



## INTERIOR REGION

First Nations Health Authority

# STRATEGIC DIRECTIONS

Interior Region Nation Executive

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## INTRODUCTION

Achieving the vision set out in the Interior Region Health and Wellness Plan is a long-term process. We can't tackle everything at once, so the Interior Region Nation Executive is working with the Nations to establish strategic directions in health transformation through a value-based process that includes the principles of respect, discipline, relationships, culture, excellence, and fairness.

The action items identified here are the priorities we are moving forward on because they are what we are hearing from the Nations. This document supports an ongoing discussion where we can collectively

agree on priorities for the Interior Region.<sup>1</sup> For consistency and clarity, this document is organized according to the 7 Directives. Note that this is a strategic rather than an operational document. It identifies key strategies for moving forward. The steps involved in operationalizing these strategic directions are not included here; rather they are laid out in the Interior Region Workplan.

We can't do this without leadership supported by partners. The process of health transformation relies on strengthening existing relationships and building new ones. Relationship building is delicate work. Developing trust is key.

- #1 Community-Driven, Nation-Based
- #2 Increase First Nations Decision-Making and Control
- #3 Improve Services
- #4 Foster Meaningful Collaboration and Partnership
- #5 Develop Human and Economic Capacity
- #6 Be Without Prejudice to First Nations Interests
- #7 Function at a High Operational Standard



## #1 COMMUNITY-DRIVEN, NATION-BASED

The strongest message coming from the Interior Region is that we need to be community-driven and Nation-based in everything we do. Governance is Nation-driven and relies on Nation-approved processes. Continual alignment with our grassroots is the goal.

### PRIORITIES/ACTIONS

**1 Support every Nation to complete a Nation Health and Wellness Plan** that supports a framework identifying organizational and strategic priorities.

**2 Engagement Coordinators to identify common priorities shared by Nations across the region.**

## #2 INCREASE FIRST NATIONS DECISION-MAKING AND CONTROL

It is important to recognize all the hard work that has been done to establish Nation control over strategic decision-making. The Interior Region maintains the Terms of Reference for regional governance entities and advisory bodies as a "living document."<sup>2</sup> At the same time, the message coming from the Caucus is that greater clarity is needed around governance processes at the Nation and region levels. The objective is to identify mechanisms that support alignment with communities/Nations that contribute to clear decisions, and create more accountability.

### PRIORITIES/ACTIONS

**1 Support each Nation to develop its own structure for decision-making.** There is the opportunity for region-wide investment and we need Nation decision-making structures in place to support this. While some Nations have decision-making processes in place, others still need to develop these. Support to address governance at the Nation level includes a Governance Handbook that identifies standards for decision-making within Nations.

**2 Map and implement processes to ensure Nations inform provincial level initiatives** through effective routing of perspectives to support broader efforts regionally and provincially.

**3 Develop an Interior Region data governance model** to support informed decision-making and ensure data activities are in accordance with Nation priorities and protocols.

## #3 IMPROVE SERVICES

The message from the Nations is that the Interior Region has chosen to develop Nation shared services that incorporate multi-disciplinary teams and put traditional wellness front and centre. Our approach to services delivery will be guided by principles of Indigenous sovereignty.<sup>3</sup>

### PRIORITIES/ACTIONS

**1 Clarify service delivery model.**

There is a need to have a clear vision of how Nation shared services work and how they are supported through governance structures.

- Develop the shared service delivery model through Nation planning;
- Provide support to the Nations to identify their vision, core values, and processes for working with partners;
- Facilitate operationalizing shared service delivery in different ways in different Nations based on Nation autonomy;
- Develop data and information that inform service delivery choices including cost-effectiveness and efficiency.

**2 Strengthen the role of traditional wellness.** Develop traditional wellness framework. Explore incorporating traditional wellness into shared service delivery. Advocate that all services be based on cultural competency, cultural health, cultural safety, and cultural sensitive practice.

## #3 continued

**3 Enhance primary health care services.** Strengthen partnerships with health professionals. Increase access to health services inclusive of all health professionals.

- Further develop Interior Region Health and Wellness Plan to identify shared strategies with IHA, FNHA, and other government agencies. Develop strategy documents to define actions in primary care, mental wellness, traditional wellness, and early childhood development.
- Increase control of Non-Insured Health Benefits. Develop engagement strategy for transferring NIHB. Identify gaps, and provide education and training to inform overall transformation of NIHB.
- Identify and implement opportunities to introduce additional compensation models for primary health care services (i.e. explore MSP billing numbers to provide services off reserve, and advocate for MSP dollars to provide health services to all members in our territory regardless of where they reside).

**4 Resource shared services.** Advocate for FNHA to align to Nation shared service delivery.

## #4 FOSTER MEANINGFUL COLLABORATION AND PARTNERSHIP

The process of health transformation rests on building relationships of trust. Change can only succeed when we also focus on developing positive working relationships with Nations, FNHA, regional health authorities, and provincial and federal partners.

### PRIORITIES/ACTIONS

**1 Build a collaborative partnership and strategy with regional health authorities** based on the Partnership Accord and Nation Letters of Understanding towards the shared goal of creating a more integrated and effective health system for First Nations.

- Develop clear alignment of FNHA senior staff with regional health authority senior staff, starting with quarterly CEO-to-CEO meetings.
- Establish process for identifying issues that need to go to PALT.
- Establish process for LOU Nation Tables. How are they informing Aboriginal Wellness Committee and PALT? How is IHA supporting?
- Align with strategic priorities of IHA that support the community-based messaging that LOU Nation Tables are advocating (#1 Crisis response; #2 Discharge planning; #3 Data sharing governance).

