

**Final Action Plan – File Closure – 394-2-20
Evaluation of the Okimaw Ohci Healing Lodge**

Recommendations	Actions taken	Update
1. That the Kikawinaw (Warden) consider delegating some of her off-site responsibilities to allow more “hands on” time at the Okimaw Ohci Healing Lodge (OOHL) in order to establish a consensus or near-consensus decision-making framework.	Several measures have been put in place to address this recommendation. Additional OOHL staff members have been identified on the Speakers’ Bureau nationally. The position of Assistant Kikawinaw (Deputy Warden) has been created and staffed to back-fill during the Kikawinaw’s absences. In addition, managers’ meetings after each morning briefing session have been established for team building and decision-making.	COMPLETED
2. That the Kikawinaw formalize and clarify the roles, responsibilities and obligations between the Correctional Service of Canada (CSC) and the Advisory Committees that serve the HL.	Terms of Reference for all committees have been reviewed and approved by the Kikawinaw and roles have been clarified. The Citizens’ Advisory Committee (CAC) was re-activated with objectives.	COMPLETED
3. That the National Headquarters (NHQ) Women Offender Sector (WOS) as part of the process of reviewing the Operational Plan for the HL, conduct a review of CSC policies that are key to the operations of the Lodge to determine the extent to which amendments specific to the unique requirements of the HL should be in place in CSC policy.	As part of the Operational Planning Process, a review of CSC policies was undertaken to determine which policies were problematic to the HL and to determine the extent to which they could be adapted to the HL environment. In November 2002, senior manager from the NHQ Women Offender Sector met with a number of supervisors and managers at the Healing Lodge to work on the Operational Plan, which has been finalized and implemented in 2004.	COMPLETED
4. That the links between Regional Headquarters (RHQ), NHQ WOS and OOHL be strengthened to provide the HL with access to expertise in overall CSC operations (including rostering expertise) and, in particular, to operations specific to women’s facilities.	Immediately following this evaluation, a team from NHQ Women Offender Sector conducted a review at the Healing Lodge. Some of the recommendations included: assigning one supervisor for all the Older Sisters, reviewing the organizational chart and reviewing classifications that were not in alignment with the actual duties. RHQ provided training to the Healing Lodge with respect to completing rosters. In addition, a senior manager from NHQ Women Offender Sector was sent to the Healing Lodge on three separate occasions to assist with operational planning. Conference calls, visits and consultations occur on a regular basis.	COMPLETED
5. That the Management Team at the HL take advantage of the National processes in place in order to facilitate the deployment or secondment of CX02 staff from men’s facilities and to clarify the expectations of these staff regarding a women centered approach. Further, there should be some form of orientation for staff coming from men’s facilities as soon as possible after their arrival, even if this is in the form of a meeting with a member of the Management Team to clarify reciprocal expectations.	Since 2002, the OOHL and Regional Psychiatric Centre (who assists with screening/hiring of staff) have been utilizing the Primary Worker Selection process, and the deployment process developed by WOS. However, Maple Creek is not the location of choice for new recruits or staff with a working spouse. All new staff member receive awareness sessions at arrival at the HL to discuss the Vision and expectations of staff.	COMPLETED
6. That new staff (whether from a men’s facility or a new recruit) be fit into the roster so that they can be paired with one of the original 15 staff members for one week of	All CX staff members are paired with an Older Sister for orientation, in addition to receiving an awareness session at arrival at the HL. The Lodge is also compliant with the Women Centered training program.	COMPLETED

<p>shadowing for the purpose of orientation and explanation/communication of the Vision. In addition, the Management Team at the HL should ensure that the 10-day Women Centered training program is provided to all Older Sisters within four months of their deployment or secondment.</p>		
<p>7. That the Institutional Heads of the Women Offender Institutions in Prairie Region, in conjunction with RHQ and WOS develop the following protocols:</p> <ul style="list-style-type: none"> – A mutually agreed upon screening criteria for transfers to the HL; – The completed documentation that must accompany an inmate upon transfer to or from a facility; and, – The procedures to be respected when a transfer is being effected. <p>The final product should be readily accessible to all involved in the transfer process.</p>	<p>Written guidelines and criteria were established in 2002 for the admission of inmates to the Healing Lodges as well as for their discharge. Most offender information is available on the Offender Management System (OMS) and is accessible to all facilities. The OOHL is working closely with other institutions to ensure that transfers are completed in a timely fashion and according to policy.</p>	<p>COMPLETED</p>
<p>8. That the Kikawinaw clarify the role and responsibilities of both the Coordinator of Case Management (CCM) and the Parole Officer to ensure that the Older Sisters receive the mentoring, assisting and coaching they require to write quality reports on their own.</p>	<p>OOHL does not have a CCM position. The Kikawinaw – Case management and the Parole Officer share the CCM functions. All the Older Sisters have received additional training in report writing with the mandatory training for the past 3 years. This has resulted in some improvement in report-writing. The Parole Officer has also been available for mentoring and coaching, which has been accessed by some Older Sisters.</p>	<p>COMPLETED</p>
<p>9. That the Parole Officer at the HL consults with the respective Older Sisters when changes are to be made to their case management reports so that the Older Sisters can provide input into the modifications.</p>	<p>The Parole Officer always consults with the Older Sisters when changes are made by returning the reports to them or notifying them. No further concerns have been raised in that area. In addition, training provided improved the situation related to timeliness.</p>	<p>COMPLETED</p>
<p>10. That the NHQ WOS and the Regional Deputy Commissioner (RDC), Prairie Region conduct a capacity analysis to determine the current preparedness of the Nekaneet Band to assume CCRA Section 81 transition responsibilities for the OOHL.</p>	<p>The Evaluation Branch completed the analysis and presented findings and recommendations to Evaluation Committee in December 2005. File was closed in December 2005.</p>	<p>COMPLETED</p>