

Building a Community of Hope: Tribal Transformation Process

“Healing Families, Mending the Circle”



GRAND RIVER
COMMUNITY DEVELOPMENT, LLC

Nitumigaabow Ryan Champagne, MSW
Willie Wolf, MPA





Tribal Transformation Model

7 STAGES

1. Identify the Crisis
2. Leadership
3. Organizational & Community Assessment
4. Strategic Planning
5. Building Alliances
6. Implementation
7. Quality Control/Assurance



Tribal Transformation Model

Robert Woods Johnson National Health Award 2015

<https://youtu.be/fAvgZrC6mig>



Tribal Transformation Model

Identifying the Crisis

- Suicide
- Drugs
- Behavioral Health
- Crime



Identifying the Crisis

- 12 Deaths Related to the Sale, Consumption, or Trafficking of Illegal Drugs
- Elders & Community Members Reported Fear of Leaving their House after Dark
- HeadStart reported that 40% of the Children were showing signs of Developmental Delay
- Current Programming appeared to be Ineffective in addressing the Crisis

Identifying the Crisis

Community Readiness Assessment

October 2013:

Scored a (2)

Denial/Resistance

April 2015:

Scored a (6.75)

Between Initiation &
Stabilization





Tribal Transformation Model

Leadership

Leadership

5 Stages of Tribal Leadership

Stage	Behavior	Relationship to People	Language
5	Innocent Wonderment	Team	“Life is Great”
4	Tribal Pride	Stable Partnership	“We’re Great”
3	Lone Warrior	Personal Domination	“I’m Great”
2	Apathetic Victim	Separate	“My Life is Hard”
1	Undermining	Alienated	“Life is full of Chaos”

Leadership

Accountability

- 100% of Tribal Council demonstrated support of a Drug Free Community by submitting to a Urinalysis & Hair Screen
- Enforced “0 Tolerance Policy” of drug usage or trafficking in government housing
- Enforced Drug Free Workplace

Leadership



State of Emergency

- Declared on March 29th 2013
- Unanimously passed by Tribal Council Resolution
- Immediately followed-up with a Community Listening Session & Community Awareness Survey
- Contracted with Consultant to Coordinate & Facilitate the State of Emergency

Leadership



Lac du Flambeau declare drug emergency

By *Jesse Garza of the Journal Sentinel*

April 3, 2013



EMAIL PRINT (0) COMMENTS

The Lac du Flambeau Band of Lake Superior Chippewa Indians has declared a state of emergency because of a rise in the use of synthetic and other illegal drugs, tribal officials said Wednesday.

Officials said the tribe has seen a proliferation of synthetic marijuana and cathinones, also called "bath salts," which mimic the effects of cocaine, amphetamines and other illegal stimulants.

The drugs are made of legal chemicals, can cause mind-altering effects, and have been linked to bizarre and violent behavior, according to law enforcement officials.

Efforts on the reservation to combat their use will include swift prosecution of those who use and sell the drugs, as well as extensive rehabilitation services, tribal officials said.

Leadership

Policy Institute

Leadership Policy Academy

- Intensive policy training for Tribal Council
- Started the dialogue of Strategic Planning

Leadership Academy for Tribal Managers

- Community Engagement
- Change Initiatives
- Leading in a State of Crisis
- Bridging Silos & Strategic Planning

Leadership Response

Page 8 • *Inwewin* • Gichi Manidoo Giizis (January) 2014

Council Retreat



Back row: Mike Allen, Sr., Butch St. Germaine, Jamie Armstrong, Mary Peterson, Alice Soulier, Jeaninne Bruguier.
Front row: Brooks Big John, Tom Maulson, Betty Jo Graveen.

Among the items on the agenda were: Foundations of Leadership, Leadership Models, Conflict Management and Implementing Change, to name a few. Participants were presented with individual and group activities in a workshop style environment. The time together provided an opportunity for Tribal leaders to openly discuss each other's strengths and weaknesses, and to build upon their existing relationships. Also discussed were ways to develop capacity from within the Tribal Membership itself and implementing community input as part of the Tribe's overall initiatives.

