



Targeted Program Analysis I

BC First Nations Data Governance Initiative

Social Policy and Programs Branch (SPPB),
Aboriginal Affairs and Northern Development Canada (AANDC)

Submitted by: ECD Elliott Consulting, Management & Development Services LTD.

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Introduction

The Social Policy and Programs Branch (SPPB) of Aboriginal Affairs and Northern Development Canada (AANDC), as a key partner of a Tripartite initiative in the British Columbia Region entitled the BC First Nations' Data Governance Initiative, requires business workflow and data source assessments conducted for key service areas within the social programs umbrella.

Background

BC First Nations support a model of development and wellness that is community driven, nation based, and encompasses broad indicators of health and well-being including (but not limited to): education, health, social development, employment, lands and resources, water, housing, child protection, culture, and the environment. This comprehensive and integrated approach to addressing complicated and long-standing socio-economic issues requires a significant shift in the organization of resources, the relationship of organizations, and the access to and management of information. First Nations in BC want to ensure that their self-government interests are protected and their community development and Nation rebuilding activities are successful. Having local, timely and accurate data, upon which to base decisions, is fundamental.

BC First Nations recognize that data and information management is a foundational component of First Nations governance and government; it is a tool that all First Nations and First Nation organizations use to support strategic investments in comprehensive planning at the local, regional and provincial levels, which will result in improved socioeconomic conditions for First Nations' people and communities. Significant work has been done by BC First Nations at Community, Nation and provincial levels, to define well-being and to build and deploy information management systems that are cost effective and able to measure the investments being made in well-being. The SPPB within AANDC is an important partner in an innovative Tripartite Initiative in BC entitled The BC First Nations' Data Governance Initiative. This initiative is intended to advance the ability of First Nations, federal and provincial governments and supporting organizations, to have timely access to quality data and information to plan and account for investments and outcomes in First Nations well-being. This will include the establishment of a comprehensive approach to First Nations Data Governance in BC.

To advance efforts of the BC First Nations Data Governance initiative, the work outlined in this document was undertaken. This work is related to three key milestones described in BC First Nations Data Governance Strategic Framework:

1. "Conduct business assessment documenting the processes and work-flows required by stakeholders in the sectors such as health, education, employment, child protection, housing, economic development, lands and resources, culture, and the environment. This documentation of workflow includes current state, desired future state, and a gap analysis.
2. Conduct data source assessment – a detailed inventory of current data sources and data elements within these sources
3. Analyze and build upon successes from Unification system for social development, housing, citizenship; and Mustimuhw cEMR for community health; and Best Practice system for Child & Family Services."¹

¹ BC First Nations Data Governance Strategic Framework, 2013

Purpose

The purpose of this document is to describe the business workflows, data entity assessments and key system enablers related to four program areas, with a goal to provide focus and guidance in the development of subsequent change pilots within the BC First nations Data Governance Initiative. Consequently this document is a subset of the overall work described above.

This document includes:

1. Current state Universal workflows for the following four (4) program areas:
 - Aboriginal Head Start On Reserve (AHSOR)
 - Income Assistance (IA)
 - Assisted Living (AL)
 - Home and Community Care (HCC)
2. Corresponding data flows outlining the data entities for the four program areas
3. Enabler framework requirements to support advancement of work with demonstration sites in the BC First Nations Data Governance initiative in support of First Nations having local, timely and accurate data, upon which to base decisions.

Approach

The approach taken to conduct this assessment included holding workshops with one First Nation demonstration site and documenting the information gathered; validating the documentation with this site; and reviewing/validating with as many of the four (4) demonstration sites as time and logistics would allow, and updating the document. The intent was to provide a cross-section of input that is hoped to reflect the broad range of First Nation communities.

The targeted demonstration sites in the BC First Nations Data Governance initiative are:

- Cowichan Tribes;
- Gitksan Nation
- Heiltsuk;
- Ktunaxa Nation; and
- Seabird Island Band

The targeted demonstration sites listed above were provided by the sponsors, and reflect the focus of the First Nations Data Governance Initiative demonstration sites, with regional distribution in BC. Four First Nations from the above target sites were successfully engaged in this initiative: Cowichan Tribes, Gitksan Government Commission, Lower Kootenay, Tobacco Plains.

Acknowledgements

Project Sponsors:

Gwen Phillips
Diana Prosser

Project Team:

Mark Sommerfeld
Sylvia Shepherd
Karl Mallory

Site Informants:

Angie Gibson – Cowichan Tribes – HCC/AL
Ann Hall – Tobacco Plains – HCC/AL
Heathery Joe – Cowichan Tribes – AHSOR
Hellen Wilson – Cowichan Tribes – AHSOR
Jennie Thomas – Cowichan Tribes – IA
Leanna Gravelle -Tobacco Plains – HCC/AL, IA, AHS
Sandra Harris – Gitksan Government Commission – IA
Sherry Leyte – Lower Kootenay – IA
Trina Williams – Lower Kootenay – AHS

Document Layout

For each program area the following components are provided:

- a) High-level Program description
- b) The Workflow sections provides a diagrammatical expression of:
 - The major steps performed by the community to delivery the programs
 - The connective steps when a 3rd party participates in the delivery of services
 - Reports associated with the delivery of programs
- c) The Dataflow section provides an understanding of the Data Entities (i.e. related data such as Registration data, Case data, Assessment data, etc.) linked to the workflows. It includes a diagram that depicts the flow of data from the perspective of the community Member and Community. It identifies where the data is stored: program area, another department within the community, and/or an external organization. For each Entity it identifies whether the Entity is recorded on paper or electronically captured; and whether the Entity always exists or sometimes exists in either complete or incomplete form.
- d) The General Comments & Observations section provides a list of observations associated with analyzing the Workflow and Dataflow.

