

65,000 Voices

Alaska Native People Shaping Health Services

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Southcentral Foundation



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How do we compare....

Description	South Central Foundation	HB Health System
Ownership	Alaskan tribal ownership 'customer-owners'	Government owned (Secd/Tert) Privately owned (primary care)
Population	65,000 Alaskan native and American Indian peoples	155,000 (76% NZ European, 26% Māori, 4% Pacific, 4% Asian)
Geographic area (sq. km)	172,844	14,164
Funding (total)	US\$350m (NZ\$473m)	NZ\$560m
Funding (source)	Medical insurance 53% Federal government funded 43% Grants 6%	MOH funded 90% Fee for Service 5% ACC 5%

“You can have the best strategy and the best building in the world, but if you don’t have the hearts and minds of the people who work with you, none of it comes to life.”

– Renee West, *Luxor and Excalibur Hotel*

- Recruiting and retaining enough of the right employees in the healthcare environment will take a lot of change—something that we in the health industry are not always good at.
- We as Nurse managers need to change the way we look at staffing.
- We need to make the point to talk about people—and not just systems and processes

Our experience at South Central Foundation

- Attended with 14 delegates from Ngati Kahungunu Iwi
- 2 days of intensive workshops with senior leaders from SCF
- 3 days of core concepts training
- Afterhours learnings, entertainment and travel



2 days...

- Our first two days

- Human Resource Manager
- Quality Manager
- Senior executive team
- CEO
- Clinicians
- Business support
- Strategic Partnerships





Doing simple well...

- Message is collective, clear and owned by staff and customers



**Primary Care and Behavioral Health:
Southcentral Foundation's
Integrated Approach**

Donna Galbreath | Senior Medical Director of Quality Assurance
David Lessens | Medical Director

65,000 voices

 **Malcolm Baldrige
National Quality Award
2011 Award Recipient**

Alaska Native People Shaping Health Care

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Every opportunity taken to deliver Vision,
Mission, Values, Goals...it is lived every day



Vision

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

Mission

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



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SCF as a whole are a committed organisation who have developed a clear vision with their people (employees and the people they serve) and established a culture that enables them to achieve this.



Goals

- S**hared Responsibility
- C**ommitment to Quality
- F**amily Wellness

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Customer Ownership



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Operational Principles

- R**elationships between customer-owner, family and provider must be fostered and supported
- E**mphasis on wellness of the whole person, family and community (physical, mental, emotional and spiritual wellness)
- L**ocations convenient for customer-owners with minimal stops to get all their needs addressed
- A**ccess optimized and waiting times limited
- T**ogether with the customer-owner as an active partner
- I**ntentional whole-system design to maximize coordination and minimize duplication
- O**utcome and process measures continuously evaluated and improved
- N**ot complicated but simple and easy to use
- S**ervices financially sustainable and viable
- H**ub of the system is the family
- I**nterests of customer-owners drive the system to determine what we do and how we do it
- P**opulation-Based systems and services
- S**ervices and systems build on the strengths of Alaska Native cultures



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Core Concepts

- W**ork together in relationship to learn and grow
- E**ncourage understanding
- L**isten with an open mind
- L**augh and enjoy humor throughout the day
- N**otice the dignity and value of ourselves and others
- E**ngage others with compassion
- S**hare our stories and our hearts
- S**trive to honor and respect ourselves and others



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Core Concepts Training

It is all about healthy relationships and the positive nature that this has on interactions with colleagues & customers.

“Our ability to develop relationships with customers & colleagues is directly related to our effectiveness with them. Healthy relationships positively impact on all areas of life”

(SCF Core Concepts)

Objectives:-

To provide employees with knowledge and tools to integrate and apply the core concepts throughout SCF

- Understanding:
- relational style
 - how experiences contribute to how we approach others
 - how to listen effectively and have productive conversations
 - how we can create a shared vision
- Opportunity:
- to align aspirations, intentions & behaviours
 - to gain tools for having those good conversations

How?

- 3 day training
- Lead By Executive Managers (with the support of other key staff) modelling effective listening, good conversations and how together we can create that shared vision
- All employees attend
- Everyone learns to speak the same language
- Tools learned to have effective conversations
- Different personality styles are understood and valued
- Trusting relationships are built
- “Check in” concept

In Hawke's Bay

- In HB, consumers have also provided feedback about respectful relationships with their providers and the need for greater understanding of their culture. HBDHB aims to improve organisational culture based on our relatively new HEART values and behaviours.
- There are a number of key investments, strategies and trainings aimed at improving culture and cultural competency, including the The Big Listen, HBDHB People Strategy, Effectively Engaging with Māori Training and Relationship Centred Practice. However most of these approaches are not core training, are delivered in siloes and not integrated.