Tribal Treasurer Mary Peterson believes the outcome to be a success. "I think it's really good for the Council to sit and think collectively about what our primary goals are, and it helps us to lay a foundation on how to achieve our goals," said Peterson. "We talked about what some of our barriers to accomplishing those goals are, and the path we have to go down," continued Peterson. One of Peterson's main concerns is the Tribal Government's ability to adhere to policy. "We routinely violate our own poli-

Leadership



Policy Development & Advocacy

- Created Policy & Legislation
- Advocated with Federal, State, & Local Governments
- Developed Partnerships with local coalitions, state departments, and federal agencies



Tribal Transformation Model

Organizational & Community Assessment



Organizational & Community Assessment

- I. Formulate Assessment Questions
- II. Review Existing Data Sources
- III. Collect New Data
- IV. Analysis of Data
- V. Report Findings
- VI. Identifying New Strategies / Funding / Process to Develop a “Roadmap”
- VII. Recommendations



Organizational & Community Assessment

Community Engagement

- Listening Sessions
- Focus Groups with Elders, Cultural Advisors, Key Stakeholders & Consumers
- Conducted Community Input Survey

Organizational & Community Assessment





Organizational & Community Assessment

Organizational Assessment

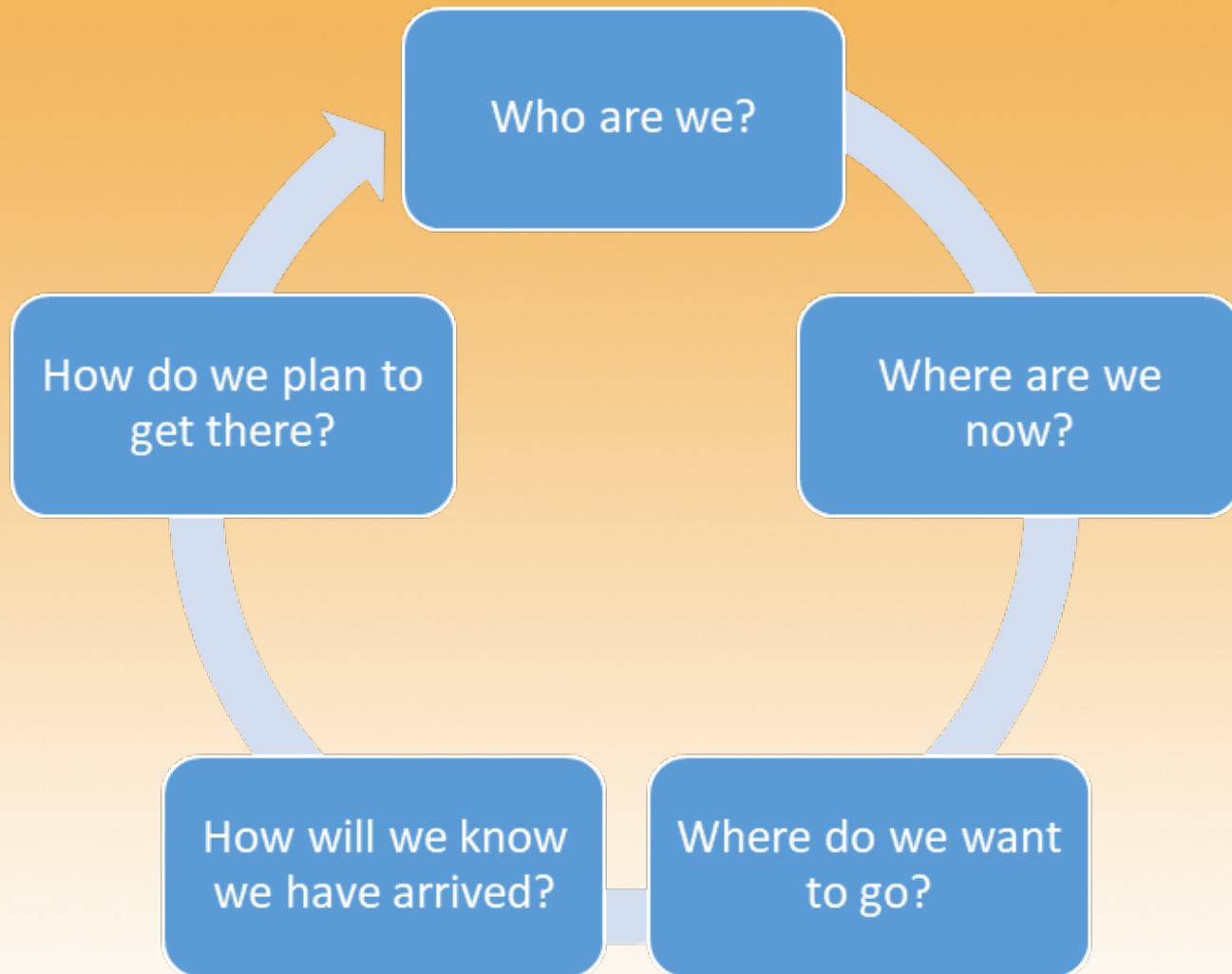
- Evaluated all social and healthcare programs
- Established Baseline Data
- Recommended Strategies to Improve



