

# Oneida Business Committee Meeting Agenda Request Form

[Deadlines](#)[Instructions](#)

1. Meeting Date Requested: 01 / 22 / 14

2. Nature of request

Session: ☒ Open ☐ Executive - justification required. See instructions for the applicable laws that define what is considered "executive" information, then choose from the list below:

Agenda Header (choose one):

Agenda item title (see instructions):

Action requested (choose one)

☐ Information only

☒ Action - please describe:

3. Justification

Why BC action is required (see instructions):

4. Supporting Materials

[Instructions](#)

☐ Memo of explanation with required information (see instructions)

☒ Report ☐ Resolution ☐ Contract (check the box below if signature required)

☐ Other - please list (**Note:** multi-media presentations due to Tribal Clerk 2 days prior to meeting)

1.

3.

2.

4.

☐ Business Committee signature required

5. Submission Authorization

Authorized sponsor (choose one):

Requestor (if different from above):

Name, Title / Dept. or Tribal Member

Additional signature (as needed):

Name, Title / Dept.

Additional signature (as needed):

Name, Title / Dept.



## Oneida Tribe of Indians of Wisconsin

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Oneida Nation Ombudsman

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### **Oneida Office of the Ombudsman Quarter 1 Report/Update October, November, December; 2014 Dianne McLester-Heim; CO-OP Ombudsman**

#### **General Overview:**

The Oneida Tribe of Indians of Wisconsin created the Office of the Ombudsman (OoO) via a directive of General Tribal Council (GTC) on July 11, 2005. The directive specifically stated that an Ombudsman was to be created to “listen to the concerns of the employees of the health center and tribal community members.” The OoO seeks to promote fairness and equity by functioning as a designated neutral advocating for “fair process” and positive resolution at the lowest level possible. In this capacity the OoO does not represent any party or entity in the pursuit of just, fair, and equitable administration of process and delivery of services for all.

As an independent impartial party, the OoO receives ongoing oversight from a top level of management (currently the Tribal Chairman) while being ultimately accountable and responsible to GTC. As an informal and confidential party, the OoO does not participate in formal actions and holds the highest level of confidentiality possible for those with whom it has contact. The OoO also does not demand actions but rather assists in the identification of concerns, potential resolutions, and offers services and recommendations to reach resolution and positive improvement.

#### **Vision:**

To ensure the consistent application of utilizing equality, fairness, respect, value, and objectivity for all in the development of systematic processes and the provision of services across the Oneida Nation.

#### **Mission:**

To provide a confidential, neutral, and informal route for individuals or groups to bring forward questions, concerns, complaints, or suggestions for the purpose of preventing or resolving problems in a fair and equitable manner. The Oneida Ombudsman addresses issues in an impartial and objective manner to assist with the development of options and suggestions to resolve problems, develop processes, and ensure services are provided in a fair and equitable manner.

#### **Strategic Priorities:**

1. Organizational excellence & exhibiting ‘best practices’ in performance and service (*Functional Development and Design of the Office*)
2. Improve public administration (*Building and Maintaining Relationships & Resources*)
3. Awareness, Accessibility, & Responsiveness (*Information and Case Management*)
4. Promote administrative justice/improvement (*Professional Development*)

### **Strategic Initiatives (Actions and Activities):**

The OoO continues to work on initiatives within the four strategic priorities that have been identified by the office. The strategic priorities have been set to align with concepts of the Balanced Scorecard while striving to streamline the direction of the office based upon the concept of continuous growth and positive improvement of the Oneida Nation.

#### **1. Functional Development and Design of the Office**

- Use of a manual case tracking log
- Continual work on the identification and design of a consistent system and processes for addressing and managing concerns/disputes
- Prepare manual tracking mechanism for OoO involvement of organizational/community activities
- Work on the development of a matrix which identifies options, tools, services currently provided by the organization ~ to serve as a reference, resource and tool for collaboration and effective use of resources
- Continuing to work on the development of trainings in subject matter areas related to dispute resolution, conflict management, and strategic planning

#### **Identified Challenges and/or actions needed by the OBC:**

Ongoing open communication and collaboration from the level of the OBC is important in the area of functional development and design of the OoO. Communication at this level has been increasing. Continuing to look at how the OoO and areas of Administration could improve their communication will be very important as a potential expansion of the OoO is considered and to achieve increased effectiveness of the OoO. At the level of Administration, there has been no streamlined or consistent manner in which concerns are screened or addressed. Working to get everyone on the same page regarding how such matters are addressed, and addressing them within a consistent process, would be helpful in creating a cohesive work environment as well as clarifying roles and expectations within the community. This is an area that could be identified as an outcome measure in any form of expansion of the OoO.

