information**

---

**1. Health Program Delivery Experience**

COUNTRY TREATMENT PROGRAMS (1994-2000): a Health Canada funded pilot project for a country-based family treatment program. Numerous families over the past five years have taken part in the six-week program held in Nitassinin (the country). Each week families participated in five days of therapy sessions (including one day per week devoted to cultural and spiritual teaching) and two days for tasks to sustain themselves in country (e.g., setting up camp, hunting).

OUTPOST: a semiannual program that takes family participants from the community into the country for extended stays. The outpost provides an in-country opportunity for healing, spiritual growth and the transferring traditions and knowledge to the youth.

INNU UAUITSHITUN: programming includes delivery of NNADAP and the Brighter Futures program and one-on-one and group counseling services, healing circles, women's groups, Alcoholics Anonymous, crisis intervention, and justice representation.

SHESHATSHIU INNU HEALTH CLINIC: programming includes public health, sexuality, Prenatal Nutrition, diabetes and TB programming, dental hygiene, and AIDS awareness.

**2. Linkages and Partnerships:**

**1. Charles J. Andrew Youth Restoration Center**

The centre is a 12-bed residential solvent abuse treatment program for Aboriginal youth from the Atlantic region. The programming emphasizes the strengths of Aboriginal cultures as the basis for a holistic approach to addressing the complex individual and family issues of each child. The Center will share expertise and resources as appropriate in its partnership with the Family Treatment Program.

**2. Women's Shelter**

Situated at the end of a housing development in Sheshatshiu, the shelter provides 24-hour secure emergency housing, counselling and other supports for Innu women and children experiencing domestic violence and/or other crises that necessitate emergency placement. The shelter, staffed entirely by Innu women, will provide expertise and resources in the development of the Family Treatment Program.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

3. **Young Offenders Group Home**

Funded by the province and administered by a local board, the group home is an open custody facility for Innu youth from Sheshatshiu and Davis Inlet. As part of their court disposition, youth live in the home which is staffed by community members who provide counselling and other support services. The staff at the home will contribute expertise and resources as appropriate in the development and implementation of the Family Treatment Program, particularly the
  
4. **Health Labrador Corporation**

This organization is responsible for the delivery of hospital, clinic and mental health and addictions services to the residents of the Labrador region. The Director of the Sheshatshiu Innu Health Commission is the Innu representative on the Board of Directors. This organization can provide expertise and counseling resources to the Interagency Committee to use in the Community Follow-up phase of the Family Treatment Program.
  
5. **Royal Canadian Mounted Police**

The RCMP is the police force responsible for policing and law enforcement in the Lake Melville area and along the northern coast of Labrador. It also provides a community police service (non-enforcement) to Sheshatshiu which emphasizes recreation, drug awareness, and crime prevention. This organization can assist with implementation of the Community Follow-up Phase.
  
6. **Labrador School Board**

Under the provincial department of education, this is the governing body for all the public schools in Labrador. The Board is responsible for Peenamain McKenzie School in Sheshatshiu and maintains a liaison with the community through a local education committee. The youth participating in the Family Treatment Program will return to the community to participate in the school's safe environment where youth focused activities in the Community Follow-up Phase will be undertaken.
  
7. **Sheshatshiu Innu Health Commission**

Under the direction of the Innu Band Council, the commission is the administrative body for all of the health services, physical and social, that are provided to the Sheshatshiu Innu. This organization forms the vital link between the funding agencies and the people that provide the treatment services.

*Deanne  
Please retype  
in blue  
indicated  
the  
part.*

**Sheshatshiu Innu Family Treatment Program Proposal**  
**February 2001**

**Part A: Summary & Contact Information**

**1. Executive Summary of Proposed Treatment Program**

*Excerpt from Feb 2001  
Submission to  
Health  
Canada*

The Family Treatment Program is a family-based approach to healing. The Program integrates country and family-based treatment with community development programs into an overall strategy of healing. The program's culturally significant location in the heart of traditional Innu territory, will facilitate healing of individuals and family members. Programming based on the family unit, will teach families to deal more effectively with family issues and emotions through group and individual counseling, connected by traditional and spiritual teachings.

Innovative programming and delivery will address the difficult challenges of cases with multiple and linked familial problems. The Innu's strong links to extended families and remote country stays, form the basis for this new approach.

**2. Community support, partnerships and linkages:**

We have established working linkages with numerous public agencies including: Labrador School Board; Labrador Health Corporation, Indian Affairs, Health Canada, Human Resources Canada, the Mennonite Central Committee and the RCMP.

Within the community we have established an Interagency Committee which will work to coordinate the community's social services and make effective use of existing resources. Partners in this committee include Innu Uauitshitun, the Women's Shelter, the Charles J. Andrew Youth Restoration Centre, the Mennonite Central Committee, the Young Offenders Group Home, the Health Commission and new Health Clinic, and the Innu Nation.

**3. Program Contact Information**

Innu Uauitshitun  
Sheshatshiu Innu Band Council  
PO Box 160  
North West River  
Labrador A0P 1M0

Telephone: 709-479-8231 Fax: 709-479-8502 Email: chiefprich@nf.aibn.com

## Sheshatshiu Innu Family Treatment Program Proposal February 2001

- iv) To encourage healthy child development through respectful parent-child relationships.
- v) To increase the effectiveness of social support networks.
- vi) To provide training and education including basic life skills, job skills, and living with an addiction.
- vii) To contribute to healing of the whole community.

### The Need for Treatment

There are approximately 1021 Innu people living in the community of Sheshatshiu. Thirty-seven percent of the population is 0-14 years of age, while those 30-65 years old make up less than 1/4 of the total population (22%). The majority of the adults in the community have abused substances such as alcohol and drugs in their lifetime, and many continue to do so. As illustrated by the existence of the youth treatment facility and the group home, the burgeoning population of young people are experiencing many social problems, problems that may be related to family histories of substance abuse, neglect or physical abuse. There is a recognition among the Interagency Committee that to effectively deal with the cycle of abuse that has become a way of life for too many families, the troubles being experienced by individuals in the community must be faced as a family unit.

### 7. Program Rationale

The treatment program is about community members taking action to heal themselves. True community healing requires a treatment program that inextricably combines individuals, families, and our community with our country-based culture. We need to reestablish our connection with the land and our family-based traditions in order to begin the healing process. In the country, individual family members and entire families are dependent upon one another for survival and there is no drug or alcohol abuse. The remote family-based treatment is intimately linked to pre- and post-care strategies back in the community. This holistic approach offers the best chance of meeting our community's needs; thus the country is the most appropriate place to begin family-based treatment.

Our integrated program offers a combination of medical treatment opportunities (detoxification) and counseling, along with traditional healing practices. The

**Sheshatshiu Innu Family Treatment Program Proposal**  
**February 2001**

**Part C: Family Treatment Program Overview**

---

1. **Title:** Sheshatshiu Innu Family Treatment Program

2. **Program Coordinator:**

Lyla Andrew  
Innu Uauitshitun Program Support Worker  
(709) 497-8231

3. **Program Philosophy**

True health of an individual cannot be attained without addressing the broad needs of our families. In addition to addressing basic medical needs, we know that we need to address our social and family maintenance needs through a complete healing plan; the Family Treatment Program is integral to this healing. This program is based on the belief that mental, emotional, physical and spiritual health in both the individual and the family is crucial to healing the Sheshatshiu Innu community.

4. **Family Treatment Program Mission Statement**

The Family Treatment Program is an Innu designed and delivered program that focuses on healing whole families. In targeting the family unit, the Program will teach family members how to overcome and deal with multiple problems and to act as a support system for its members and their fellow community members. The program focuses on education, prevention, and cultural intervention and promotes health and wholeness for both the individual and the family.