Tribal Transformation Model

Strategic Planning

Strategic Planning





Strategic Planning

- Organic In-Nature
- Vision / Mission Statement
- 3-7 Year Plans
- Practical & Concise
- Roadmap to Succeed



Strategic Planning

ToP Participatory Strategic Planning

- I. Practical Vision
- II. Underlying Contradictions / Barriers
- III. Strategic Directions
- IV. Implementation Plan

Strategic Planning



Human Services

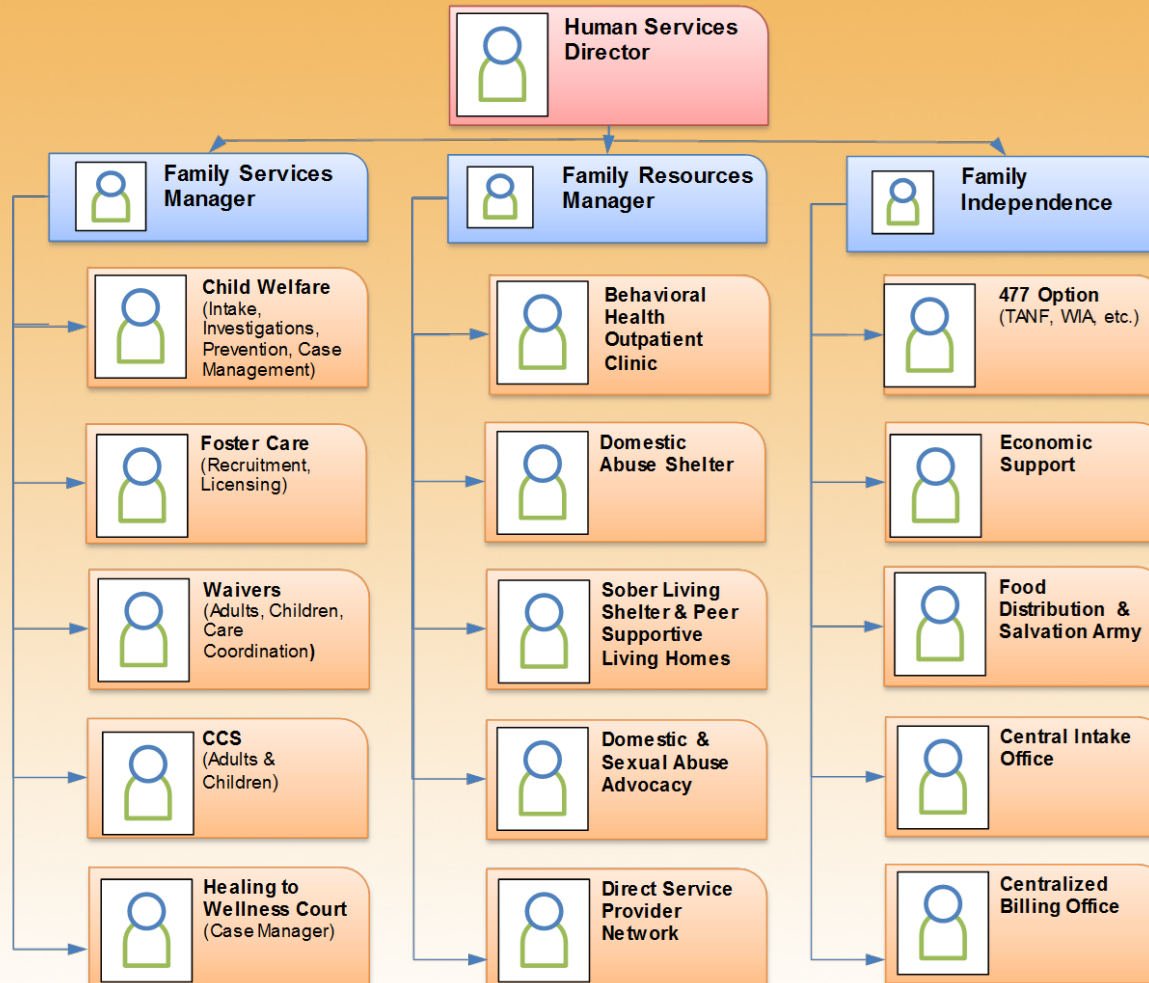
- Merged 14 independent siloed programs into 3 main Programs
- Created Human Services Department
- Recruited a National Expert to Lead the Department

