

Conseil Cri de la santé et des services sociaux de la Baie James

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Cree Board of Health and Social Services of James Bay

Southcentral Foundation Site Visit and Core Concepts Training

Report to the Board of Directors

December 6th -8th , 2016

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Introduction

- In September 2016, members of the executive team and a Board of Directors community representative participated in a **site visit and a core concepts training** at Southcentral Foundations (SCF) in Alaska.
- The objective was to **learn** how SCF successfully transformed their organization, **experience** first hand their internationally recognized approach, and use the information gathered to help CBHSSJB implement a number of strategic initiatives.
- The **objectives were achieved** and much more.
- The **experience was profound** and the **knowledge obtained invaluable**, and both generated considerable conversations amongst the attendees about what fundamental changes are needed, and possible, for the CBHSSJB.
- Following is a summary of the **experience, key observations and recommended next steps**.

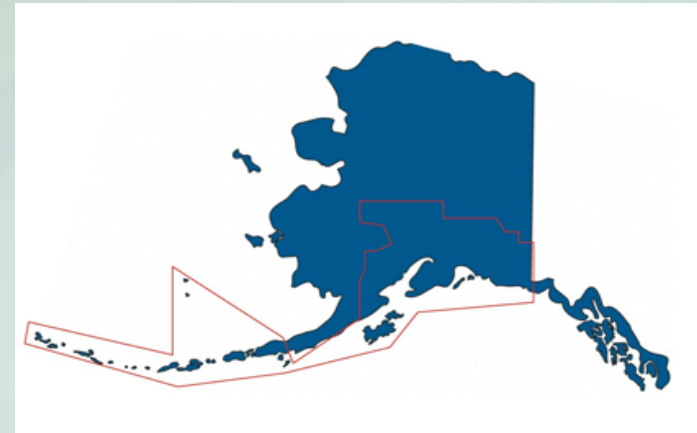


Southcentral Foundation (SCF)



- SCF provides services in urban, rural and remote settings, which cover an geographical area of **107,400 square miles** (Eeyou Istchee 450,000 km² / 174,000 square miles).

- SCF is a **not-for-profit primary care** organization that delivers a wide range of health and wellness services to approx. **55,000 Alaskan Native and American Indian people** with approx. 1,600 employees and an operational budget of \$227 million (USD).



- SCF **jointly owns and operates a 150-bed hospital** providing a full range of medical specialties, primary care services and labs.

Source: <https://www.southcentralfoundation.com> ; <http://anmc.org>;
<http://www.creehealth.org/careers/life-eeyou-istchee>

SCF (cont.)

SCF has been recognized internationally:

1. As a **high-performing healthcare organization** with health outcomes amongst the best in the United States;
2. For its innovative **relationship based model and integrated care team** approach; and,
3. For its ability to effectively **integrate traditional First Nations healing and helping methods, and culture** with Western biomedical approaches.



Nuka Wellness and Learning Center

SCF's ***"Nuka System of Care"*** is a health system:

- Developed by Alaskan Native people based on their culture and values;
- Where Alaskan Native people own and are in control of their system as **"customer-owners"**;
- The vision and mission focuses on the **physical, mental, emotional and spiritual** wellness of individuals and the population; and,
- **Relationships** are core of everything that is done and how it is done.

Source: <https://www.southcentralfoundation.com/about-us/history/>

Site Visit

- During the **2-day site visit**, the attendees **visited a number of their facilities:**

- NUKA training centre;
- Primary care facility; and,
- Primary care clinic.



Benteh Nuutah Valley Native Primary Care Center

- Attendees had the **opportunity to meet** with:
 - SCF leaders, managers, employees and providers;
 - Tribal Doctors and Traditional Healing Clinic program director; and,
 - Family Wellness Warriors Initiative facilitators.
- Attendees saw SCF's **innovative facility design** and heard about a number of their **unique administrative approaches and tools** (i.e. Data mall, committee structure, quality improvement approach, etc.).



Core Concepts Training

- During the **3-day intensive Core Concepts Training** the attendees were separated into small **“learning circles”** with SCF employees and experienced the training as an employee.
- The training was **led by the CEO and senior leadership team** and included:
 - Presentations on Alaskan Native culture and history, evolution of SCF, NUKA system of care and organizational values;
 - Training on various tools and skills to be applied in the work environment (ex: communications); and,
 - Individual learning exercises, and large and small-group discussions.
- The most meaningful part of the training is learning how to **share, receive and respond to deeply personal stories**, starting with the CEO’s.
- **All staff are required to participate** in the training within 6 months of joining SCF. It **teaches them how to share stories and develop relationship** which is at the core of SCF’s organizational culture model of care.



Key Observations

- There were a number of key observations from the site-visit and core concepts training, they included SCF's:
 1. Focus on relationships;
 2. Emphasis on individual healing and community wellness;
 3. Use of integrated care teams;
 4. Integration of traditional healing and helping methods; and,
 5. Communication approach.