5. **Program Goals**

- It is based on the principles of participation, confidentiality, fairness & cultural relevance.*
- i) To provide a high quality, culturally-relevant treatment program that effectively addresses the multiple treatment needs of each family unit.
  - ii) To help build interdependencies of people, not problems, by encouraging families to work together to solve problems.
  - iii) To ensure long-term community support by having fellow community members work with each other to acknowledge addictions and address abusive behaviour.
  - iv) To assist parents to develop and enhance effective parenting skills.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**8. Sheshatshiu Innu Health Clinic**

Opened in December 2000, the clinic is located in the community. Through nurses and visiting doctors and dentist, clinical services are provided Monday through Friday for residents of both Sheshatshiu and Northwest River. A 24-hour emergency ambulance service is based at the clinic. Innu Uauitshitun, the social counselling and support agency of the Band Council, is also located in the clinic building. The clinic provides the necessary medical link for families involved in the treatment program, and Innu Uauitshitun is the main delivery agency.

**9. Mennonite Central Committee**

As a non-profit humanitarian organization, MCC has a long and productive history with the Innu. Currently two professional workers volunteer their time to provide support to the community of Sheshatshiu in justice initiatives and other healing work under the direction of the Innu.

**10. Child, Youth and Family Services**

As a program of the provincial government, mandated child welfare services are provided to the community of Sheshatshiu out of a district office in the community. Innu community service workers, under the direction of professional social workers, provide these front line services. This program represents another integral voice on the Interagency Committee.

## **Sheshatshiu Innu Family Treatment Program Proposal February 2001**

development of family-based case plans and opportunities for pre-treatment in the community and family-based treatment in the country will enable staff to identify underlying causes and determine more focused and appropriate long-term treatments.

Our innovative family-oriented treatment program addresses the determinants of health, and jointly develops reintegration strategies with individuals and families. The community follow-up phase will encourage personal responsibility and growth. We seek to create an atmosphere where abusive behaviour and its causes can be identified, addressed, and successfully overcome. Most important, those that participate will be supported by professionals, family members, and the whole community. Ultimately, the program will help to instill hope for the future for all members of our community.

### **8. Coordination of Services**

There is a strong network of social services in the community, including the Charles J. Andrew Youth Restoration Center, the Women's Shelter, the Health Clinic, the school, and Innu Uauitshitun. An Interagency Committee has been established to effectively integrate and coordinate existing services in a manner that best supports the needs of both individuals, and families.

### **9. Anticipated Benefits**

There are numerous benefits to be realized from this program. On the basic level, the program will allow participants to acknowledge and begin addressing addictions in a positive and supportive atmosphere. The Innu and partner agencies will better understand the underlying causes of these addictions and learn to address these problems through participation in the overall Healing Plan. Additional benefits include increasing self esteem, which in turn, will enable our people to become meaningful contributors to the decisions being made in and for the community. This program will contribute in many important ways because its goals are consistent with the broad determinants of health. Participating Innu families will achieve the following: healthy child development through improved parent-child relationships; enhanced modern life skills; decreased stress; and improved coping skills.

### **10. Accountability**

The Family Treatment Program is based on principles of participation, confidentiality, fairness, and cultural relevancy. The Family Treatment Program will be accountable to

## **Sheshatshiu Innu Family Treatment Program Proposal February 2001**

the participants on an individual basis, as counselors will provide regular and ongoing feedback about progress being made. As well, the Treatment Program Director and staff will be expected to maintain professional standards of behaviour and will be accountable to the Band Council. Quarterly reports (including budget expenditures to date) will be submitted to Council. Finally, the terms and conditions outlined in the various funding agreements developed specifically for the Family Treatment Program will ensure accountability to the community and funding agencies by the Band Council and its senior staff.

### **11. Treatment Program Model**

#### **A. Delivery Modules**

The treatment program will be delivered in two interconnected phases. During each phase of country treatment, six families, with a maximum of 50 participants, will be involved. A detailed description can be found in Part D. Please note pre-treatment is discussed in Part C #18.

##### *1. Country Phase:*

This is the first phase of treatment utilizing Lobstick Lodge as a base camp to offer an intensive six-week programs for families. There are five separate modules planned for the calendar year, for a total of 30 weeks. All programming will be delivered in Innu Eimun, the first (and sometimes only) language spoken by participants.

##### *2. Community Follow-up Phase:*

This will begin as families return from Lobstick Lodge and will be ongoing for the remainder of a full year (46 weeks). Throughout this phase, there will be three reunions for each group of families that went through the country-residency program together. The reunions will take place in or near Sheshatshiu over a period of four to five days, allowing all participants from the country phase to come together on a regular basis as a group to evaluate their success and identify needs for continuing support.

#### **B. Therapy**

The Family Treatment Program will be conducted with individual family-units, small groups, and the large group. Family units may consist of nuclear families (mother,

## **Sheshatshiu Innu Family Treatment Program Proposal February 2001**

father, children) and may include extended family relations.

The country treatment will be divided into two sub-phases. The first four weeks will see adults and the older children undertake most programming separately. Over the last two weeks, most sessions will integrate older children with parents. Throughout the six-week period, elders will be involved extensively in the programming, particularly for the adults, where they will work with adult groups and individual family units.

Ten topics will form the main areas of focus for the country treatment phase:  
1) Innu culture and history; 2) parenting; 3) relationships; 4) emotions;  
5) communications; 6) family integration; 7) grief and loss; 8) abuse; 9) anger management and 10) life skills.

### **C. The Role of Culture**

For this treatment program to be truly successful, it must be relevant to the Innu people; as such, it must be grounded in Innu culture and heritage. While addressing an addiction is a physical (i.e., medical) issue, addressing the underlying causes of that addiction and overcoming obstacles to sobriety are dependent upon making a sober life meaningful to community members. As such, culture will play a significant role in the healing and post-treatment process. We will work to incorporate strong cultural elements into every aspect of the program. We seek to ensure that participants will come to better understand the relevancy and meaningfulness of their lives and experiences.

Innu heritage is defined by relations with the land and with nature. The Family Treatment Program's country location places culture front and centre and allows it to be both subtly and overtly part of all programming and daily life during the country phase.

## **12. Policies and Processes**

The following policies will be established for the family treatment program to ensure safety and health of participants and staff:

- No alcohol, drugs, or solvents will be allowed.
- No physical violence will be tolerated.
- Elders, well respected by the participants, and staff will be present to advise staff

## **Sheshatshiu Innu Family Treatment Program Proposal February 2001**

and participants on various items.

- Confidentiality is paramount and staff will be subject to a code of ethics (see #15)
- Participants (especially young people) will be asked not to start any new intimate relationships while in the country treatment phase.
- An RNC police relationship will be developed as an extended measure of security for participants and staff.
- Rule-breaking will be dealt with on a case by case basis.

Certain rules will be put in place to govern actions during “down time” (outlining what is considered appropriate behaviour). If these rules are broken, staff and elders will discuss, on a case by case basis what the appropriate action is. If the safety and security of other participants or staff are threatened, then the guilty party will be sent back to the village. For the basic safety of the people working and participating in the treatment program, a fringe radio will be purchased to ensure open communication to emergency services (medical, fire, RNC) if required. All staff will be trained in First Aid, CPR and wilderness survival. Finally, hunting will provide the mainstay of food for the camp; as such, there will be a need for firearms. However, during times when participants will not be hunting, firearms will be kept in a secure location.

### **13. Program Positioning**

The Sheshatshiu Innu Family Treatment Program moves beyond basic drug and alcohol treatment programs and looks at healing the individual, the family, and the community by focusing on the broad determinants of health. We believe that economic and social health impact on individual and family wellness in very significant ways. Our program will focus treatment strategies on healing the multiple problems in each family unit.

The Family Treatment Program is unique in that participants will move to the country with their families to work out issues, under a safe and stable environment. Professional counselors and elders will work with the families to help them make progress toward mental, emotional and spiritual health. Upon completion, the community follow-up phase will help family members to reintegrate into the community more effectively.