**2 Work collaboratively with provincial partners.** Develop processes to align the work of the Aboriginal Wellness Committee and LOU Tables with provincial priorities.

- Develop strategies that align with BC Ministry of Health's "Triple Aim" 10-15 year targets<sup>4</sup> (including: 1. Improve the health of populations; 2. Improve patient experience of care and staff experience of delivering care; 3. Reduce per capita cost by focusing on quality and efficiency).

## #4 continued

- Develop strategies that align with BC's cross sector strategic service target for the next 5 years (including: 1. Improve primary and community care for patients with moderate to high complex conditions to reduce demand on emergency, patient beds, residential care; 2. Improve timely access to surgery; 3. Establish a coherent, sustainable approach to rural health services).

- Develop process for IRNE to support provincially aligned strategies at PALT and Tripartite Table.

**3 Develop guidelines to coordinate multi-Nation involvement on shared priorities.** Align operationally with the Unity Declaration. Put processes in place that enable everyone to work together. Develop a collaborative regional process that is coordinated through Nation-approved processes.

**4 Agree on standards for all Engagement Coordinators.**

Unlike the other regions, where Engagement Coordinators have been moved to the regional office, the Interior Region still has 5 out of 7 Engagement Coordinators based in the Nations. The Regional Office supports Nation capacity building, but we need to work within a co-management paradigm where we are all a team. Engagement Coordinators must work with both the Nations and the Regional Office and need to be in alignment with the region and the regional work plan. The funding for Engagement Coordinators goes to the Nations, but it comes from FNHA to support the work of health transformation.

- Develop and agree on standards for all Engagement Coordinators that speak to alignment with the Interior Region. Specify clear deliverables that speak to co-management with the region including support of regional envelope.





## #5 DEVELOP HUMAN AND ECONOMIC CAPACITY

The Interior Region requires increased human and financial resources to support the implementation of our Interior Region Health and Wellness Plan. Advocate for positions in the region that are aligned with Nation shared service delivery.

### PRIORITIES/ACTIONS

- 1 Create increased capacity within the region and the 7 Nations.**
- 2 Develop a financial plan** that supports the IRHWP to ensure that the financial resources are available to implement and support the strategic directions.
  - Advocate for an increase in allocation to address inequity of capital to the Interior Region.<sup>5</sup> Based on our geographic area, the Interior Region should be accessing more resources than the current 23% allocation. Factor in remoteness and address those communities that do not have health centres.
  - Untangle inequitable funding that is tied up in sun setting and up streaming of past Health Canada agreements that will end this fiscal year (i.e. NNADAP).
  - Streamline funding through new relationships based on increased flexibility around funding arrangements between communities and FNHA.
  - Localize expertise. Get expert knowledge to the region to support planning and funding arrangements.
  - Reduce reporting while maintaining clear accountability.
- 3 Support development of each Nation's capacity and infrastructure** with the human and financial resources required.
- 4 Support the Interior Region to strongly contribute to the overall conversation about investment decision-making.**

## #6 BE WITHOUT PREJUDICE TO FIRST NATIONS INTERESTS

We continue to strive for a standard level of care across communities. A key message here is the need to implement equity and transparency in service delivery that is inclusive of all First Nations' interests. Our intent is to engage in a collaborative approach to service delivery that supports all First Nations' interests.

### PRIORITIES/ACTIONS

- 1 Establish relationship and protocol agreements with all partners** to support a comprehensive IRHWP.

## #7 FUNCTION AT A HIGH OPERATIONAL STANDARD

In order to know that what we are doing is working we must establish an evaluation framework that enhances the Interior Region Health and Wellness Plan as part of our strategic direction and supports effective alignment of evaluation at multiple levels.

### PRIORITIES/ACTIONS

- 1 Develop a process for evaluating primary health care services** and ensuring increased access to services including increased efficiency, effective operations, streamlining efforts, and maximizing the current value of investments already in the region.
- 2 Design and implement a framework** for evaluating action on the IRHWP to ensure the strategic direction and priorities of IRHWP are being met, that the priorities as demonstrated in business plan are being operationalized, and that the services as designed and delivered demonstrate the competencies and quality assurance as supported by our collective vision, mandate and principles.



<sup>1</sup> The current document has been developed through discussions with the Nation Engagement Coordinators, and Nation appointed representatives to the Interior Region Technicians Table, and the Interior Region Nation Executive. It draws from the Unity Declaration, the Interior Region Health and Wellness Plan, the Partnership Accord, and from the Interior Region Workplan.

<sup>2</sup> The Declaration of Unity (2010) laid the foundation for the 7-Nation approach. The Interior Governance Entities Terms of Reference (2011) describes the roles and responsibilities of the entities and advisory/planning bodies involved in the governance processes. See "The Interior Governance Entities Terms of Reference," in the "Interior Region Partnership Accord," p. 44

<sup>3</sup> Principles of Indigenous sovereignty include: Make our own decisions, Implement capable governing institutions, Ground our approach in culture, Take a strategic orientation. These principles recur in the historic 1916 meeting of the Interior Region Chiefs with Sir Wilfred Laurier; the findings of Royal Commission on Aboriginal People; recommendations of the Truth and Reconciliation Commission; the work of BC psychologists M.J. Chandler and C.E. Lalonde; as well as being articulated in the Harvard Project on American Indian Economic Development.

<sup>4</sup> From: "Delivering a Patient-Centred, High Performing and Sustainable Health System in BC: A Call to Build Consensus and Take Action," message from the BC Minister of Health

<sup>5</sup> An earlier resolution from the Interior Caucus provides directive to the Nation Executive to advocate for an increase in the allocation to the Interior Region. See Interior Caucus Resolution IRC-M-2014-12—Sylx Nation IRC-R-2014-03