Executive Summary

This initiative was sponsored by ANNDC in conjunction with the lead or Navigator for the BC First Nations Data Governance Initiative, for the purpose of contributing to the agenda outlined in the BC First Nations Data Governance Strategic Framework. It was initiated on December 17, 2013. The stated objective of the initiative was:

Documented business and data source assessment to provide focus and guidance in the development of subsequent change pilots within the BC First Nations Data Governance Initiative.

Universal business workflows and data flows (at the data entity level) were documented for the Income Assistance (IA), Aboriginal Head Start On Reserve (AHSOR), Assisted Living (AL), and Home and Community Care Programs. These Universal business workflows and data flows provide a valuable baseline analysis component for future work in the areas of program change and re-design, reporting reform, and information management enablement. Broader validation and noting of exceptions across more BC Nations against the universal workflows and data flows will further enhance this baseline analysis, and is recommended. In the context of this initiative the flow analysis exercise helped flush out potential areas of focus for subsequent change efforts with the pilot or demonstration sites for the BC First Nations Data Governance Initiative.

Nine key universal enablers were identified as being key to advance the subsequent change efforts with the demonstration sites in the context of the aims of the BC First Nations Data Governance Initiative. These nine universal enablers are:

1. Enable privacy and information sharing framework for First Nations service organizations;
2. Enable a universal data dictionary that supports First Nations programs;
3. Enable Nation and community based data governance frameworks;
4. Enable trend analysis and forecasting and other business intelligence capacities at Nation level;
5. Enable effective management of program changes;
6. Enable electronic information management;
7. Enable universal program workflows that can be used to align program delivery, balance investment/outcome accountability, and information management;
8. Enable universal data collection standards;
9. Reporting reform.

Four priority workstreams are suggested for advancing change with the demonstration sites that are aligned to the nine universal enablers identified:

1. Nation Based Privacy & Data Governance Frameworks Workstream;
2. Service Change and Service Re-Design Workstream;
3. Data Standards Workstream;
4. Nation Based Electronic Information Management Workstream.

For each workstream recommended targets, with associated metrics and high-level approach are suggested for the work with BC First Nations Data Governance Initiative demonstration sites in the 2014/2015 fiscal year.

1. Program: Aboriginal Head Start On Reserve

The Aboriginal Head Start On Reserve (AHSOR) Program, funded by Health Canada, has been in existence since 1995. The program was initiated to support early intervention strategies to address the learning and developmental needs of young children living in First Nations communities. The program is designed to support unique approaches and strategies at the community level, but programming is generally centered around six components: education; health promotion; culture and language; nutrition; social support; and parental/family involvement.

The intention of the Aboriginal Head Start On Reserve Program is to provide children in the program opportunities to develop self-confidence and a greater desire for learning. The program seeks to strengthen the supporting role of parents and the extended family in the child's life, strengthening caregivers' skillsets in contributing to healthy child development. The program seeks to strengthen the support network for children across the family and extended family, as well as with the network of related programs and service areas.² In British Columbia this program is now funded through the First Nations Health Authority.

² Program description provided via Health Canada's website: http://www.hc-sc.gc.ca/fniah-spnia/famil/develop/ahsor-papa_intro-eng.php

1.1. Workflow – Aboriginal Head Start On Reserve

Diagram 1 outlines the universal workflow associated with the Aboriginal Head Start On Reserve program. It is noted that the AHSOR program may be integrated into a larger day-care or pre-school program. If so additional workflow steps may exist to support these additional programs/services; and further additional steps may exist for licensed day care or pre-school settings. These additional steps are not included in the following workflow diagram.