Health & Human Services

- Merged 3 Departments into 1 Division
- Centralized Core Functions & Administration
- Increased Efficiencies, Bridged Silos, & Reduced Costs

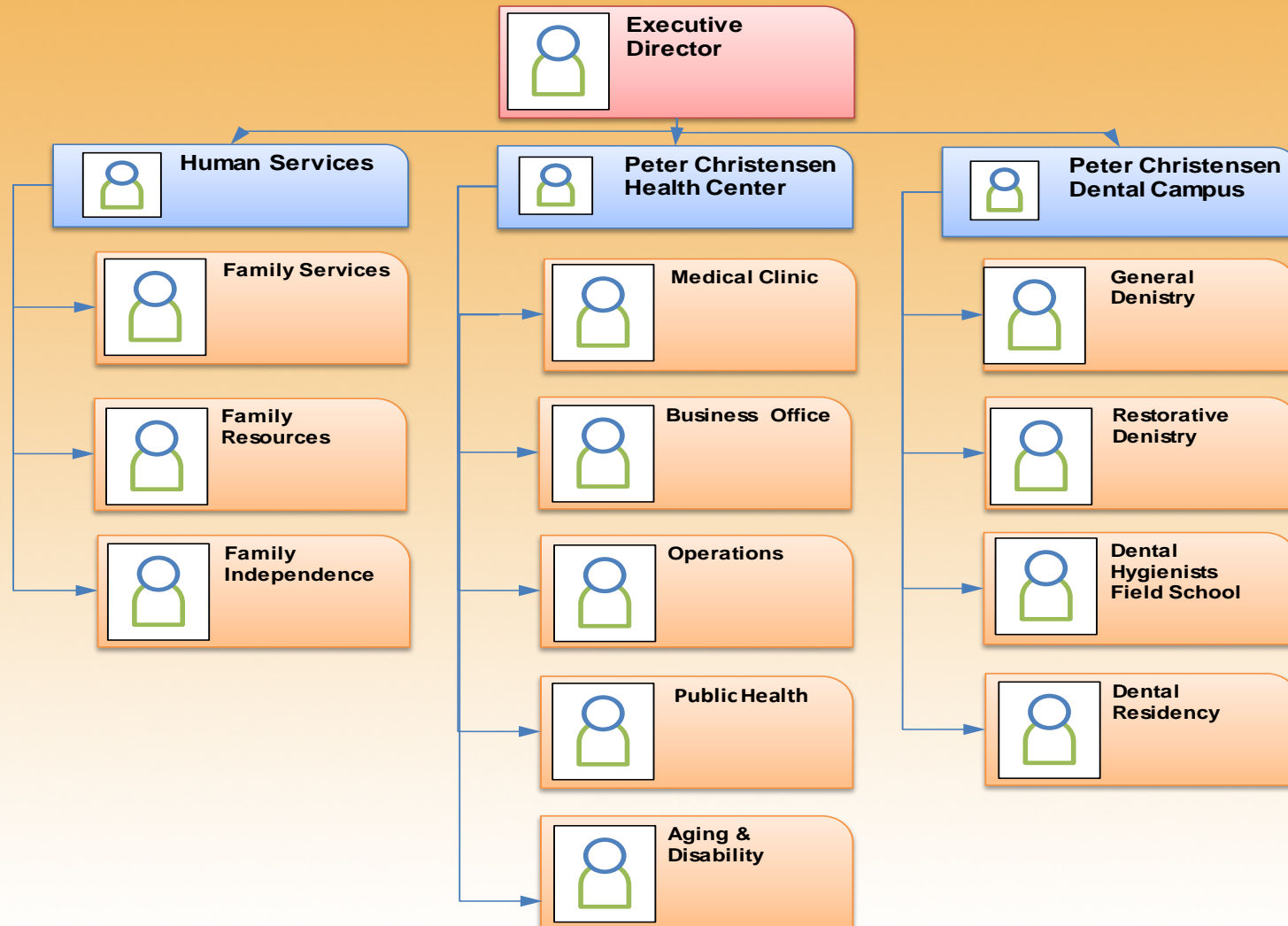
Strategic Planning

Human Services Organizational Chart



Strategic Planning

Health & Human Services Organizational Chart





Strategic Planning

“5-Year Roadmap”