#### **2. Building and Maintaining Relationships and Resources**

- Networking and collaborating with divisions/departments of the organization and collaborative groups working with entities of the Oneida Organization to continually work for positive growth and improvement
  - Cross functional team meetings for the benefit of community and organization
  - Networking to identify options for increased collaborative use of resources for continued positive growth and improvement of the Organization which in turn increases the potential for positive interaction with the community
- Identifying resources/assistive tools to enhancing skills in inter-organizational collaboration ~ developing training/facilitation tools that can be used for large and small scale matters/situations
- Development and implementation of community collaborative facilitation skills and services (related to work with HNCP, Wise Women, and other facilitation entities)

- Maintaining an awareness of community concepts, ideas, and concerns to enable more proactive action, involvement, collaboration and intervention (participation with collaborative groups, providing services throughout the organization and community) ex: QOL Development, Youth involvement, Internal collaboration
- Following emerging trends within the profession and seeking assistive tools/resources to be available for the organization
- Provide awareness/guidance in proactive approaches to improving administrative practices in public service agencies

#### **Identified Challenges and/or actions needed by the OBC:**

Proactive actions by leadership to help ensure established processes are being utilized within the organization and by community members – work to increase open communication with organizational areas/divisions/programs especially with respect to addressing concerns. The Oneida Tribe is full of many policies and processes intended to assist with equity of action, efficiency in practice, and overall positive functioning. It often comes to surface that many of these policies and processes may be outdated and at times circumvented by the organization leading to inequity in how things are done. Development and use of a simple assessment tool for concerns, to be applied at the level of administration and management, could help to identify where breakdowns maybe occurring so that positive action can be taken to streamline how the organization acts and increase the equity of treatment of internal working members of the organization and community members. This could also help to ensure individuals follow proper process when wishing to address matters, provide an opportunity to educate the entire community on how to address matters, increases the sense of equity of community members, increases the respect for organizational process, create a sense of continuity and accountability, and create a better understanding of the difference in roles and responsibilities of Administration and Management. Identifying how processes may need to be improved or updated cannot happen when people are enabled in circumventing process and by pass identified routes.

### **3. Information and Case Management**

- Provide contact to areas (when appropriate and possible) for which the office has been contacted about. Discuss and/or provide options for positive improvement and share an awareness of what has surfaced
- Track issues that seem to be trending or arising in relation to multiple areas as well as organizational matters-still working on an issue management system
- Continuous work to improve communication (style/content) with organizational areas and the community
- General 'Case' information:
  - **17 active cases at the close of Q4 (FY2013)**
  - **new cases, general inquiries for information/direction during Q1 FY14**
    - **Q1 case break down:**
      - **Oneida Community Health Center**
        - a. **General Health Center**
          - i. **2 (Q4) + 3 (new) = 5 total**

- 1. **20 general inquiries for info.**
      - ii. 4 closed, 1 open
    - b. **Contract Health specific**
      - i.  $3 \text{ (Q4)} + 8 \text{ (new)} = 11 \text{ total}$
      - 1. **12 general inquiries for info.**
      - ii. 7 closed, 4 open
  - **Oneida Behavioral Health**
    - a.  $0 \text{ (Q4)} + 0 \text{ (new)} = 0 \text{ total}$ 
      - i. **3 general inquiries**
    - b. No open cases
  - **Anna John Nursing Home**
    - a.  $0 \text{ (Q4)} + 0 \text{ (new)} = 0 \text{ total}$ 
      - i. **0 general inquiries**
    - b. No open cases
  - **Other Areas**
    - a.  $7 \text{ (Q4)} + 15 \text{ (new)} = 22 \text{ total}$ 
      - i. **18 general inquiries for info/direction**
    - b. 17 closed, 5 open
  - **System Issues**
    - a.  $5 \text{ (Q4)} + 3 \text{ (new)} = 8 \text{ total}$
    - b. 4 closed, 4 open
- **Q1 Totals: 46 cases worked: 32 closed, 14 open, 53 general inquiries**

#### **Identified Challenges and/or actions needed by the OBC:**

Access to reference information for the organization can be cumbersome and the inconsistent understanding of interpretation of policy, procedure, rules, expectations, etc. with respect to the organization creates confusion for many whether employees of the organization (at any level ~ front line to top) or community members/consumers of tribal services.