Program: Aboriginal Head Start On Reserve

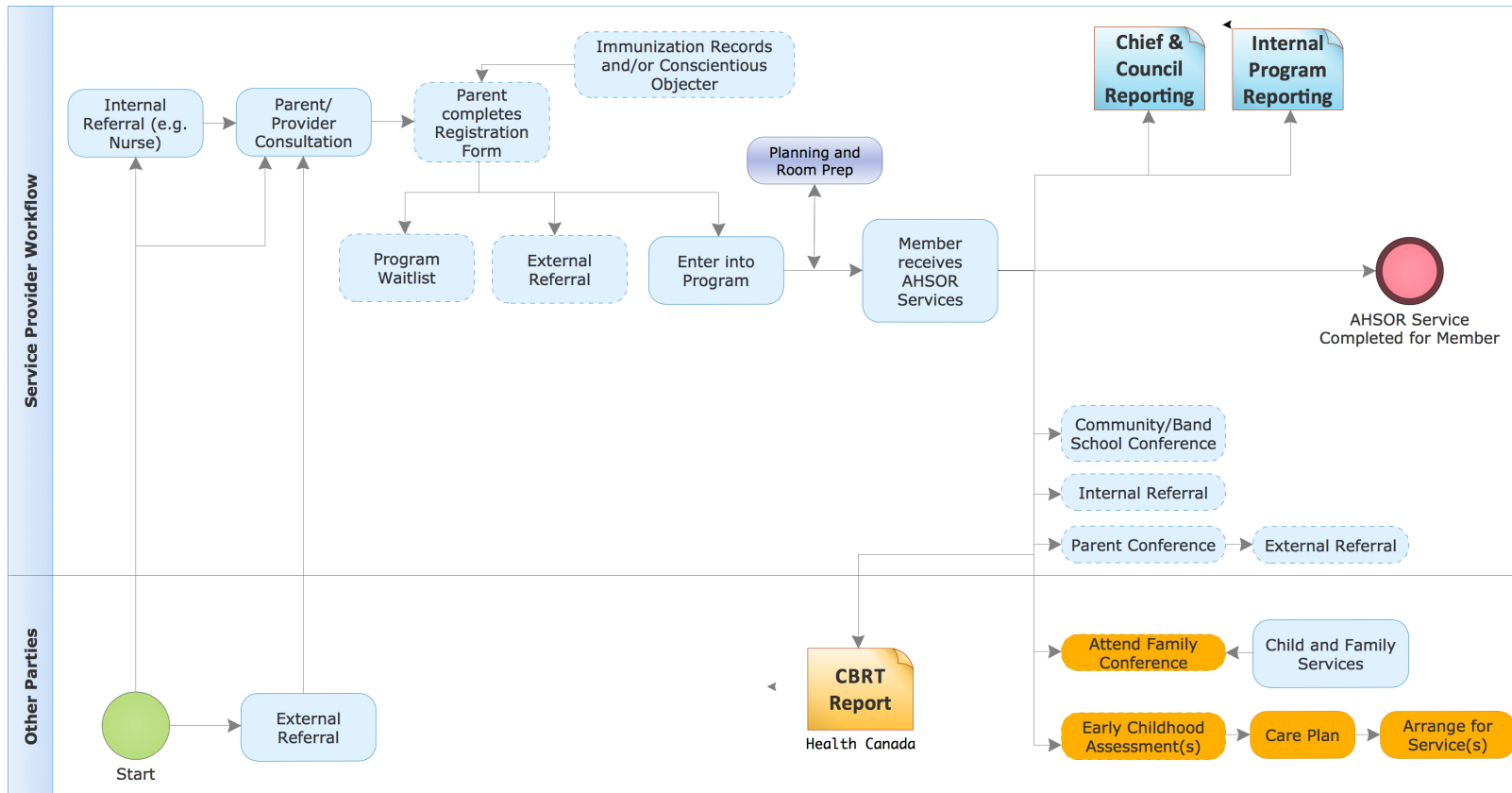


Diagram 1 - Aboriginal Head Start On Reserve – Workflow

1.2. Dataflow – Aboriginal Head Start On Reserve

The following data flow diagram outlines the inputs and outputs associated with the Aboriginal Head Start On Reserve program. The Data Entities associated with operating a day-care or pre-school are not considered as expressed above.