- Over 30 initiatives in 3 years
- Totaling over \$13.5 million
- Ranging from Policy, Building Alliances, Creating New Sustainable Programming, Increase Funding, & Quality Control



Tribal Transformation Model

Building Alliances

Building Alliances



Tribal State Partnership

- Addressed social and health disparities
- Provided funding and technical assistance
- Prioritized needs & development of action plan

Tribal Federal Partnership

- Authorized under the Tribal Law & Order Act
- Provided funding, training, and technical assistance
- Development of Tribal Action Plan – priority funding for federal agencies

Building Alliances

Gov. Walker Meets with Tribal Leaders, Tours Lac du Flambeau Community

The Lac du Flambeau Tribe hosted Governor Scott Walker and his Cabinet Thursday, Aug. 8 and Friday, Aug. 9 at the Lake of the Torches Resort Casino. Cabinet members and members of the administration arrived in Lac du Flambeau Thursday evening for dinner. They were greeted by Tribal Officials from the Bad River, Ho-Chunk, Lac Courte Oreilles, Lac du Flambeau, Menominee, Mole Lake, Oneida, Red Cliff, St. Croix and Stockbridge-Munsee Nations. The dinner was an opportunity for Tribal and State Of-



emor Rebecca Kleefisch, Tribal officials and other state officials. Health Director Randy Samuelson presented the group with a brief tour of the Peter Christensen Health Center. This group then toured the newly completed Peter Christensen Dental Clinic. Paco Fralick, Dental Director, spoke of the positive impact the state-of-the-art facility is having on the dental health of Tribal Members and non-members alike. The Governor commented on the foresight put into the dental clinic saying, "This is an incredible facility that

Tribe partners with DHS

The Lac du Flambeau Tribe is pleased to announce the first of its kind partnership with the Wisconsin Department of Health Services (DHS). The newly formed partnership will work to explore the creation of residential alcohol and other drug abuse (AODA) and mental health aftercare treatment facilities. The residential transitional living homes will bring a focus on long-term care to families and youth, while helping individuals gain the necessary tools to live productive, independent lives.

Wisconsin DHS administrators, directors and





Building Alliances

Tribal State Partnership

- Department of Health Services
- Department of Corrections
- Department of Children & Families



Building Alliances

Tribal Action Plan (TAP)

- Tribe Determines Scope & Initiatives
- Free Training & Technical Assistance – Consultant(s) of Your Choosing
- Gathering of Native Americans (GONA)
- Non-Competitive Grant(s) / Priority Funding
- Requires Coordination with IHS, BIA, BIE, SAMHSA, & DOJ



Tribal Transformation Model

Implementation



Public Safety Response

- Surveillance Monitoring System: over 300 hundred installed throughout the community and monitored 24/7
- Operation Pandora: over 50 controlled buys leading to over 30 arrests
- Exclusion & Removal: over 50 individuals “banished”
 - All had ties & connection to the sale and trafficking of illegal substances



Banishment orders issued for 58 on Lac du Flambeau reservation

Monday, August 19, 2013 7:22 a.m. CDT by Larry Lee

LAC DU FLAMBEAU, Wis. (WSAU) - You may remember Operation Pandora, the [multi-agency effort made public late in June](#) that is making it harder to traffic drugs on the Lac du Flambeau reservation. Along with the drug arrests, the tribe is using a form of punishment that has long been in their culture... banishment.

The Lac du Flambeau band started issuing orders last week for 58 people to leave the reservation for five years. All 58 were arrested in Operation Pandora on drug charges, and the tribe says they're dealing with an epidemic, as drugs, alcohol, and other illegal activity have led to deaths and violence.