1. Relationships

- SCF has created something very special with an approach based on one key word: **“Relationship”**.
- Everything SCF does is meant to **develop, reinforce and support** relationships. It is the basis for their facility design, integrated care teams, employee orientation and administrative processes.
- It allows their employees at all levels to **build healthier working relationships**.
- It allows their care providers to create **deeper and long-term relationship** with their *“customer-owners”*.
- It allows the *“customer-owners”* to feel **empowered, supported and in-charge** of their own health and well-being.
- The result of the relationship-base model is a more **effective, efficient and caring organization**, and **better health outcomes** for *“customer-owners”*.



2. Family Wellness Warriors Initiative and Beauty for Ashes

- The **Family Wellness Warriors Initiative and Beauty for Ashes** are the main education and training programs designed **to address domestic violence, child sexual abuse and child neglect** in Alaska Native communities.
- The programs **equip organizations and individuals** to effectively deal the spiritual, emotional, mental, and physical traumas and encourages healing and wellness using culturally appropriate strategies.
- The programs demonstrate SCF's **commitment to the communities** it serve and their “customer-owners”.
- The programs are a recognition that the **root causes need to be confronted and addressed openly** in order for their community members to live healthy lives.

Source: <https://www.fwwi.org>



3. Integrated Care Teams

- Integrated care teams are a **holistic approach** to providing care.
- The teams consist of a **small number of professionals and support staff (approx. 6)**, including a physician, nurse, nurse case managers, cert. medical assistants and support staff.
- The teams are **supported by specialists**, including behavioural health consultants, dieticians and pharmacists.
- The teams are responsible for a **roster of “customer-owners” and support them throughout their lives and journey.**
- The physical environment is designed to support the integration of the teams. The members are **co-located in open work space** where they are able to communicate and collaborate, eliminating barriers and silos.



Integrated Care Team Work Space

4. Traditional Methods

- The traditional helping and healing methods are provided by **Tribal doctors** in SCF's **Traditional Healing Clinic (THC)**.
- The Tribal doctors function as a **speciality referral service** for the integrated care team and have to **document their interventions** in the “customer-owners” health record.
- The Tribal doctors and the services provided by the THC are **highly valued** by providers and “customer-owners” and support providing a **holistic approach** to health and well-being.
- The Tribal doctors services are **limited to counselling, therapeutic massages and consultation with elders**. However, “customer-owners” are requesting more service be provided including plant medicine, additional traditional practices and increased education of non-Native providers.

Source: <https://www.southcentralfoundation.com/services/traditional-healing/>



5. Communication

- SCF uses **simple and meaningful** language in all their communications to reinforce their philosophy, priorities and focus on relationships.
- SCF mission and vision statements are **short, easy to remember and appear in all documents and presentations.**
- SCF organizational goals, core concepts, operational principles simple **acronyms related to wellness and relationships.**
- The core concept training provides **easy to learn and apply communication tools** that help employees all levels to share stories and building relationships (ex: right-hand and left-hand columns).

SCF Mission

Working together with the Native Community to achieve wellness through health and related services.

SCF Vision

A Native Community that enjoys physical, mental, emotional and spiritual wellness.

Source: <https://www.southcentralfoundation.com/about-us/>

Goals

Shared Responsibility

We value working together with the individual, the family, and the community.
We strive to honor the dignity of every individual.
We see the journey to wellness being traveled in shared responsibility and partnership with those for who we provide service.

Commitment To Quality

We strive to provide the best services to the Native Community.
We employ fully qualified staff in all positions and we commit ourselves to recruiting and training Native staff to meet this need.
We structure our organization to optimize the skills and contributions of our staff.

Family Wellness

We value the family as the heart of the Native Community.
We work to promote wellness that goes beyond absence of illness and prevention of disease.
We encourage physical, mental, social, spiritual and economic wellness in the individual, the family, the community and the world in which we live.

Core Concepts

Work together in relationship to learn and grow
Encourage understanding
Listen with an open mind
Laugh and enjoy humor throughout the day
Notice the dignity and value of ourselves and others
Engage others with compassion
Share our stories and our hearts
Strive to honor and respect ourselves and others



SCF Videos

SCF NUKA System with Doug Eby:

<https://www.youtube.com/watch?v=8ZCSJUYYzB4>

SCF FWWI and Beauty for Ashes:

<https://www.youtube.com/watch?v=kvxspVRusWk> (Part 1)

<https://www.youtube.com/watch?v=xr9-5nVQf9Y> (Part 2)



Recommendations

- Based on the experience and knowledge obtained from SCF, the attendees believe it is **necessary and possible to significantly transform the CBHSSJB** to achieve our strategic objectives.
- As a starting point, the attendees recommend:
 1. **Accelerate** development and implementation of certain existing initiatives to address priority areas;
 2. **Research** options for providing a similar “*Beauty for Ashes*” program for Cree communities to address core issues related to health and wellness; and,
 3. **Send a 2nd delegation** to SCF to participate in the site visit and core concepts training to develop a detailed recommendation for transforming the CBHSSJB model of care.



Next steps

- Develop and submit BOD resolutions;
- Obtain BOD approval for recommendations;
- Begin planning and implementation of recommendations; and,
- Communicate high-level findings and summary of next steps to internal and external stakeholders.



A stylized world map is shown in the background, rendered in light green and grey tones. A prominent, thick, curved arc in shades of green and grey sweeps across the map from the bottom left towards the top right. The text is centered over this arc.

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Thank you
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