#### **4. Professional Development**

- Working with ongoing development of Quality of Life ~furthering the concepts and avenues for the purpose of providing oversight and collaboration while encouraging cooperation between departments/programs for more efficient and effective use of resources
- Completion of: Virtual Training related to collaboration and facilitation (interactive meeting design and implementation), Interactive Strategic Planning, and Ethics
- Continual participation in the Healthy Native Community Fellowship as part of a collaborative team. Gain knowledge and skills for obtaining community input, facilitating meaningful community conversations/meetings, identifying community goals, creating community driven strategies and action plans, coalition development, and creating professional partnerships
- Maintaining membership and virtual activity with the International Ombudsman Association (IOA). Expanding network of Ombudsman colleges worldwide and participating in professional networking via professional organizations and groups
  - Achieved CO-OP (Certified Organizational Ombudsman Practitioner) certification from the IOA as of December 12, 2013.

- Network with other Ombudsman to identify and locate tools, resources, and collaboration for professional practice with a primary focus on those from Canada, Australia, and the National/Federal level within the USA

### **Identified Challenges and/or actions needed by the OBC:**

Identifying the proper balance for reporting out to the external community continues to be a bit of a challenge. As an office of one, there is a delicate balancing act that must be done to provide service at a level that is effective and efficient with a community and employment base as large as that of the Oneida Tribe of Indians of Wisconsin. As part of the recommendations for expansion of the Ombudsman Office, an improved communication plan is being explored. The end goal of a communication plan is to provide information to the community on activities, actions, impacts along with improved marketing of services. A great deal of this will be defined once expansion recommendations are brought forward for possible action.

### **Goals for Q2 of FY2014:**

The following are part of the overall goals that have been identified for FY2014 as they pertain to the four identified strategic areas of the Office of the Ombudsman. These goals are in addition to the general provision of services of the OoO as they apply to specific 'case' matters that come before the office.

#### **1. Functional Development and Design of the Office**

- **Database:** realign database development plan based on information obtained from 'designing systems and processes for managing disputes' resource materials
  - Outlined (structure) for a general database to better track concerns
  - Outlined work plan for the development of the database pending decisions to be made with respect to the expansion of the OoO
- Complete strategic planning for the Ombudsman Office to include long, mid, and short range plans/goals/objectives using the skills learned from professional development in this subject matter. This will also be impacted by decisions regarding expansion of the OoO
- Continuous review, evaluation, and modification of 'tools' utilized to ensure they are meaningful and effective
  - Review training and facilitation materials/outlines of acquired materials (topic areas: accountability, visioning, planning, group facilitation, addressing simple conflict)
- Continually identify, define, and track actions and services of the Ombudsman to provide a holistic picture of what is done via the OoO

#### **2. Building and Maintaining Relationships and Resources**

- Continue to identify ways in which to enhance organizational and community awareness and understanding of the OoO (This is currently pending the decisions of possible expansion of the OoO and identified direction of services that fall under the direction of the OoO)
  - Explore community meeting concept, interaction with specific population groups to identify their concerns and/or what they would like to see from the OoO, and potential events at which information and awareness can be shared with the organization and community

- Collaborate with other areas on various projects/activities
- Expand specific activities of the OoO such as facilitation and collaboration, coaching service, and process evaluation
- Continuous evaluation and modification of communication methods to enhance positive working and reporting relationships- identify what information is needed and would be helpful for both sides, revamp report/communication structures
- Work with divisions, departments, and programs to assist in identifying opportunities for positive growth and development for the community and organization. Work toward proactive communication with areas/providers- updates as to what is being worked on, what is going right, how the Ombudsman can assist with heading off concerns and accenting the positives
- Community based work that increases awareness of the OoO and addresses teachings from participation in the Healthy Native Community Fellowship

### **3. Information and Case Management**

- Identify 'subject and/or service areas' for which the OoO is receiving contact
- Log services provided by OoO beyond 'case management' and identify ways in which to report out on such activities
- Focus on 'recording and reporting effectiveness of an OoO' to improve data collection and reporting and identify appropriate measurement tools
- Research web pages of other Ombudsman to begin drafting a web page for the OoO to be an ongoing event with expected deliverables by FY2015

### **4. Professional Development**

- Continue to collaborate with other departments, programs, and entities
- Maintain (renew) membership with IOA (*International Ombudsman Association*)
- Prepare for Ombudsman related Professional Development opportunities: IOA annual conference and other Ombudsman, Mediators, Conflict Resolution, Alternative Dispute Resolution organizations
- Maintain connection and communication with other HNCP teams and Native Communities through the use of 'Fellowbook'. This also provides access to additional tools and resources
- Increase professional network with other Ombudsman in a variety of professional fields and with members of other Tribal Nations ~ expand awareness and participation in professional groups