### **14. Staffing Requirements**

A full-time treatment program director will be hired to give overall direction and supervision to the development, delivery and evaluation of the family treatment program services. Working under the director will be a program manager and two teams of six staff each, four counselors and two youth workers. They will deliver both the country and

**Sheshatshiu Innu Family Treatment Program Proposal**  
**February 2001**

community follow-up programs. Wherever possible, the staff team will provide follow-up services to the participants, with whom they worked in the country phase of treatment. When not in the country, each team will operate out of the counseling offices of the new health centre in Sheshatshiu.

The work of the teams will be strengthened in the country phase as well as the community follow-up phase by the direct continuing involvement of elders. Also, child care providers will accompany the staff teams to the country to undertake supervised programming with the children in families less than eight years of age.

Please see Part G for detailed job descriptions, qualifications, recruiting process, and training requirements.

**15. Code of Ethics**

The following is the Code of Ethics to be adhered to by Program Counsellors and Support Workers:

- We hold a strong, positive identification with Innu culture and want to help to address the hurts the Innu have suffered since the time of contact.
- We will help by setting an example, and model the behaviour we hope to see in others.
- We see ourselves as equals with our fellow Innu, including those we are trying to help.
- We will ensure others the confidentiality they deserve.
- We will be honest with each other while avoiding speaking about others in a harmful way.
- We are willing to share our own personal experiences with others, to help ourselves as well as those who are looking for help and support.
- We will be kind, positive and supportive in our dealings with others, realizing that since the time of contact, Innu have been programmed to feel negative about us and our culture.

## **Sheshatshiu Innu Family Treatment Program Proposal February 2001**

- We believe that with understanding and support, Innu can change negative, hurtful behaviours.
- We will refrain from abusing alcohol or other drugs.
- We will keep working at making our own lives healthier, realizing that none of us is perfect.

### **16. Staff Health**

Staff will work in the country treatment phase on a rotating basis. For instance, Team 1 staff members will commit to six weeks in the country phase, leaving their own families behind in the community while they are working. Following the six weeks, Team 1 staff will return to their families and be given a one week leave before commencing the community follow-up work with the families from their program intake.

During the next country treatment phase, Team 1 will remain in the community to continue the in-community follow-up, while Team 2 works in the country at Lobstick Lodge with the next family intake. This rotating shift will help prevent staff burnout and will contribute to maintenance of staff health. Further, staff teams will come together on a regular basis to discuss issues and problems. Finally, elders may be asked to talk with staff individually to work through personal issues, as required.

### **17. Family Selection Process**

There are two main criteria we require of participants: that there is family agreement on the breadth of the problems being faced (which will be confirmed through intake); and that there is a willingness among family members to confront their issues. From there, participant families will be selected based on their scores among several categories of risk (e.g., admitted solvent or alcohol abuse, suicide attempts, abuse experience, abuse of others, previous treatment, relapse probability, and childhood neglect). Those deemed to be most in need, and most willing to heal, will participate as soon as possible in the Family Treatment Program. Those not selected immediately, will continue to undergo counseling and training at the community until their needs can be addressed through Family Treatment.

### **18. Treatment Services**

## **Sheshatshiu Innu Family Treatment Program Proposal February 2001**

### **Pre-treatment Services:**

In community counseling for individuals has been ongoing with the National Native Alcohol and Drug Awareness Program by staff at Innu Uauitshitun. These sessions will be integrated into the Family Treatment Program as part of the preparatory phase proceeding country treatment.

- First and foremost, participants will undergo the required detoxification process to ensure that medical problems related to addictions will be minimized during country treatment. Referrals to detoxification will be made by Innu Uauitshitun and medical staff as appropriate.
- Following detoxification, participants will undergo referral and assessment processes which will include a full medical assessment. The pre-treatment phase of the program will take place in the community using Innu Uauitshitun counselors. Currently, our counselors use NNADAP forms and tools. However, we will be adapting these tools specifically for the Family Treatment program. One-on-one and group counseling will be provided on a regular, as needed basis until space is available in the Family Treatment Program. An initial treatment plan will be developed upon review of individual and family treatment requirements. These plans will be flexible, in that as new issues emerge and/or healing begins in a particular area, the treatment plan may be altered to the benefit of the individual and family.

### **Post-treatment Services: (see a detailed description in Part D).**

The Community follow-up phase has been established to make sure that the necessary supports are available to help families maintain their focus on becoming healthier. Individual contracts are to be completed between counselors and their assigned families while in the country treatment phase. These contracts outline expectations for follow-up and support upon return to the village. The family treatment program will work cooperatively with all other community agencies through the case conferencing group of the Interagency Committee.

There are a number of areas of need that have been identified by families for post-treatment follow-up. Treatment program staff, as well as staff from other agencies will work together to develop programs in the following topics:

- communication skills
- parenting skills

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

- anger management
- dealing with childhood sexual abuse
- couples therapy
- substance abuse information
- human sexuality

As well, participants in past-country treatment programs have requested that sweats and Alcoholics Anonymous meetings be held on a regular basis.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**18. Meeting Participant Needs:**

**Research:**

A significant number of research reports and assessments have been undertaken with the Sheshatshiu Innu to identify community needs and addiction issues. One of these reports was entitled "Influences on the Health and Behaviour of Sheshatshiu Youth." This report, prepared in 2000, found that parental influences such as the use of drugs and alcohol, as well as child neglect were strongly related to youth risk behaviours. As such, beyond youth-targeted programming, this report recommended actions aimed at parents in an effort to raise their awareness, build parental skills, and promote family-based activities. This report further illustrates that the need for treatment is not simply at an individual level, but is family-based. By treating only the youth in the family, the negative influences remain in the environment. In response to this and other research, we have worked with various health organizations and our own elders and healers to develop the most appropriate strategy for addressing these needs.

**Community Health Assessment:**

A comprehensive community health needs assessment was undertaken in 1998. Findings from this project suggested that the community was most concerned about social problems (i.e., child abuse, violence in the home, parenting difficulties, marital problems, and young people's problems) in the community which were related to lifestyle (i.e., alcohol and solvent abuse). The high incidence of suicide and accidental death in the community are directly attributable to alcohol and solvent abuse. The family treatment program is designed specifically to address these problems and the underlying sources of those problems.

**Monitoring & Evaluation:**

A thorough monitoring and evaluation plan is being developed to ensure that the needs of family participants will be met by the program. The plan will entail a dual level assessment at regular intervals throughout the pre- and post-treatment phases. The first level of assessment is the community level which will include general quantitative and qualitative analysis of community issues related to the broad determinants of health. The second level is the individual and family assessment which will be done on a case-by-case basis. These multilevel evaluations will allow the Interagency Committee to evaluate the progress being made by individuals and families. As well, this evaluation system allows for flexibility in the program to address problematic areas. Please see Part F, "Evaluation

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

Program” for details.

**19. Description of Facility:**

For the Innu, living in a country setting is the optimal setting for healing as our culture and tradition give evidence of a nomadic lifestyle as recently as 1916. Hunting, fishing, and gathering are integral aspects of the Innu way of life. Previous country treatment programs have met with much greater success than mainstream treatment programs because of the traditional interdependencies among family members and between families that come from living off the land.

Lobstick Lodge is situated on the Esker Road, approximately 25 miles from the Trans Labrador Highway, 61 miles from the railway siding at Esker, and 40 miles from the Churchill Falls airport. The Lodge is located on a lake that is accessible by float plane. The property is serviced by electricity from the CFLCO power supply feeding the Water Control Structures at Gabro and Lobstick. Water is obtained from the adjacent river and delivered by an electric pumping system located in a pump house close to the lodge. Sewer is disposed of through a septic system. There are five buildings with more than 20 private units. Staff quarters and the main lodge have been winterized.

This location will provide comfortable living quarters for professional and other program staff, private and group meeting facilities and access to some recreational activities. At the same time, participants will be able to practice a more traditional way of life and many will want to live in tents on the property during treatment. It is the best of both worlds and an ideal location and facility for our family treatment program.

