



GWX

Gathering Wisdom
for a Shared Journey



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FNHA Evaluation

- **Mandatory** - required under Tripartite Framework Agreement and the Canada Funding Agreement
- **Purpose is to tell the story of change** resulting from the *creation of the FNHA* and the *progress that the FNHA has made* against its mandate and strategic goals:
 - Planning and implementing the transition
 - Enhancing First Nation health governance
 - Championing the BC First Nations perspective on health and wellness
 - Advancing excellence in programs and services
 - Operating as an efficient, effective and excellent First Nations health organization



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Planning Phase

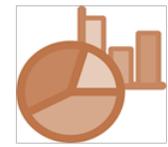
1. Key Informant Interviews



- FNHA Executive and Regional Staff
- FNHA Board Members
- Federal, Provincial TCFNH Representatives
- FNHDA & FNHC

2. Document & File Review

- Background Documents
- Governance Structure
- Planning Documents
- Progress and Annual Reports
- Financial and Performance Documents
- Health & Wellness Plans
- Program Reviews
- Research Reports



Methodology

3. Case Studies



- Funding Relationships
- Mental Health and Wellness
- Emergency Planning and Response
- Nursing Service Model Evolution
- Organizational Design
- Urban (Home/Away from Home)
- Wellness
- Population and Public Health
- Client Engagement
- Transformation of Health Benefits
- Corporate Services & Functions



**4. Focus Groups
(FNHDA and FNHA Board Members)**

Analysis and Reporting



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Evaluation Findings





The FNHA was created in response to the significant and ongoing health disparities between First Nations and other residents of BC

- Enabled First Nations leadership in BC to gain ownership of the First Nations healthcare system
- Helped to ease jurisdictional issues between federal and provincial governments

Had to overcome numerous political, bureaucratic and administrative challenges to achieve the transfer

- Process took almost a decade, gaining momentum and stakeholder support over time
- Provincial government was an early supporter of transferring control to First Nations
- Comprehensive First Nations health governance structure established including FNHC and FNHDA
- In 2011, 87% of BC First Nations leadership present at Gathering Wisdom IV voted in favour of proposed governance structure and the establishment of a permanent FNHA

Establishing the FNHA required new systems and structures, assuming assets, taking over programs and services, and creating a new shared organizational culture while ensuring no disruptions and minimal adjustments for BC First Nations and program providers





BC First Nations established a mandate for the FNHA that extends well beyond that of FNIHB

- The new mandate requires the FNHA to adopt a **much more strategic and long-term approach in its activities** and focus on transforming the health system for BC First Nations, rather than simply delivering mandated programs and services
- Relative to FNIHB, **the new mandate places greater responsibilities on the FNHA** in areas such as:
 - Involving First Nation communities in decision-making processes
 - Responding in culturally appropriate ways
 - Representing the interests of all First Nations living in BC
 - Improving programming
 - Generating evidence through data and research
 - Providing population and public health leadership
 - Focusing on prevention, wellness and social determinants of health





The FNHA has enhanced the BC First Nations health governance by:

- **Undertaking extensive engagement to inform program and policy decisions:**
 - Guidance received through regional caucus meetings, Gathering Wisdom for a Shared Journey conferences, and on-going engagement with the FNHC and FNHDA
 - Increasingly engaged with clients (e.g., surveys, journey mapping etc.) and incorporated results in decision-making
 - Supporting community, regional and organizational planning and decision-making
- **Enhancing regional capacity:**
 - Created regional offices in 2015/16 and hired Regional Executive Directors, allocated more resources, staffing and infrastructure to the regions. In 2019, 18% of positions are located in the 5 regional offices
 - A regional envelope funding process to provide streamlined access to new funding opportunities
 - Phase II of regionalization is being planned



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Strategic Goal #3: Champion the BC First Nations Perspective on Health and Wellness

First Nations perspectives on wellness have become a key component of health planning within the FNHA, at the community level, and within the provincial government

- **The FNHA has promoted wellness through:**
 - Applying wellness lens to all areas of the FNHA mandate, the services that it delivers or funds
 - Dedicated funding to support wellness activities (e.g., Health Actions funding, Winter Wellness Grants).
 - Created the Chief Medical Officer function to provide health and wellness leadership
 - Integrating First Nations perspectives on health and wellness into provincial programs and policies
 - Gaining access to First Nation specific health data
- **More work will be required to overcome:**
 - Difficulties in incorporating the concept of wellness into the mainstream healthcare system
 - Some continuing challenges in accessing and reporting health and performance data