There have been over ten deaths related to alcohol, drugs and related issues in two years. Tribal officials say the 58 banished are not tribal members, but they warn everyone involved in gangs or drugs that they could be next, tribal member or not.



Court Response

Zaagibagaa Healing to Wellness Court:

- Helping Adults involved in the justice system, for drug related offenses, to seek out treatment based approach versus incarceration
- Allows tribal citizens facing incarceration to gain the services to address their chemical dependency related issues
- Helping Youth with substance abuse issues an alternative to the juvenile justice system

Court Response

Zaagiibagaa Healing to Wellness Court Celebrates First Graduation

On November 13th, the Zaagiibagaa Healing to Wellness Court recognized the first person to complete all phases of the Tribe's alternative court program at a graduation ceremony was held at Lake of the Torches Convention Center.

Zaagiibagaa Healing to Wellness Court participant Louis LaBarge, III was presented with a Certificate of Completion for successfully navigating the program and achieving the required goals. The evening's celebration saw an incredible show of community support for the program's first graduate.





Healthcare Response

- **Prescription Drug Monitoring System:** regulate & control the prescribing of pharmaceuticals to decrease abuse among patients
- **Public Health Awareness: Community Campaign** to raise awareness on substance use and abuse
- **Patient Centered Medical Home Model:** collaboration of medical providers, mental health, and patient to coordinate patient care

Healthcare Response





Healthcare Response

Tribal Operated Waivers

- Community Based Services for: Frail Elderly, Physically Disabled, & Developmentally Disabled
- Eliminates waiting lists & increases services
- Covers 100% of costs for services w/ 10% going to administration cost

Residential Care Apartment Complex

- Keeps Elders & Disabled home in the Community
- Provides housing & supportive services
- Services costs are covered under the Waiver



Healthcare Response

Residential Treatment Center

- Houses up to 20 male/female(s)
- Co-occurring & dual diagnosis focus
- Embedded in Anishinaabeg culture & ceremonies
- \$2 million dollar project

Permanent Supportive Housing

- 24 units for Transient / Homeless
- Focus on those with Behavioral Health Needs
- Provides Supportive Services & Housing
- \$6.8 million dollar project

Healthcare Response







Human Services Response

Emergency Shelter

- Houses up to 12 male/female(s)
- Stabilization Center
- Provides Supportive Services & Referrals

Peer Supportive Living Homes

- Male Home – houses up to (8)
- Female Home – houses up to (6)
- Provides Supportive Services & Referrals
- Stepdown Program from Gookomis Endaad



Human Services Response

Title IV-E Pass-through Agreement – Child Welfare

- Recoup Monies for Administration & Maintenance
- Up to 75% reimbursement for Trainings
- Recoupment of costs associated with Adoptions and Cultural Customary Adoptions

Targeted Case Management

- Targeted groups (child welfare, domestic abuse, behavioral health, prevention)
- Billable revenue for Case Management & Care Coordination

Human Services Response

Waatebagaa Glizis (September) 2014 · *Inwewin* · Page 9

Tribe and Wisconsin Department of Children and Families sign **Title IV-E** agreement

The Lac du Flambeau Band of Lake Superior Chippewa Indians and the state of Wisconsin Department of Children and Families (DCF) entered into a historic agreement that will allow federal funds to pass through the state directly to the Tribe. The ceremonial signing took place on Tuesday, August 11th at the William Wildcat Sr. Community Center in the Tribal Council chambers. Joining Tribal President Tom Maulson and the entire Tribal Council was DCF Secretary Eloise Anderson, newly hired Human Services Director Dr. AJ Ernst, and a host of community partners.

The event was one of partnership and testimony, with community members and others on hand to celebrate the agreement. Richard Jack, Member of the Constitution Committee, offered opening remarks and community member Adrian King demonstrated the importance of spirituality to Native People by performing a pipe ceremony. The Tomahawk Circle offered an honor song, and Kristen Allen of the Tribe's Indian Child Welfare office introduced the speakers.