It is important to understand that the location of Lobstick Lodge is in the heart of traditional Innu territory. The significance of the location, it's sense of connection with the history and traditions of the Innu, will enhance the delivery and success of the Family Treatment Program.

**Sheshatshiu Innu Family Treatment Program Proposal**  
**February 2001**

**Part D: Family Treatment Program Detail**

---

*Country Treatment Phase*

**Goal:**

To provide families with an opportunity in a safe, supportive environment, to begin addressing the most important issues of family life, as partners, as parents, as individuals, as families and as a collective.

**Description:**

For programming purposes, this phase will be divided in two sections. The first four weeks will see adults and older children undertake most programming separately. Over the last two weeks of programming, most sessions will integrate older children with parents.

In each of the first four weeks, the elders will have a full day during which to provide program content for adult participants. Also at this time, elders will have two full days of programming for small groups of youth and children. This content will primarily focus on Innu culture, traditions, knowledge and practices. During the final two weeks, elders will have specific times to work with individual families as required.

The remainder of the programming will be divided between seven main areas of focus, which are discussed below:

- i) *Innu Culture and History*: Programming will focus with a broad examination of Innu culture and history including family life, from an Innu perspective. Adult participants will then look at their individual family-of-origin histories through the use of time lines and sharing stories. Couples will then look at their own family history through the same methods. Each of these activities will involve participants presenting their own stories. Counselors will actively participate in these activities. The purpose of this programming is to help individuals see their present situation and behaviors in a historical context, one which does not absolve them of personal responsibility, but which supports them to see that their experiences are very much part of a collective experience and there is hope and support for them to take risks to heal themselves.
- ii) *Parenting* : Participants will look at their own experiences with being parented and identify the important skills necessary for effective parenting. Parents will identify problem situations they are experiencing and these will then become the examples for role plays.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

- iii) *Relationships:* Here individuals will examine their relationships with self, spouse, family and children. Coming naturally from this is specific programming on boundaries. Sessions will focus on physical, emotional, and sexual boundaries and the effects on individuals when those boundaries are not maintained or broken. Following this, programming will be geared at an in-depth examination of anger, aggression, grief, and loss.
- iv) *Feelings:* Throughout the treatment program, an emphasis will be to help individuals to identify, name and give expression to their feelings. Daily participant circles will be held. Throughout the day, the programming will be presented through the use of small group discussions, role plays, feeling exercises, banner making, artwork, and healing rituals. The sweat tent will be available for small groups of participants in the evenings.
- v) *Counseling:* One-on-one sessions will be held with assigned counselors and participants on a regular basis.
- vi) *Family Integration:* The programming to integrate children with parents will focus mainly on the issues of boundaries, anger and grief (recent treatment work with families identified these as the most important issues between parents and children). This programming work will be accomplished using many of the same tools as above (role plays, circles, feeling exercises, art work and healing rituals). There will also be recreation activities planned as an important part of the programming for parents with their children, in an effort to emphasize that fun, as well as work, can be shared.
- vii) *Life Skills:* Living in the country requires a diverse range of skills, based on cooperation. Meal preparation and clean up will be regularly scheduled parts of the programming for adults and youth participants. Meal times will be communal.

**Individual Contracts:**

Individual contracts will be completed between counselors and their assigned families outlining the expectations for follow-up and support upon the return to the community. The contracts will clearly state the support that will be offered through community resources and the steps that treatment participants agree to undertake.

**Timing:**

Commencing early in 2001, the first six-week country treatment module will be undertaken. Each of the subsequent modules will follow after a short break during which

## Sheshatshiu Innu Family Treatment Program Proposal February 2001

time program staff will conduct an evaluation of the recently-completed program. Also at this time, those staff who worked at Lobstick Lodge will be given a two-week leave to spend with their families and rest.

### *Community Follow-Up Phase*

#### **Goal:**

To ensure that the necessary supports are available to help families maintain their focus on becoming healthier which began with their work in the country treatment phase.

#### **Description:**

During the period immediately following the return from the country, treatment staff has the responsibility to undertake family case conferencing with the Interagency Committee. Most treatment participants will need a variety of ongoing support from employment opportunities and upgrading, through to justice system interventions. Rather than have treatment participants repeatedly outline their needs to various agencies, the case conference group would hear from treatment program staff about the specific needs of a family. It is the responsibility of the case conference group to integrate and develop their resources to best meet the needs of the family, and in so doing, compliment the plan and the expectations laid out in the Individual contract. The contract then becomes the map for the family's journey through the year long follow-up.

These contracts may include continued one-on-one, peer group, and family counseling, participation in healing circles, or involvement in community healing programs (e.g., AA).

There are a number of areas of need that have been identified as necessary building blocks to effective post-treatment. A variety of programs, services, and workshops will be developed and delivered to address these areas of need on an ongoing basis in the community. These activities will be integral aspects of the community follow-up phase. Treatment program staff will take the lead in this programming working with other community support staff as required.

The areas of need for community follow-up programming are:

- *communication skills* - opportunities for identifying and expressing feelings
  
- *parenting skills* - includes opportunities for learning how to deal with troubled children and teenagers when trying to get healthier themselves and learning how to organize more planned recreational activities for families

## Sheshatshiu Innu Family Treatment Program Proposal February 2001

- *anger management* - provides opportunities to further address this complex issue, including jealousy, denial, shame, resentment, abandonment, control, loneliness, abuse issues, and family/community divisions.
- *childhood sexual abuse issues* - opportunities to do healing work
- *couples therapy* - opportunities for couples to concentrate on their relationships with trained facilitators and other couples maintaining healthy long-term relationships.
- *substance abuse information* - opportunities to understand and address the dynamics of solvent use, alcohol abuse and other drugs
- *human sexuality* - opportunities to understand and address issues of healthy sexuality and healthy sexual relationships as well as STDs, AIDS, safe sex practices, birth control, etc.
- *sweats and AA sessions* - held in the community on a regular basis.

As indicated, the country treatment phase will give an introduction to many of these programming areas. However, the six weeks will not provide participants with enough opportunities to sufficiently take in so much information and handle the emotional ramifications. Therefore, there is a real need to create programming for the community follow-up phase that will not necessarily be completely new, but will provide much needed opportunities for further discussion and understanding. The key challenge is upon the return to the community where all participants have to “unlearn” their old ways and relearn healthier ways to be partners, parents, and individuals.

The initial focus for the development and delivery of this community follow-up program will be on the country treatment participants. However, the programming will be available to other community members when they can be accommodated. A “ripple effect” is anticipated for the programming, such that word of mouth marketing will encourage the broader community to adopt the healthy lifestyles advocated through the Family Treatment Program.

During the Community Follow-up phase, reunions of the country treatment participants will be held at three month intervals. The purpose of these reunions is to support the collective efforts of the families and to encourage participants to be clear about issues arising or ongoing problem areas. It is anticipated that the same staff team will be able to facilitate the reunions.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

Another goal is to use the reunions as an opportunity to allow earlier successful treatment program participants to take on a facilitation role with the families most recently having completed treatment. All programming delivered by staff for family treatment will be done on a model of "Do as I do, I'm not an expert but I am experienced." Consistent with this, is the desire to see program participants who are continuing to do well after treatment take on more of a facilitation role and share their experiences with the newer participants.

This means that the first reunion for the coming year would see participants from the previous year's family treatment program being invited to take part and provide leadership in activities and programming. The second reunion would then invite participants from the previous follow-up session to take part, and so on. It is hoped that this practice will broaden beyond the treatment program itself, making the community members, not the treatment program, the base of support that individuals and families have to make and maintain significant life changes.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**Part E: Program Workplan**

---

**1. Planning and Development**

**Objectives:**

- To develop an effective inpatient treatment program (to be based in the country) that will assist individuals and families in overcoming addictions and abusive behaviors.
- To link programs to specific case designs that recognize interactions between family members.
- To address multiple issues within families and their underlying causes.
- To develop post-treatment programs, including out-patient personal development and peer support, that will encourage healthy living.