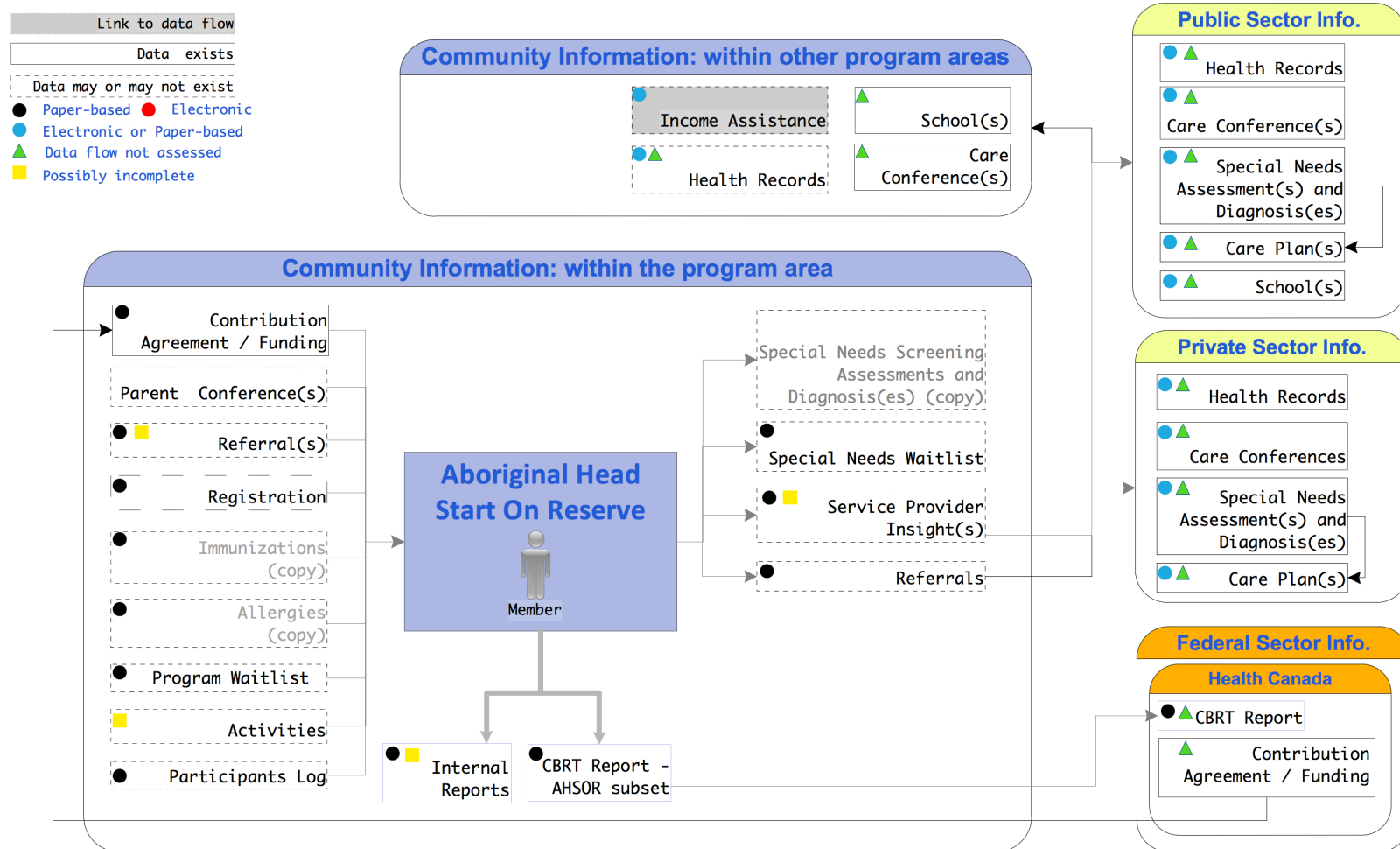


Diagram 2 - Aboriginal Head Start On Reserve – Dataflow

1.3. General Observations – Aboriginal Head Start On Reserve

Information collected, gained in the course of delivering services, and disclosed is uncharted and all of it is optional. Therefore there is no means to support a client-centric wellness chart, assess the program, or report on the program consistently or accurately, at either the local level or more broadly. The following observations provide a glimpse into the lost opportunities.

- The **funding** for the program may not meet the current population. A scenario where there is a population growth may result in a reduced service offering (i.e. too many children and not enough providers reduces the ability to enhance child development and school readiness). For example, AHSOR services being integrated into a daycare or pre-school setting and the daycare/pre-school is not able to meet the demand and some community children are not able to enter into the program. Or, the program spreads their services across a larger clientele base resulting in reduced qualitative services that limit the developmental opportunities the program and associated funding is meant to support.

Inversely, the observation could be made that a community with static or decreasing population growth trends may result in greater service delivery and/or leveraging monies for other programs. It is noted that the likelihood of this occurring is minimal because many programs have not had a funding adjustment for several years.

The current understanding is the AHSOR program funding should be aligned to the current population of a given community.

- AHSOR services appear to vary significantly across delivery locations with no base **program standards**. For example, some communities integrate these services with a pre-school that has a process for developing specific curriculum; while other communities operate an outreach program that has an informal method for connecting with parents to encourage parents to engage their children in activities. This variance makes it difficult to correlate if this program is meeting its six focused components: education; health promotion; culture and language; nutrition; social support; and parental/family involvement.

The development of program standards in the form of developing a program plan (i.e. curriculum development, and assessments, etc.) would support providers in developing and delivering this program. These standards would also provide parents and community leaders with a greater understanding of the program; aid in evaluating the program; and build capacity towards charting a child's wellness at the early stage of life.

- **Charting** the developmental status at various intervals of a child's early years occurs informally by AHSOR providers. This results in not having a historical understanding of an individual's wellness; and it reduces the ability to identify a developmental care-plan. Furthermore it prevents the ability for the community to **analyze trends** in the population wellness of their community.

It is noted that health care providers (internal or external) may do early childhood developmental assessments. However, provider **workflow integration and information sharing** between the AHSOR and health care providers is not always enabled and when it is does it may only be one-way (e.g. AHSOR refers to a health care provider and the health care provider refers to a specialist). The AHSOR provider may not receive the assessment results; and if they do it is often enabled by a provider-to-provider relationship. Consequently **program** planning and continuity of care has a strong possibility of being impaired or severed.

The theme of this program is well valued however enhancements appear to be needed to truly enhance a child's wellness and support providing a community with a greater understanding of community wellness.

The following enablers would assist in enhancing this program:

- *Program standards (e.g. charting and assessment standards, developmental care-plan templates, etc.) with supportive funding;*
- *Workflows supported by a privacy framework that enables information sharing*
- *Electronic information management to support linking information to support a client-centric wellness record that links developmental activities, health and education*
- *Electronic information management to support community analytics to identify wellness trends, program planning, and assess community population wellness in context of the community plans and wellness indicators*
- *Privacy Framework to support information sharing internally within departments is required*

- The AHSOR program manager does not have mechanisms for service **analytics**, for example: identifying the children eligible for services; or an ability to **forecast** future **program** delivery requirements. In larger populated communities this provides a greater challenge in reaching out to parents and forecasting the program resource requirements (e.g. funding, staffing, facilities, etc.).

Providing an electronic information management tool for communities to track their population and provisioning the ability to share information appropriately would address this issue.

- **Privacy frameworks** are not currently implemented and therefore are not available to enable the appropriate **sharing of information** between providers. For example, the results of developmental assessments performed by external providers may or may not be shared with the AHSOR provider. And, when it is shared it may be dependent on provider-to-provider relationships, rather than enabled by mechanisms and processes as part of a proper privacy framework. Additionally this framework would need to consider the individual's right to privacy given some parents do not believe the information from this program should be shared with the circle-of-care team. Alternatively provisioning parents with a greater understanding as part of the implementation of the framework may result in a parent's views to be adapted if they had assurance/understanding as to how/when/why/who/what information was being shared.

Provisioning workflows and a privacy framework that supports information sharing between organizations would enhance the ability for AHSOR to identify developmental care-plans.

- **Program Reporting** is very minimal.

The current CBRT program report has minimal details associated with the AHSOR program. **Information management tools** to readily and accurately track this information are not in place therefore the qualitative nature of this information is not reliable. Additionally, the perception is that the 'old' report provided more value however it did not reflect the information that a program manager requires to assess the program and/or the wellness of the community.