Simple things...

- Staff were respectful – people were respectful
- Signage was attractive and meaningful – Health Literacy
 - Reception
 - TV – continuous passive messaging
 - Reception had photo's and name boards – mandatory
 - Talking rooms not meeting rooms
 - Integrated offices – remove the barriers – office etiquette
 - Research participants – sitting in the foyer- captive audience
 - Health Service boardroom – drab and non inspiring

RAISE

- Provides opportunities for on-the-job work experience in the context of Alaska Native cultural values.
- Early beginnings 1997
- Founded on the belief that everyone wants to succeed and will respond to expectations when given the opportunity
- The program blends work experience while introducing participants to health-related careers and the expectations of the workplace, while supporting them in both personal and professional development
- Designed to develop leadership skills in Alaska Native and American Indian youth 14–19 years old, RAISE offers three separate sessions per year: summer, winter, and graduate programs.

Example 1

Ricco Ramos started as an intern at SCF in the summer of 2005. Ricco was placed in the youth mentorship and health careers group for several summers. Ricco returned in 2007 to complete the Administrative Support Training Program and transitioned into the Development Center as an administrative support.

In the five years that followed, Ricco progressed from an Administrative Support I to a level III, and later into a program coordinator. In these roles Ricco provided support to various SCF programs and processes such as the Academic Program, Administrative Support Training Program, and daily course/room management.

Ricco has been in his current role as a learning and development associate with the development center for the past three years. Ricco facilitates a variety of trainings and educational opportunities at SCF:RELATE Customer Experience, Cultural Awareness, Core Concepts Group Leader, New Hire Orientation, Electronic Health Records, and Computer Immersion.

Ricco presents A Comprehensive Approach to Employee Learning and Development annually at SCF's Nuka System of Care conference each year. Ricco not only shares SCF's approach to employee learning and development but shares his own growth and development story to conference visitors and all who ask.

Ricco has been with SCF for almost 10 years beginning with his RAISE internship. "Starting with the RAISE program allowed me to build a network of peers and gain meaningful work experience very early on. The RAISE program comes full circle, where I get to work with other employees who were in the same summer cohorts as I was," Ramos said.

Ricco is Aleut and a customer-owner from Anchorage, Alaska. Ricco continues to provide training and education for all employees of SCF. He believes that everyone should continually learn and grow and that providing education and training will support employees to continue to do amazing work at SCF.

Example 2

Another SCF leader who participated in the RAISE Program is Fari Sylvester. She became an intern in the summer of 1998. Fari also interned the winter session in 2000-01 and as a graduate intern session 2002-03. Fari's worksites included human resources, public relations, transitional living program, and RAISE Program.

"The RAISE Program provided me with multiple opportunities," Fari said. "I was able to become a water safety instructor, emergency trauma technician, and attend college at Haskell Indian Nations University," she added.