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Strategic Goal #4: Advance Excellence in Programs and Services

The evaluation highlights improvements in programs and services delivered by the FNHA, communities and the provincial government. Improvements were achieved by:

- **Taking a strategic and evidence-based approach to program improvements**, which commonly involved first identifying community and client needs and then developing innovative programming strategies:
 - Improvements noted in most areas of programs and services (e.g., nursing services, Health Benefit programs, MHW, primary care, targeting urban and away from home populations, increasing funding/improved funding relationships, etc.)
 - When necessary, the FNHA has demonstrated the ability to respond quickly to rapidly emerging needs (e.g., wildfires in 2017)
- **Developing close partnerships with the provincial government:**
 - Leveraged significant provincial funds to support programs and services in areas of MHW and primary care
 - Used existing provincial infrastructure to deliver a range of programs and services (e.g., Plan W)
 - Improved quality and accessibility of provincial programs and services accessed by First Nations



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FNHA's efforts to improve programs and services have been affected by:

- **Difficulties in achieving consistent and equitable access across regions and communities:**
 - Progress has been slower in targeting needs of certain client groups (e.g., remote and isolated communities, urban clients, etc.)
 - Ability to match funding with needs
- **Rising expectations and demand for services:**
 - FNHA role has been expanding to involve new areas of programming and services
 - As community and client expectations grow, the FNHA needs to find more strategic and innovative ways to address them
- **Transformative change is a long term process:**
 - Many of the changes related to program improvements are new and will require more time and further work to produce results
 - External factors such as nurse shortages and social determinants of health affect the progress



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Strategic Goal #5: Operate as an Efficient, Effective and Excellent First Nations Health Organization

- **The FNHA has experienced rapid organizational growth and built the capacity needed to deliver on its expanded mandate, implement a range of new programs and services, and improve existing operations:**
 - Build strong program, corporate, and regional capacity. In 2019, reaching the size of 748 employees.
 - Leveraged significant new funding to enhance functions, services, and programs
 - Spending for programs and services has increased by 42% from \$357.8 million in 2014/15 to \$507.3 million in 2018/19.
 - Worked to develop an organizational culture based on First Nation traditions through teachings the values of the Wolf Clan, Knowledge Keepers, territorial acknowledgements, organizing family gatherings and 'We Are Better Together' ceremonies
- **Despite some challenges, the FNHA is the first provincial-level First Nations organization in the country and exemplifies the benefits of building a successful First Nations organization at this level**
 - Success of the FNHA have helped to build a sense of ownership among First Nations, and that First Nations feel more in charge of their own health system
 - It can be used as an example for developing similar First Nations initiatives across the country



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Strategic Goal #5: Operate as an Efficient, Effective and Excellent First Nations Health Organization

Some of the challenges going forward:

- **The need to balance the benefits and costs of regionalization and centralized services while retaining a strong provincial presence**
 - Finding an operating model that can effectively function and balance growth at provincial, regional and local/community levels
 - Finding a strategic approach to regionalization that involves adequate level of planning, engagement and due diligence to maintain organizational efficiencies, sustainability, and quality and consistency of services
- **Challenges in creating and maintaining a cohesive FNHA organizational culture**
 - Challenges associated with merging staff from different backgrounds (e.g., FNIHB, iFNHA and new employees)
 - Differing views on organizational growth and strategic directions among senior leadership, ability of the Board to provide a clear direction on specific areas, and the level of cooperation and mutual support among leadership team members
 - Finding an appropriate level of cooperation and collaboration across the organization given the size and geographic area served.
- **Difficulties in implementing an integrated approach to performance measurement**
 - There is a need for performance measurement strategy to identify how the FNHA contributes to improved health outcomes



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Strategic Goal #5: Operate as an Efficient, Effective and Excellent First Nations Health Organization

- **Transformation is a long-term process that requires a multi-faceted approach involving a wide range of stakeholders**
- **The progress made by the FNHA over the past eight years has positioned it well to achieve significant improvements going forward**
 - Increased understanding of clients and community needs
 - A strong strategic focus on wholistic and innovation-driven approaches to health care programming and services
 - Further integration of the First Nations perspectives into provincial healthcare system and improved availability and accessibility of continuum of care for First Nations peoples
 - Increased access to resources



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What's Next?

- Further dialogue on evaluation findings through multiple engagement opportunities over the next year
- Evaluation findings to shape the next 5-year plan for the FNHA





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To hear more about the FNHA Evaluation

Attend the Concurrent Breakout Session 4 Tomorrow
January 15, 2020, 3:00 – 5:00 pm
Room 211-214



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