If the community could:

- *Track their population using electronic information management tools,*
- *Chart using standard and effective information gathering methods,*
- *Capture charting details using electronic information management tools, and*
- *Provision access to analytic tools and resources*

the community could forecast program requirements, validate funding requirements (past and future), assess community wellness and adapt the program accordingly. These enablers would also contribute to the AHSOR program planning, service delivery planning, funding assessments, and service delivery results. There is also a link to program planning in the Education and Health subject areas.

2. Program: Income Assistance

The Income Assistance program provides funding to assist eligible individuals and families who are ordinarily resident on-reserve, with basic and special needs services that are aligned with the rates and eligibility criteria for off-reserve residents in BC. AANDC provides funding to First Nations for the delivery of Income Assistance programs and services to community members. The program also funds the delivery of pre-employment measures designed to increase self-reliance, improve life skills and promote greater attachment to the work force. There are four main components to the Income Assistance program: basic needs; special needs; pre-employment supports; and service delivery. The expected outcome of the Income Assistance program is an improved quality of life through the reduction of poverty and hardship on-reserve, as well as improved participation in, and attachment to, the workforce.

Current efforts to improve the Income Assistance program are underway to help ensure First Nations youth can access the skills and training they need to secure employment. The improved program efforts seek to help ensure that youth who are able to work have the incentives to participate in the training necessary for them to gain employment. [Enhanced Service Delivery](#) will provide support to First Nations communities to create the service delivery capacity necessary to effectively support eligible youth as they participate in training and transition to employment. Additionally, the new First Nations Job Fund will fund a range of activities, including up to one year of training leading to employment. On January 31, 2014, Minister Valcourt [announced](#) the first set of recipients to receive support under this initiative. The over 70+ First Nations participating in this new approach have opted into the program and will be implementing systems of mandatory case management of a number of clients towards their training and employment for young Income Assistance clients.³

Administered by Human Resources and Skills Development Canada, the First Nations Job Fund will be implemented across the country with participating communities over the next four years. The Fund will support the same activities that are eligible under the Aboriginal Skills and Employment Training Strategy (ASETS) but it will be exclusively aimed at helping First Nations Income Assistance clients secure employment. These activities will include:

- skills assessment testing and development of return-to-work action plans;
- payment for training courses or necessary equipment (e.g. work boots, tools);
- temporary supplementary living expenses while in training, and transportation to training;
- job coaching and mentoring support;
- on-the-job supports for those challenged by language or disabilities;
- workshops in resumé preparation and interview skills, or help with job searches;
- wage subsidies to incent employers to hire Aboriginal workers to gain work experience; and
- specific skills development and training to help individuals become self-employed.

While the First Nations Job Fund is separate from the [Aboriginal Skills and Employment Strategy \(ASETS\)](#), it is designed to be implemented using the ASETS infrastructure. To the extent possible, ASETS agreement holders will deliver the training-to-employment activities under this

³ Program description provided via AANDC's website: <http://www.aadnc-aandc.gc.ca/eng/1100100035256/1100100035257>

initiative. ASETS supports over 80 Aboriginal organizations throughout Canada and delivers services that prepare First Nation, Métis and Inuit individuals to succeed in the workforce. ASETS agreement holders design and deliver employment programs and services best suited to the unique needs of individuals in their respective regions.

The First Nations Job Fund complements the introduction of Enhanced Service Delivery and will be accessed by Income Assistance clients who have participated in the case management system put in place by First Nations and their service providers under that initiative.⁴

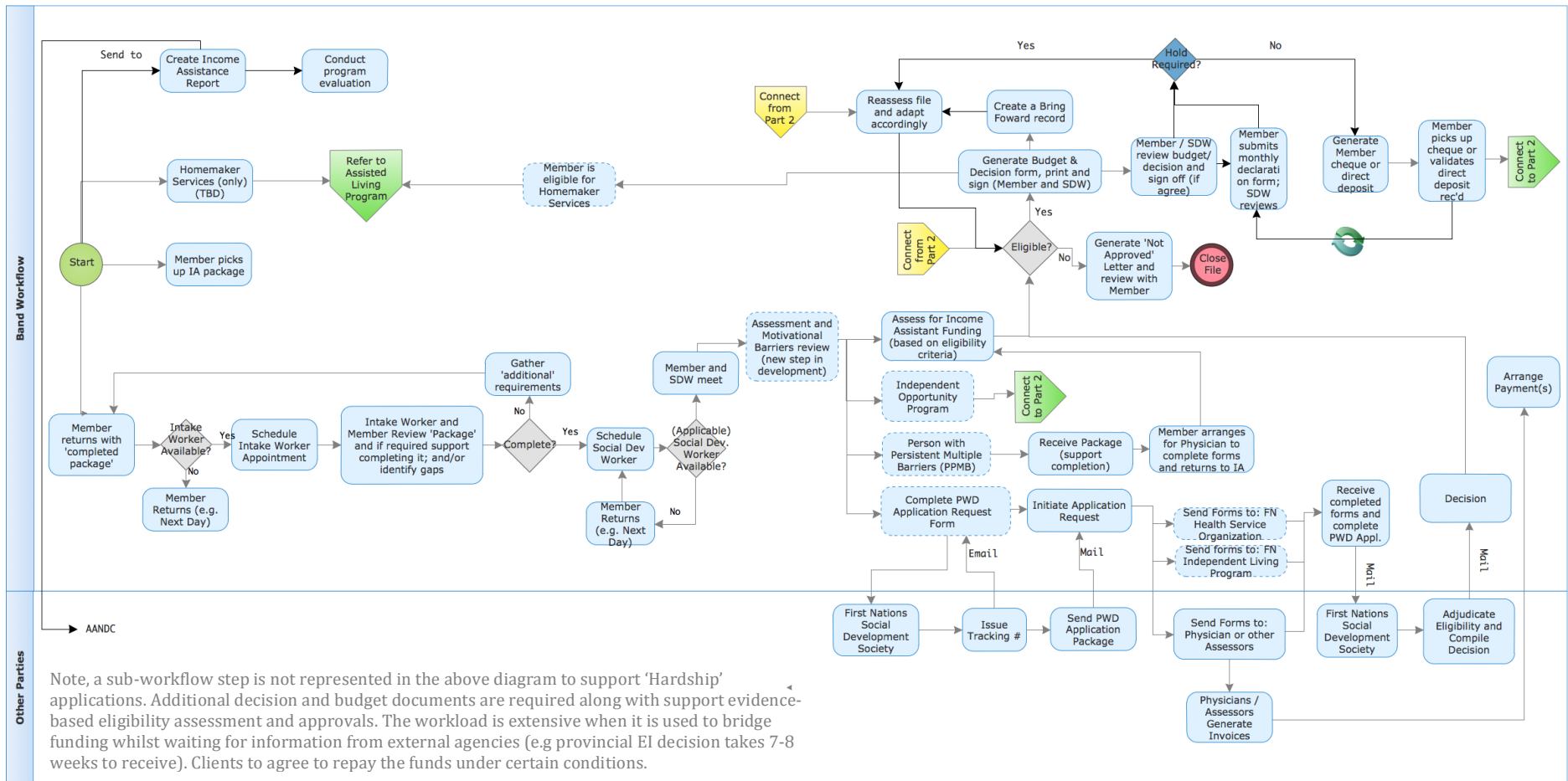
Note, the First Nations Job Fund is described in BC as the First Nations Independent Opportunity Program.