**Activities:**

- Secure facility or site for camp.
- Furnish building and ensure all utilities working to allowable standards.
- Recruit and Hire Treatment Program Director and treatment staff.
- Conduct training program for staff.
- Final design of the Family Treatment Program to accommodate the multiple treatment needs of family members that is integrated with all other healing programs and services.
- Establish operational policies and practices that are consistent with cultural values of Innu.
- Develop post-treatment education and support program in the community.

**Start Date:** November 1, 2000

**End Date:** February 28, 2001

**2. Start-Up**

**Objectives:**

- To adequately prepare the country site for the family-based treatment program.
- To effectively prepare staff for the program (including country living).
- To identify individuals and families who are most critically in need in the community.
- To ensure that staff are provided with personal days away from treatment work.
- To develop on-site education curriculum that integrates formal schooling with culture

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

and healing.

**Activities:**

- Determine a selection process for participants and their families ensuring that those selected are prepared to make a positive change in their lives, and the lives of their family members.
- Select participants for the first session and develop treatment cases for each.
- Conduct preliminary assessments and evaluations of participants
- Prepare site, ensuring there is an adequate supply of water, food and fuel.
- Conduct staff orientations in country (include survival skills training)
- Develop staff schedules ensuring each staff member gets one personal day a week.
- Create an administrative process that facilitates management of the extended country treatment program.
- Design family-based treatment plans for participating families.
- Work with elders to develop culture-based curriculum for children participating in treatment.
- Finalize incorporation and selection of Board of Directors.

**Start Date:** March 1, 2001  
**End Date:** March 31, 2001

**3. Implementation**

**Objectives:**

- To provide effective treatment for family units throughout the treatment program.
- To provide children participating in the treatment program with opportunities for continued education.
- To encourage 100% participation in all treatment program activities.
- To motivate families to support one another in all aspects of treatment and healing.

**Activities:**

- Move the treatment participants to the site.
- Undertake a participant orientation.
- Devise daily and weekly schedules for participants.
- Conduct professional time meetings on a regular-basis.

**Sheshatshiu Innu Family Treatment Program Proposal**  
**February 2001**

- Conduct individual sessions; youth session, women's sessions.
- Hold schooling sessions with the Country Educator for children.

**Start Date:** April 1, 2001

---

**Part F: Program Evaluation**

---

- A. Year 0:** *Initial community assessment will be undertaken at the outset of the program to establish baseline data on degree of need and the diversity and scope of dysfunctions at the individual and family level.*

**METHODS:**

A community-level quantitative and qualitative assessment of various social and economic factors will be undertaken by professionals. These will be benchmarks against which successive evaluations will be measured.

**INDICATORS:**

Identified substance dependencies, substance abuse rates, incidents of family violence; average number of people per household; employment rate, employment opportunities in region, education levels, available training opportunities, rate of participation in training options; number Innu-owned businesses; rates of vandalism, rate of violent crime, rate of recidivism; number of families dependent upon social assistance; number and scope of recreational opportunities for youth, rate of participation; health services available, frequency of use.

- Level 1: Individual and family assessments will occur prior to entry into the Family Treatment Program.***

**METHODS:**

On the individual level, one-on-one interviews with Referral workers in the community will identify the issues and problems being faced by each person. In addition, compulsory medical examinations will be undertaken. On the family level, questionnaires will be distributed to each family member in order to assess personal perspectives on the interrelationship of family members; responses will remain confidential. In addition, observation of family interaction by referral and family counselors will provide the necessary insight with which to develop an appropriate treatment program. Both individuals and families will identify their goals and expectations for the treatment program. These two levels of assessment will ensure that the treatment program

**Sheshatshiu Innu Family Treatment Program Proposal**  
**February 2001**

addresses both individual and group needs.

**INDICATORS:**

Identified problems (substance, physical, sexual, or emotional abuse, neglect, marital separation), suicide attempts, previous treatment, personal acceptance of problems, relapse probability, individual measurements of strength and quality of family relationships, cognitive tests, current education/employment situation, current family income level, number of charges laid.

*Level 2: Assessments will occur following the completion of the country treatment phase, prior to the community follow-up phase.*

**METHODS:**

Using Level 1 information as a baseline, various methods will be used to assess the success of the treatment program. Clinical observation and testing throughout the program will identify achievement of sobriety. Individuals and families will be interviewed to discuss the achievement of the goals and objectives identified at the outset of the treatment program.

**INDICATORS:**

Acceptance of own problems, improved familial relationship, demonstrated willingness to refrain from dysfunctional behaviors, a sense of hope for the future, willingness to participate in activities, suicide attempts, individual measurements of strength and quality of family relationships, cognitive tests.

*Level 3: Assessment to take place 6 months following completion of the country treatment phase.*

**METHODS:**

Individual interviews will be undertaken in the community with graduates of the treatment program. In addition, community members with whom the graduate spends time will be interviewed in order to identify behavioural changes following treatment.

**INDICATORS:**

maintenance of sobriety; participation in peer counseling program; education/employment status; dependency on social support; education/employment situation; work/school attendance; cognitive tests, suicide attempts; individual measurements of strength and quality of family relationships; family income level; number of legal charges laid.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**Level 4:** *Assessment will be undertaken 18 months following the country treatment phase.*

**METHODS:**

Individual interviews will be undertaken in the community with graduates of the treatment program. In addition, community members with whom the graduate spends time will be interviewed in order to identify behavioural changes following treatment.

**INDICATORS:**

maintenance of sobriety; participation in peer counseling program; education/employment status; dependency on social support; education/employment situation; work/school attendance; cognitive tests, suicide attempts; individual measurements of strength and quality of family relationships; family income level; number of legal charges laid; plans for the future.

**B. Year 2:** *Community Outcomes Assessment will be undertaken to measure the success of the over community healing.*

**METHODS:**

A second community-level quantitative and qualitative assessment of various social and economic factors will be undertaken by professionals. The results will be measured against benchmarks set in Year 0.

**INDICATORS INCLUDE:**

Identified substance dependencies, substance abuse rates, incidents of family violence; average number of people per household; employment rate, employment opportunities in region, education levels, available training opportunities, rate of participation in training options; number Innu-owned businesses; rates of vandalism, rate of violent crime, rate of recidivism; number of families dependent upon social assistance; number and scope of recreational opportunities for youth, rate of participation; health services available, frequency of use.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

---

**Part G: Program Team — Job Descriptions and Recruitment Process**

---

**DIRECTOR**

**SUMMARY:** The Director is accountable for the day-to-day management and operations of the Family Treatment Program. Reporting to the Sheshatshiu Innu Band Council, the Director develops programs, manages program staff, monitors the budget, identifies additional funding sources, liaises with board members, aboriginal communities, and funding agencies, and develops and maintains networks among academic, health and other groups.

**MAIN DUTIES:**

**1. Management and Administration**

- Works with the Interagency Committee to develop long term goals and plans, and annual objectives.
- Works with staff to create programs to achieve goals and objectives.
- Evaluates programs and services to ensure appropriate direction is maintained and desired outcomes are produced.
- Prepares annual budgets for Board approval and manages operations within approved budget levels.
- Develops supplementary funding strategies when required.
- Ensures high standards of care and client confidentiality in all operations.
- Develops links with leading treatment practitioners and researchers to ensure staff and programs reflect the best available knowledge in the field.

**2. Staff Management**

- Develops staffing plans and hires staff.
- Creates personal training plans for all staff and ensures all meet required competencies.
- Conducts annual employee evaluations, schedules staff shifts, ensures all absences (due to illness, vacation, staff development...) are covered, records work hours, and forwards reports for payroll purposes.
- Recommends human resource policies, including standards of conduct, for Board consideration and fully implements all approved policies.
- Holds regular staff meetings to facilitate effective operations.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**3. Identification of additional funding**

- Seeks supplementary funding sources for the centre and programs.
- Links program methods and successes to fund raising.
- Monitors various funding agencies for relevant funding opportunities.
- Prepares and submits proposals for funding.