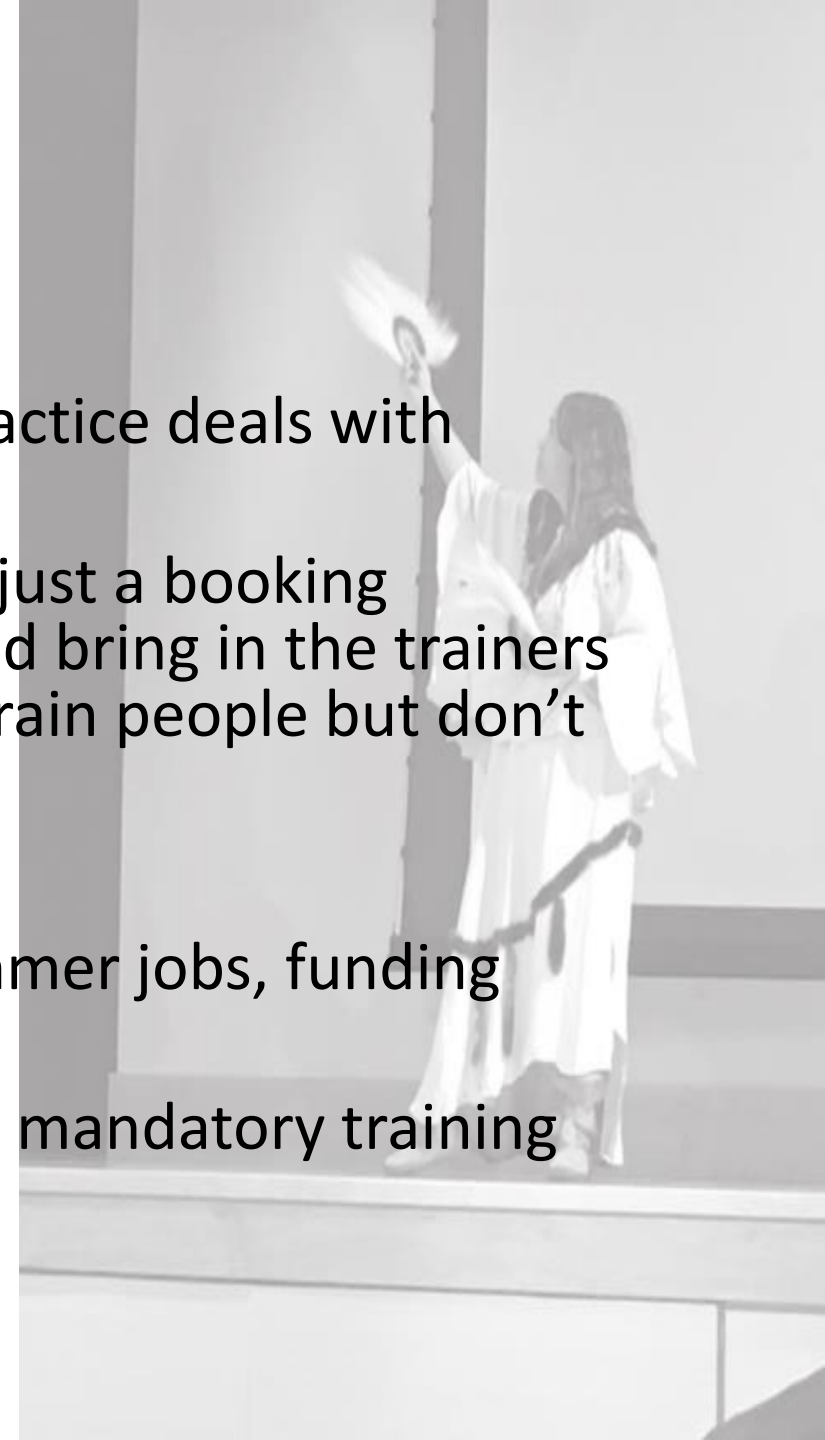
Fari has progressed in the organization starting as administrative support, moving to case management support, and then to program coordinator supporting the SCF Board of Directors before becoming a supervisor.

Fari is now a supervisor in outpatient paediatrics. She received an associate's of arts degree from the University of Anchorage Alaska in 2007 and is currently working toward her bachelor of arts degree in Alaska Native governance at Alaska Pacific University. Fari wants future interns to be open to any opportunity or job placement.

Her advice for interns: this is your chance to find out what you want to become when you grow up; the relationships that you create now when working in different areas will follow you throughout your life.

Human resources

- PDR –should align to the values, ACP and scope of practice deals with clinical issues.
- Learning and development – actually do training not just a booking department. Organise the training, do the training and bring in the trainers if needed. Use the resource in the organisation. We train people but don't use them to teach.
- Training agreement – be accountable
- Incubator programme – next steps, scholarships, summer jobs, funding from sponsors, Turuki Program.
- Orientation day – should only be about relationships, mandatory training done by the department. Don't waste your audience



HBDHB example

- The Medical Records department pilot programme
- 300 different professions (medical and non-medical)
- engage community/schools and identify students interested in a health career but were not necessarily going to attend tertiary education.
- Provide opportunity to gain experience in workforce, specifically health
- 2 year 13 Students - Normal HR process of employment. 10hrs/fortnight
- Additional hours in holidays
- Coaching and mentoring
- Valued members of team – identifying future focus on nursing and Laboratory

What can we change

- Listen and Act
- No longer a hero but a partner
- Control does not equal compliance
- Replace blaming with understanding
- Give patients options not orders
- Provide patients with resources
- Make it simple



Learnings

- We can do everything that SCF are doing if we want too, but it will take agreement and a commitment to change from everyone, and some people might not be able to and they will need help to understand this and decide if this is a health sector they can or want to be part of.
- The biggest influence on us has been the ‘weaving together” going as a DHB and Iwi contingent and returning as whanau. This relationship and a common goal has to be the framework for the health sector going forward.

Don't underestimate small changes...

- If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.”

Nelson Mandela

- “One culture does not need to die for another one to live, it takes true warriors from both sides to weave them together”

Native Alaskan

- The Katherine Gottlieb Story

What did all this lead too.... Your story



- Sitting on the beach



- Swimming with the seals



- Or a deep dive

In Summary....

.....Customer Owned

.....Values Led

.....Relationship based

155,000 Voices

Hawke's Bay People Shaping Health Services