⁴ Program description provided via AANDC's website: <http://www.aadnc-aandc.gc.ca/eng/1371048357066/1371048410565>

2.1. Workflow – Income Assistance

Diagram 3 outlines part 1 of the universal workflow associated with Income Assistance program.

Program: Income Assistant Work Flow - Part 1



Note, a sub-workflow step is not represented in the above diagram to support 'Hardship' applications. Additional decision and budget documents are required along with support evidence-based eligibility assessment and approvals. The workload is extensive when it is used to bridge funding whilst waiting for information from external agencies (e.g provincial EI decision takes 7-8 weeks to receive). Clients to agree to repay the funds under certain conditions.

Diagram 3 - Income Assistance – Workflow

Diagram 4 outlines part 2 of the universal workflow associated with Income Assistance program.

Program: Income Assistance - Part 2

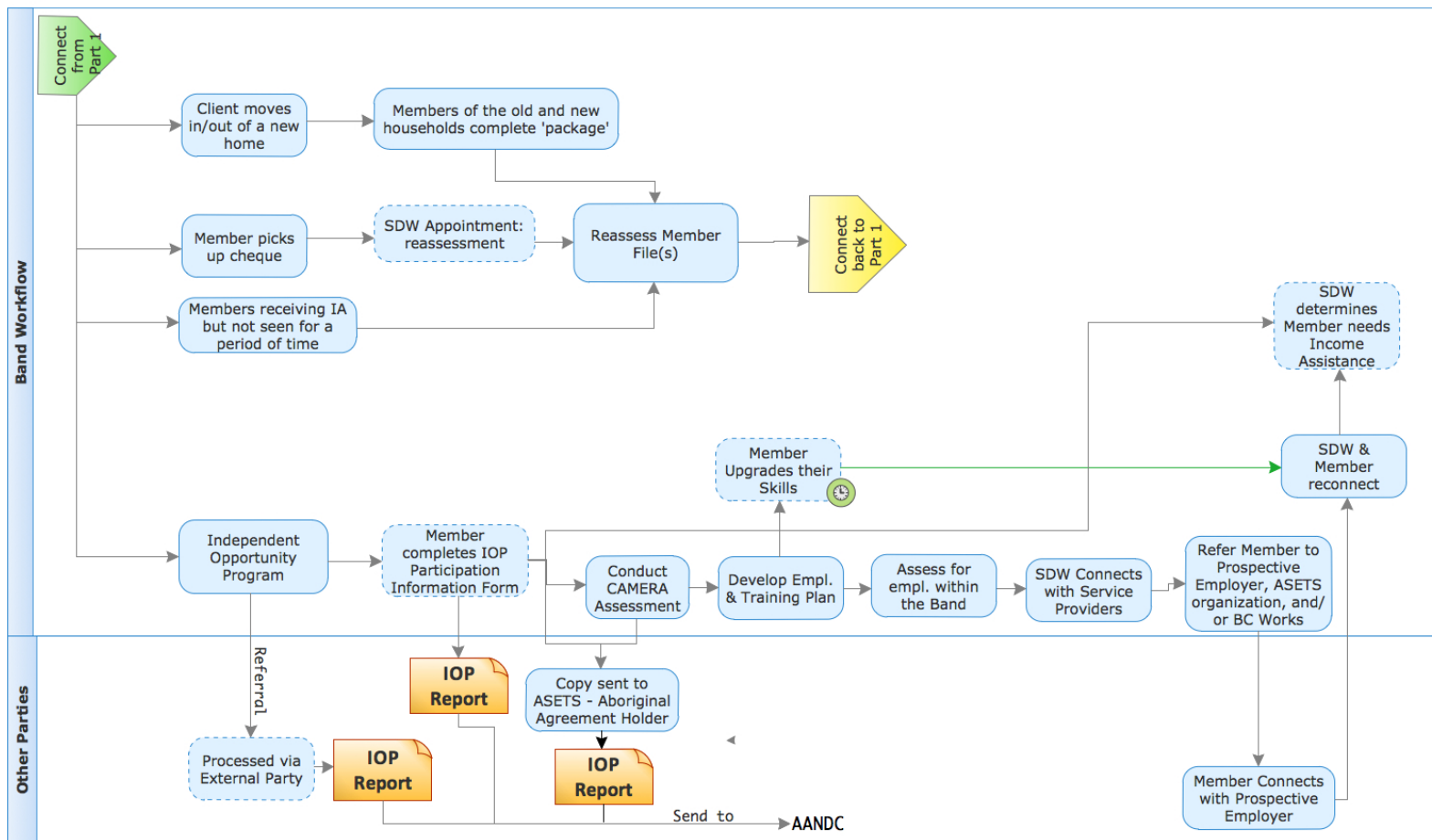


Diagram 4 - Income Assistance - Workflow Part 2

2.2. Dataflow – Income Assistance

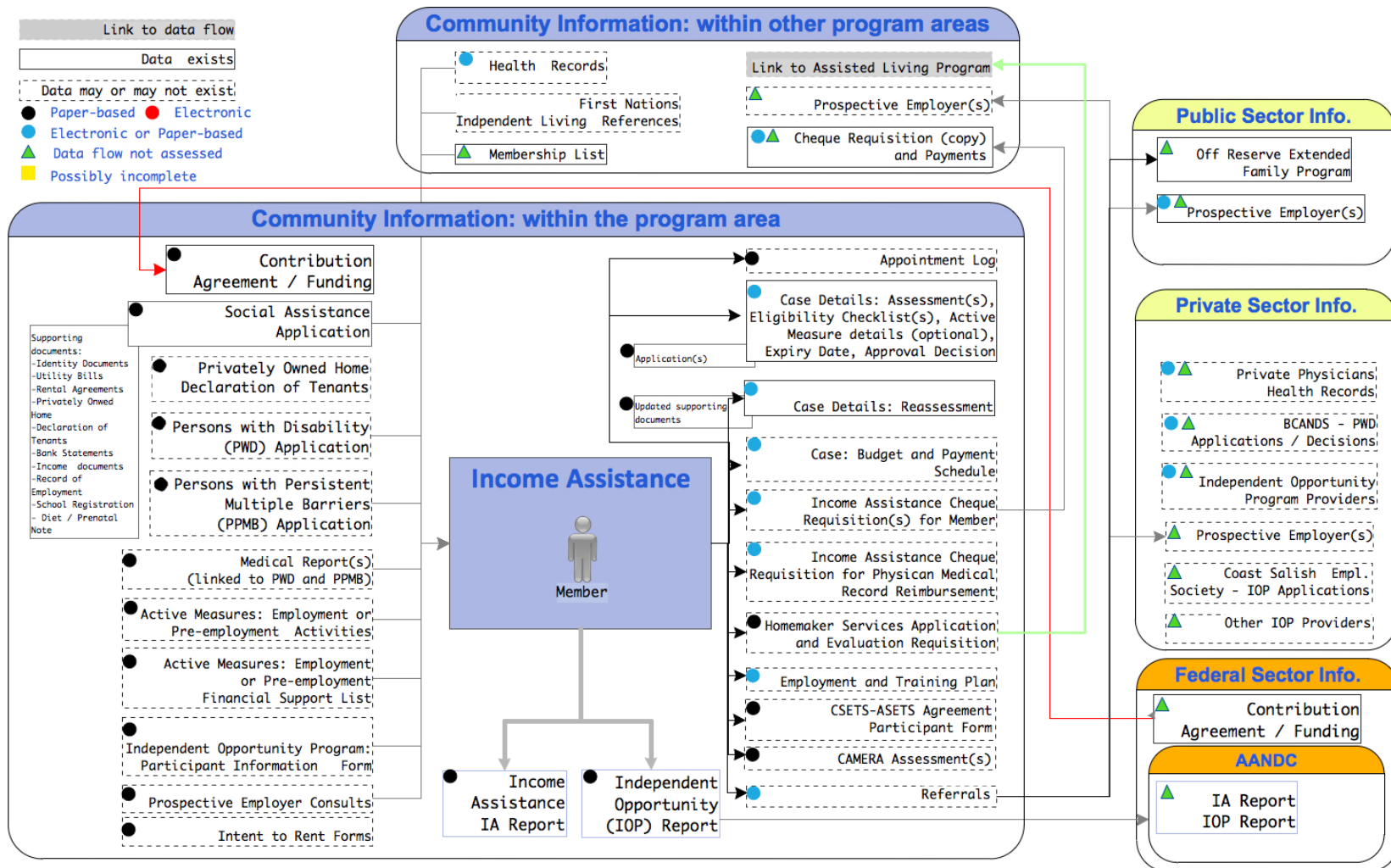


Diagram 5 - Income Assistance - Dataflow

2.3. General Comments & Observations – Income Assistance

The following general comments and observations are provided in the context of the program workflow and data diagram:

- The cost to operate the program has increased over time however the **funding** model for this program has been frozen for many years. The program has been **changed** significantly and is continuing to be transformed. The goals/visions of these changes may be effective in the long-term however the Social Development Worker cases are more complex. Additionally changes in compliancy requirements are more extensive. The net outcome appears that the program and **funding** has not recognized the workload to funding ratio. It appears that Staff does not have **capacity** to absorb change and support the transformation. This poses several risks, such as the program goals not being fully met, service delivery not able to meet the diverse needs of a given member resulting in a member relying on assistance for a longer time than what is needed, inability to retain and/or acquire staff, inconsistency in service delivery, inconsistent reporting, etc.