**4. Community and Government Relations**

- Promotes and represents the program when dealing with topics of solvent abuse in the community, with other Aboriginal communities in Atlantic Canada and with other governments.
- Pays particular attention to developing strong ties between community-based programs in First Nations that reduce solvent abuse and care for abusers after treatment.
- Acts as liaison with key funding agencies.
- Keeps informed of policy, legislation, services and problems in the field.
- Liaises with other community programs and groups to ensure they are aware of and respond to the needs of youth.
- Ensures all applicable legislation is met (e.g. health and safety, child welfare, education, freedom of information).

**5. Other Related Duties as Assigned.**

**QUALIFICATIONS**

Education: Grade 12 diploma; post-secondary in health or public administration

Language: English; Innu-eimun fluency preferred.

Experience: Experience in program administration, human resource management, working with dysfunctional families, public relations.

Abilities: Ability to manage a budget, liaise with government agencies, find funding.

Knowledge: Knowledge of basic health tenets (e.g., determinants of health, circle of health), treatment process, organizational administration, Mushuau Innu Healing Strategy.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**Personal Suitability:** Exercises good judgement, maintains confidentiality, willing to live in the country.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**PROGRAM MANAGER**

**SUMMARY:** Reporting to the Director, the Program Manager is responsible for organizing the country-based phase of the treatment program, working with treatment staff to ensure their needs are met, and monitoring of the progress of clients.

**MAIN DUTIES:**

**1. Country-Based Program**

- Ensures the program provides a secure, safe environment for both staff and participants.
- Orients participants to the program and its rules and objectives.
- Monitors progress of clients throughout treatment program.
- Helps resolve issues or conflicts as they arise, either one-on-one, within the family, or in a large group situation.
- In partnership with Counselors, reviews and recommends changes to programs as evidence indicates.

**2. Staff**

- Ensures Counseling and Support staff needs are met during the country-based treatment phase.
- Ensures staff conform to all personnel policies and expected standards of conduct.

**3. Pre- and Post-Treatment**

- Supervises outreach counselor in the provision of services before and after treatment.
- Evaluates effectiveness of treatment program in both short and long-term for each client.
- Maintains links with preventative and after care workers in communities.

**4. Maintaining Professional Standards**

- Treats all information on a confidential basis.
- Seeks training as required.
- Develops working contacts with other counselors to exchange information and seek new insights to treatment.
- Respects the position of trusted advisor to each client.

**5. Other Related Duties as Assigned.**

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**QUALIFICATIONS for Program Manager**

- Education:** Completion of Grade 10; counseling training an asset.
- Language:** Innu-eimun (English an asset)
- Experience:** Experience in living in the country; working on a variety of tasks all at once; organizing and planning for participant/staff needs
- Abilities:** Ability to listen to client issues; to encourage healing; respond to staff needs; handle more than one situation at a time; good time management skills an asset
- Knowledge:** Knowledge of Innu culture.
- Personal Suitability:** Can ensure confidentiality, is comfortable living in the country over the long-term, can handle stress effectively.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**COUNSELORS**

**SUMMARY:** Reporting to the Program Coordinator, Counselors are responsible for developing family-based, and individual case assessments, preparing holistic programs, contributing to the development of programs, and providing counseling services to clients throughout the treatment program.

**MAIN DUTIES:**

**1. Assessment and Program Development**

- Works directly with senior staff to develop an effective, culture-based treatment program for families and individuals.
- Assesses clients needs to determine most appropriate treatment methodology for individuals and families.

**2. Counseling**

- Implements the schedule of activities developed by the Senior Counselor for participants.
- Undertakes group, family, and one-on-one counseling as required.
- Monitors progress and recommends treatment amendments as needed.
- Maintains clear communications with all staff to ensure clarity of roles and responsibilities for each family participating.

**3. Assisting in Design of Pre- and Post-Treatment Programs.**

- Contributes to the design of pre-treatment programs intended to prepare participants for remote treatment.
- Contributes to the design of post-treatment programs that will encourage graduates to life healthy lifestyles.

**3. Maintaining Professional Standards**

- Maintains quality records as expected of a professional counselor.
- Treats all information on a confidential basis.
- Seeks training as identified jointly with senior counselor.
- Respects the position of trusted advisor to each client.

**4. Other Related Duties as Assigned.**

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**QUALIFICATIONS**

- Education:** Grade 12 diploma preferred; group counseling training a necessity
- Language:** Innu-eimun
- Experience:** Experience in family counseling; multiple dysfunctions; country-based treatment; and personal experience in abuse survival (emotional, physical, mental, substance abuse).
- Abilities:** Ability to assess needs and gear treatment appropriately; to listen and encourage healing.
- Knowledge:** Knowledge of proven treatment methods; Innu culture.
- Personal Suitability:** Is Innu; maintains confidentiality; is not suffering personally from addictions.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**CHILD/YOUTH WORKER**

**Summary:** Reporting to the Program Coordinator, the Child/Youth Worker assists youth in the treatment program with dealing with personal and family-related problems, recommends appropriate treatments, designs programs to help prevent personal problems before they arise.

**Main Duties:**

**1. Counseling Youth.**

- Listens to the client's concerns.
- Undertakes one-on-one, group, or family counseling as required.
- Attends court proceedings, visits lock-ups and other off-site facilities to monitor the progress and assists clients as necessary.

**2. Assessment and Referrals.**

- Determines what type of treatment is best for the individual.
- Refers certain clients to various treatment programs as required.
- Designs a schedule of activities for each youth.
- Liaises with Group Home counselors and refers clients to the group home or other programs.
- Monitors progress and amends programs as needed.
- Seeks advice from other professionals when required while maintaining confidentiality.

**3. Assisting in Design of Pre- and Post-Treatment Programs.**

- Contributes to the design of pre-treatment programs intended to prepare participants for remote treatment.
- Contributes to the design of post-treatment programs that will encourage graduates to live healthy lifestyles.

**4. Maintaining Professional Standards.**

- Maintains quality records as expected of professional counselor.
- Treats all material and information on a confidential basis.
- Seeks training as needed.
- Does not abuse position as a trusted advisor to each and every client.

**5. Other related duties as required.**

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**QUALIFICATIONS**

- Education:** Grade 12 diploma preferred; group counseling training a necessity
- Language:** Innu-eimun
- Experience:** Experience in youth counseling; addictions and solvent abuse; country-based treatment; and personal experience in abuse survival (emotional, physical, mental, substance abuse).
- Abilities:** Ability to assess needs and gear treatment appropriately; to listen and encourage healing.
- Knowledge:** Knowledge of proven treatment methods; Innu culture.
- Personal Suitability:** Is Innu; maintains confidentiality; is not suffering personally from addictions.

## **Sheshatshiu Innu Family Treatment Program Proposal February 2001**

### **ELDER/CULTURAL ADVISOR**

**Summary:** Reporting to the Director, the Elder/Cultural Advisor helps staff and clients to see themselves as whole beings, with special attention being paid to spiritual needs. The Elder/Cultural Advisor shares his/her knowledge of healthy Innu culture as the foundation for individuals' healing journeys.

#### **Main Duties:**

##### **1. Assistance in Counseling and Support Work.**

- Upon the recommendation of Treatment Program Counselors, meets with clients and/or staff to encourage cultural activities as part of the support system.
- Specializes in group-centered healing.
- During group or family sessions, encourages participants to share without fear of repercussion.
- Maintains the sweat lodge and supervises preparation for sweats.

##### **2. Healing Circles.**

- Incorporates healing circles, sweat lodge and other culturally-based activities into healing process.
- Shares with staff his/her own personal knowledge and experience with Innu culture and practices.
- Works one-on-one with community members and with families seeking cultural and spiritual guidance.