Tribal Elder Betty Jack and community member Rich-





Human Services Response

Tribal WrapAround

- Family Centered, Strength Based, Team Approach
- Intensive Care Coordination – Weekly Face to Face
- Increased outcomes for Child Welfare, Behavioral Health, Domestic Abuse, and Prevention

Comprehensive Community Based Services

- 100% cost reimbursement for Behavioral Health
- Billable revenue for Case Management, Care Coordination, Assessment, and Supportive Services



Workforce Response

YouthBuild

- Target population youth 16-24
- Dropped-out of School or At-risk of
- Provides on-site paid job training
- Provides resources to obtain GED / HSD

Supportive Services – Small Business

- Certified Trainings for Personal Life Coach, Home Healthcare Worker, & other Direct Service Roles
- Small Business Training Series
- Provider Network

Workforce Response



Back row: Francis Jack, Jason Leider, Jackie Theobald, Larissa Davila, Russell Brownrigg, John Thoms, Cody Carufel and Julian Thoms. Front row: Richard McCoy and Len Moore.

Youthbuild pre-apprenticeship graduates

The Northeast Wisconsin Building & Construction Trades Council pre-apprenticeship is a gateway to the union and a bright future in the construction trades. Youthbuild program participants successfully completed the

prescribed time and education requirements to be considered for the pre-apprenticeship. Participants received certifications in first aid, AED OSHA 10 and CPR. Congratulations on your dedication and hard work!



Oshki Biimaadiziiwin

Higher Education in the County Jail

- Provides College Credits
- Provides College Preparation Courses
- Free to all Inmates

Clinical Services

- Provides Clinical Behavioral Health Groups
- Cognitive Reprocessing & Behavior Modification
- Trauma Based Groups to Cope with underlying Need
- Aftercare provided in Community Based Setting



Cultural Response

Traditional Healing & Doctoring

- Service covered in Tribal Operated Waiver & CCS
- Current Advocacy for MA reimbursement
- Provides alternative treatment option

Ceremonial Roundhouse

- Renovation of building to allow for ceremonies to return to this sacred site

Family Circles - Grassroots Cultural Intervention

- Utilizes Culture and Teachings to guide families

Cultural Response

Round House Construction Nearing Completion

The LDF Construction Company has been working on several projects, one of which holds social and cultural significance. The Round House, located in the "Old Village" near the dam, has been under renovation since July.

The Round House was built in 1971 and has hosted traditional ceremonies, including namings, community feasts and Big Drum services. Over the last 10 years, the structure fell into disrepair and safety concerns prevented its use.

At a July 14th ceremony, a number of Tribal Council Members, Tribal employees and community mem-

bers joined the LDF Construction Company in breaking ground on the project. The new, improved Round House has been fitted with a new roof and will feature a fully functioning kitchen, handicapped accessible bathrooms, and a 400 square foot enclosed entrance.

"The Round House is a historic location for our community. It plays an important role socially, in a more traditional aspect," said Robert Elm, Project Manager with LDF Construction. "The renovations should be completed by the second week in November," added Elm.





Tribal Transformation Model

Quality Control/Assurance



Quality Control/Assurance

Accreditation Association for Ambulatory Health Care (AAAHC)

- Patient Centered Medical Home Mode

Commission on Accreditation of Rehabilitation Facilities (CARF)



Quality Control/Assurance

Policy & Procedures

- 1) Patient Rights & Responsibilities
- 2) Governance
- 3) Administration
- 4) Quality of Care
- 5) Quality Management & Improvement
- 6) Clinical Records & Health Information
- 7) Infection Prevention Control & Safety
- 8) Facilities & Environment



Quality Control/Assurance

Consultation

- Provide On-going Program Consultation
- Develop Consumer Satisfaction Surveys
- Facilitate Consumer Focus Groups / Listening Sessions
- Conduct Data Analysis on Quarterly Intervals



Quality Control/Assurance

Training

- New Hire Orientation
- Human Resources & Staff Development
- Program Specific (i.e. new initiatives / interventions)
- Tribal WrapAround
- Governance & Policy



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Tribal Transformation Model

“Having the right team that assisted us allowed us to make positive long lasting social and governance change. It took us from a state of crisis to a state of hope with a promising future.”

~Brooks Big John,
Lac du Flambeau Tribal Council



"We Are the Ones We Have
Been Waiting For"

~Peter Levine

GRAND RIVER COMMUNITY DEVELOPMENT

“Building a Brighter Future for the Next Seven Generations”

Question / Comments



GRAND RIVER
COMMUNITY DEVELOPMENT, LLC

Nitumigaabow Ryan Champagne,
414.429.6906 / grcd@grandriver-nsn.org

www.grandriver-nsn.org