##### **3. Assisting in the Design of Pre- and Post-Treatment.**

- Considers the cultural and spiritual needs of people back in the community.
- Contributes to the design of pre-treatment programs intended to prepare participants for remote treatment.
- Contributes to the design of post-treatment programs that will encourage graduates to live healthy lifestyles.

##### **4. Other related duties as assigned.**

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**QUALIFICATIONS**

- Language:** Innu-eimun
- Experience:** Life experiences based on tradition and personal healing.
- Abilities:** Ability to communicate culture and traditions in a healing atmosphere.
- Knowledge:** Intimate knowledge of Innu culture and traditions.
- Personal Suitability:** Is well-respected by participants; maintains confidentiality.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**EARLY CHILDHOOD EDUCATOR**

**Summary:** Reporting to the Program Coordinator, Early Childhood Educators supervise the children ages eight years and under whose families are taking part in the Treatment Program. While these children may be involved in some of the family-based treatment program, those times in which they are not, they will be under the care of the Early Childhood Educator.

**MAIN DUTIES**

**1. Daily Activities**

- Plans daily activities for children of various age groups.
- Ensures that children are occupied and not interrupting treatment programs that are intended for adults.

**2. Meals**

- Ensures children are fed meals and snacks during the day, in case parents are not available.
- Recommends particular meals or snacks to the cooks for the children.

**3. Other related duties as required.**

**QUALIFICATIONS**

Language: Innu-eimun

Experience: Experience in child care is required.

Abilities: Ability to develop educational and entertaining activities for children who are not in session.

Knowledge: Knowledge of basic CPR and First Aid.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**Personal Suitability:** An affection for children; a willingness to help others learn.

**JANITOR / MAINTENANCE PERSON**

**Summary:** Reporting to the Director of the Treatment Program, the Janitor/Maintenance Person is responsible for cleaning the treatment facility, maintaining the building and its services, collecting fire wood, ensuring adequate and clean water supply, and troubleshooting problems as they arise.

**Main Duties:**

- 1. General Cleaning.**
  - Keeps floors, walls and windows clean.
  - Ensures all equipment, appliances, desks and counter surfaces are clean.
  - Sweeps, mops and dusts as needed.
  - Cleans and disinfects sinks, toilets, urinals and showers on a daily basis.
  - Empties garbage cans in all rooms and washrooms as needed.
  - Removes ice, snow, sand or dirt accumulations around doorway.
  
- 2. General Operations.**
  - Gathers fire wood for elders and for centre facilities.
  - Ensures adequate and clean water supply available.
  - Assists with plane arrivals and departures (loading and unloading supplies)
  
- 3. Maintenance.**
  - Checks oil in generators and changes oil as required.
  - Maintains boats, ATV's, snowmobiles, and fishing nets.
  - Services, adjusts, cleans and repairs furnaces, chimneys, ducts, and exhaust fans to keep them in good repair.
  - Performs general maintenance duties as required such as replacing broken windows, sills, tiles, and light bulbs.
  - Maintains and repairs electrical and plumbing services in the family treatment centre.
  - Carries out required plumbing repairs (such as broken, blocked, or leaking pipes, faulty pump, etc.).
  
- 4. Other related duties as assigned.**

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**QUALIFICATIONS**

- Education:** Completion of Grade 8.
- Language:** Innu-eimun
- Experience:** Experience in living in the country.
- Abilities:** Ability to undertake general maintenance and cleaning tasks as required.
- Personal Suitability:** Is Innu; maintain confidentiality; willing to live in country.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**COOK**

**SUMMARY:** Reporting to the Program Coordinator, the Cook is responsible for preparing food for the participants and their families, placing food orders, participating in ceremonial meals, and maintaining a clean kitchen facility.

**MAIN DUTIES:**

- 1. Food Preparation.**
  - Prepares nutritious meals for participants and their families.
  - Prepares caribou and fish caught by hunters.
  - Ensures that adequate food is prepared for all people at the centre.
  
- 2. Food Orders.**
  - Ensures an adequate food supply is transported to the treatment centre on a regular basis.
  - Places food orders by radio as required.
  
- 3. Special Ceremony Preparations.**
  - Prepares ceremonial meals for families and staff at the treatment centre.
  - Works with Elder/Cultural Advisor throughout ceremonial preparations and the ceremony itself.
  
- 4. Kitchen Facilities.**
  - Maintains a neat and clean kitchen area.
  - Ensures that food preparation area is cleaned and disinfected on a daily basis.
  
- 5. Other related duties as required.**

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**QUALIFICATIONS**

- Education:** Completion of Grade 10
- Language:** Innu-eimun
- Experience:** Experience in preparing meals for large groups of people.
- Abilities:** Ability to cook; ability to prepare quantity meals.
- Knowledge:** Knowledge of traditional and ceremonial meal preparation; preferred food tastes of families
- Personal Attributes:** Willingness to live in the country.

## Sheshatshiu Innu Family Treatment Program Proposal February 2001

---

### Staff Hiring Process

The following process will be undertaken in the hiring of Family Treatment Program staff:

1) *Call for Applicants*

- A local call for treatment staff will be made to Innu organizations in Labrador

2) *Application Review Process*

- In the case of Family Treatment Counselors, applicants will be assessed on the basis of experience, skills and personal suitability (however training will be provided as required).
- Preference will be given to:
  - Aboriginal (primarily Innu) applicants so that treatment can be undertaken in Innu-eimun;
  - applicants with counseling experience;
  - applicants with experience living and working in remote/isolated areas;
  - applicants with experience working with Aboriginal communities
- Personal suitability requires that counselors be sober and healthy. Most Innu applicants will have a history of substance abuse, or have experienced physical, emotional or physical abuse in their lifetime. If this is the case, these applicants will undergo assessment based on several criteria (e.g., length of time sober) and must provide letters from people testifying to their sobriety, overall health, and their compatibility with the position.

3) *Reference Check*

- References will be required and verified for both Innu and non-Innu applicants.

4) *Interview Process*

- Following the application review process, selected applicants will be invited to interview for the positions. An interview committee comprised of the Director of the Family Treatment Program, selected members of the Interagency Committee, and a representative from Band Council will conduct the interviews and make final recommendations for hiring.

5) *Training*

- Successful applicants will undergo an intensive training session that includes a country living component. Non-Innu staff will also take part in cross-cultural training and be given an introduction to the language of Innu-eimun.

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

---

**Training Requirements**

*Counseling Training*

- Inhalant Abuse
- Review of Clinical Issues in Alcohol/Drug
- Addictions
- Youth & Drugs
- Addictions and the Family
- Violence Against Women and Children
- Fetal Alcohol Syndrome
- Suicide Intervention

*Life Skills Training*

- First Aid
- CPR
- Wilderness Survival Skills

## Sheshatshiu Innu Family Treatment Program Proposal February 2001

### Part H: Program Budget

#### Standards used in developing the budget:

- Salaries are based on equivalent positions within the Sheshatshiu Innu Band Council Administration and Health offices.
- Staff training costs are based on a range of short-term training sessions for counseling staff, and country orientation of staff.
- Office costs are based on monthly estimates of maintaining office materials and equipment (includes equipment rentals/leases and shipping and handling costs).

<i>Expense</i>	<i>Detail</i>	<i>Estimate</i>
<b>Personnel</b>		
Director	full time	\$45,000
Program Coordinator	full time	\$40,000
Counsellors	12 full time @ \$28K-37K per annum)	\$390,000
Early Childhood Educator	2 @ \$22,500 X 30 weeks	\$26,000
Child/Youth Worker	2 @ \$25,000 x 30 weeks	\$29,000
Cook	1 @ \$23,500	\$23,000
Maintenance	1.5 people @ \$28,000	\$42,000
Elders	2 full time @ \$20,000	\$40,000
	Salary Subtotal	\$635,000
Benefits (16.7% salary)	includes EIB, WC, CPP	\$106,045
	Personnel Subtotal	\$741,045
<b>Administration</b>		
Cleaning Supplies		\$6,000
Food	\$5/day X 60 people X 30 weeks	\$63,000
Linens		\$3,000
Minor Capital		\$5,500
Office Supplies		\$3,000
Parole Tax	2% of salary and benefits	\$14,820
Telephone	office and mobile @ \$1000/month	\$12,000
Utilities		\$6,000
Participant reunions	5 per year	\$7,500
	Administration Subtotal	\$120,820
<b>Transportation</b>		
Gas, oil, maintenance		\$15,000

**Sheshatshiu Innu Family Treatment Program Proposal  
February 2001**

Bus Rental		\$10,000
Insurance on vehicle		\$5,000
Staff travel		\$5,000
	<i>Transportation Subtotal</i>	<i>\$35,000</i>
<b>Training</b>		
CPR & First Aid		\$4,000
Wilderness First Aid		\$2,000
Counseling		\$3,000
PMAB		\$4,000
Suicide Intervention		\$1,000
	<i>Training Subtotal</i>	<i>\$14,000</i>
<b>Maintenance</b>		
Repairs to building		\$7,000
Repairs to equipment		\$5,000
	<i>Maintenance Subtotal</i>	<i>\$12,000</i>
<b>Capital</b>		
Van		\$38,000
Truck		\$45,000
Fringe Radio		\$600
Hand held Radios		\$600
Snowshoes		\$5,000
Ski Doos	2 @ \$4000	\$8,000
Life Jackets		\$2,000
Canoes and paddles	5 @ \$1500	\$7,500
Furniture		\$5,000
	<i>Capital Subtotal</i>	<i>\$111,700</i>
	<b>Subtotal of All Expenditures</b>	<b>\$1,034,565</b>
<b>Administrative Fee</b>	General Administration & Bookkeeping @ 15%	\$155,185
	<b>Total</b>	<b>\$1,189,750</b>

Sheshatshiu Innu Inter-Agency Workplan			
ACTION ITEM: ALTERNATIVE LIVING (ALA) ACCOMMODATIONS IN SHESHATSHIU	PRIMARY RESPONSIBILIT Y	SUPPORT RESPONSIBILIT Y	TIME-LINE FOR COMPLETION
ALA Facilities- Facility standards to be determined - Facilities to be located - Selection of facilities - Assessment of Facilities to standards - Facilities upgraded to meet standards	Brian Dorey (HC) Lyla Andrews Band Council Band Council Band Council	CYFS Band Council Inter-agency comm. CYFS Band staff, CYFS, HC, DIAND	Jan. 26, 2001 Feb. 09, 2001 Feb. 16, 2001 Feb. 09, 2001 Feb. 28, 2001
- Case conferencing of Innu children at Goose Bay	Case Conferencing Committee	Inter-agency comm.	Feb. 28, 2001
- Case conferencing schedule to be determined	Case Conferencing Committee	Inter-agency comm.	Feb. 02, 2001
- Process mapping for transfer of children to Innu ALA's	Inter-agency comm.		Jan. 26, 2001
- Individual treatment plan development	Case Conferencing Committee	Inter-agency comm.	Feb. 28, 2001
- Staffing of Innu ALA's	Douglas, Mitzi	Inter-agency comm. Band Council	Feb. 28, 2001
- Financial resources identified for operating Innu ALA's	Douglas, Mitzi	Inter-agency comm. Band Council Health Canada DIAND	Feb. 28, 2001

ACTION ITEM: <b>PROGRAMMING</b>	PRIMARY RESPONSIBILIT Y	SUPPORT RESPONSIBILIT Y	TIME-LINE FOR COMPLETION
- Development of family treatment proposal	Band Council	Health Canada Inter-agency comm.	Feb. 28, 2001
- Development of adult day program	Band Council	Inter-agency comm. Health Canada	Jan. 29, 2001
- Development of youth program	Band Council	Inter-agency comm. Health Canada	Feb. 28, 2001
- Implementation of family treatment plan	Inter-agency comm.	Health Canada Band Council DIAND	April 30, 2001
- Implementation of adult day program	Inter-agency comm.	Health Canada Band Council DIAND	Jan. 29, 2001
- Implementation of youth program	Inter-agency comm.	Health Canada Band Council DIAND	April 30, 2001
- Case conferencing evaluation and assessment	Case Conferencing Committee	Inter-agency comm. Health Canada CYFS	Ongoing
- Drug and Alcohol Awareness, Education and prevention program development	Band Council	RCMP Health Canada Public Health Nurse Inter-agency comm.	Feb. 28, 2001
- Drug and Alcohol Awareness, Education and prevention program delivery	Inter-agency comm.	RCMP Health Canada Public Health Nurse Inter-agency comm.	Bi-annually

ACTION ITEM: <b>TREATMENT</b>			
	PRIMARY RESPONSIBILIT Y	SUPPORT RESPONSIBILIT Y	TIME-LINE FOR COMPLETION
- Identification of treatment options: child - family - youth -	CYFS Health Canada C. J. Andrew Center	Inter-agency comm.	Immediately
- Development of evaluation and assessment tools for treatment programs: child - family - youth -	CYFS Health Canada C. J. Andrew Center	Inter-agency comm.	Mar. 31, 2001
- Development of detoxification options	Health Canada DIAND	Inter-agency comm. CYFS	Immediately
ACTION ITEM: <b>TRANSPORTATION</b>			
	PRIMARY RESPONSIBILIT Y	SUPPORT RESPONSIBILIT Y	TIME-LINE FOR COMPLETION
- development of options for consideration to address the issue of transportation as it relates to treatment of Innu children at Goose Bay	Douglas, Mitzi	Brian Dorey, HC Inter-agency comm.	Feb. 02, 2001
ACTION ITEM: <b>CARE FOR CARE-GIVERS</b>			
	PRIMARY RESPONSIBILIT Y	SUPPORT RESPONSIBILIT Y	TIME-LINE FOR COMPLETION
- Prepare report of options to provide for care for those involved in care-giving for Innu children	Boyd Rowe	Brian Dorey, HC Inter-agency comm. Care-givers	Feb. 23, 2001
- Selection of appropriate care for care-givers option	Inter-agency comm.	Band Council	Mar. 31, 2001
ACTION ITEM: <b>COMMUNICATION AND DECISION MAKING</b>			
	PRIMARY RESPONSIBILIT Y	SUPPORT RESPONSIBILIT Y	TIME-LINE FOR COMPLETION
- exchange of information related to treatment of Innu children at Goose Bay	Child Youth and Family Services	Inter-agency comm.	Ongoing
- update on Innu funding proposals on healing	Health Canada	Inter-agency comm.	Ongoing

- discussion on non-healing (ie 3 <sup>rd</sup> party management, registration) issues which may indirectly affect healing initiatives	Chair of Inter-agency comm.	Inter-agency comm.	Ongoing
- recording, maintaining and distribution of Inter-agency committee meeting minutes and follow-up actions	Chair of Inter-agency comm.	Inter-agency comm.	Ongoing
<b>ACTION ITEM: CRISIS INTERVENTION PROCESS</b>	<b>PRIMARY RESPONSIBILITY</b>	<b>SUPPORT RESPONSIBILITY</b>	<b>TIME-LINE FOR COMPLETION</b>
- development of a crisis intervention strategy or plan (ie emergency response plan) essential for addressing any, if any, future community crises	Band Council	Inter-agency comm. Emergency Measures Org.	June 30, 2001
<b>ACTION ITEM: COURT PROCESSES</b>	<b>PRIMARY RESPONSIBILITY</b>	<b>SUPPORT RESPONSIBILITY</b>	<b>TIME-LINE FOR COMPLETION</b>
- investigate the different alternative justice dispute resolution programs throughout Canada and determine the applicability of such a program in Sheshatshiu	Innu Nation	Inter-agency comm. Innu Nation Department of Justice Other First Nations	Dec. 2001