A program review that analyzes and considers understanding workflow management and funding levels is required.

- Changes to the program have been extensive and frequent and there has been little attention paid to the development of an effective and meaningful approach to implement and integrate the necessary program changes into existing operations. Enabling a **change management** process and the necessary implementation resources to support this program is required. Additionally compliancy management is extensive in this program and the effort to ensure the applicant is eligible is unduly time consuming in the absence of a computer-based information management system. A key implementation resource is an **electronic information management** tool that considers compliancy requirements using **standardized data collection processes, case management standards, and standardized workflow**. Such a system would also reduce the burden of manual data complication and reporting and thereby allow Social Development Workers to focus more time on delivering services.

Income assistance is dependent on knowing if the individual is a Band Member and lives on reserve. In some communities the capacity to easily and readily know this information is challenging because there is no information management tool, standardized data collection process, or standard workflow process.

Providing a data collection standard and electronic information management tool for communities to track their population in conjunction to provisioning a privacy framework to enable departments information sharing across departments would address this issue.

- The **workflow** evaluation has identified areas where improvement requirements are required. For example: when a single individual on Income Assistance is approved for Income Assistance and the individual moves out of one home and into another all members

residing in the old and new homes are re-assessed. It is recognized that this process is appropriate, however there is consistent feedback that the re-assessment process could be streamlined and this would result in reducing the workload; 2) hardship applications need to be fully replaced and in some scenarios could be 'extended', etc. Additionally having access to on-reserve housing information stored in an **electronic information management system** would enable the staff to further streamline their processes

Developing universal workflows for the program that are supported by the necessary privacy framework and electronic information management tools to enable departments to share information would enable workflows to be more efficient and effective. Furthermore if the housing department does not manage housing using electronic information management tools that enable information sharing then this would also be an enabler requirement.

- Compliancy rules, re-assessing applicants, collating information for funding reporting, and trend analysis without the benefit of **electronic information management tools** results in reduced time available for services delivery to the community members. Additionally without electronic information management tools the ability to apply data collection standards, compliancy and reporting in an efficient manner impairs communities significantly. Furthermore, some communities, primarily due to their size, have capacity to acquire tools where others do not. This disparity also sets of BC First Nations with the potential for inconsistent reporting and by design results in the model of the 'have and have not's'.

Provisioning all communities to have access to effective electronic information management tools that supports the program requirements including minimum data collection, universal workflows, analytics and reporting is a key enabler.

- Once an applicant is approved for Income Assistance the information is transferred to the community's finance office to generate an income assistance cheques. Some communities have **electronic information management tools** that support processing the payments while others do not. Where tools are not utilized there are additional workflows developed to support the management and oversight of these transactions.

Provisioning all communities to have access to a standardized workflow and use of a set of electronic information management tools that meet program requirements is considered to be more effective/efficient. Furthermore having electronic tools may increase the checks and balances linked between the Income Assistance department and Finance department.

- **Reporting** does not identify those applicants that have picked up a package and not submitted it. Therefore there is no ability to follow-up with the member and obtain an understanding of what enabled a change to not require Income Assistance; nor does it enable the ability to support a member if they are needing assistance but their world is impacted by other items that could be supported by other programs (e.g. health, mental wellness, children and family services, etc.).

Reporting does not identify the applicants that are not eligible and why they were denied support. Therefore there is no ability to determine whether the program is requiring changes and whether the ineligibility rules are being accurately applied.

Some of the communities have identified that **reporting** is focused on compliancy rather than service delivery and transformation.

Collating information to do reporting is resource intensive where **electronic information management tools** are not enabled.

Some of the communities identified that the 'old' **report** was easier to track and plan. Additionally identifying mistakes associated with **manual collation of information** was easier.

Additionally, the Independent Opportunity Program workflow may result in duplicate **reporting** submitted by the Band and the ASETS operator.

Workflow standards, minimum data collection standards, and reporting reform may address these challenges. Furthermore, integrating these enablers into electronic information management tools also integrates these program requirements effectively and efficiently. Therefore the impact of change for the staff and communities may be reduced.

- From an implementation perspective the Independent Opportunity Program appears to be weak and may not realize the transformational change that is expected from this **program** (e.g. a 6 week cycle to develop employment skills does not necessarily affect change or income expansion; lack of connection with employers once a member gains employment is non-existent and may cause the inability for a member to maintain employment; etc.).

A more extensive understanding of how best to implement the vision of this program may be required.

- The **workflow integration and information sharing** requirements to support the IA involves gathering information from various government agencies however the duration it takes to obtain the information results in a high potential to lose the opportunity of engaging a member and maintaining the supporting relationship. This issue also results in an increased workload. Additionally sharing of information is relationship based and challenges are imposed as/when parties leave an organization or away temporarily.

Integrated workflow processes would identify the critical information requirements from the applicable external resources. A privacy framework and information sharing arrangements could then be pursued to more efficiently obtain information; and direct access to specific government information management systems may be enabled.

- The community does not have **analytical resources** available to support assessing population wellness and trends.

Providing access to analytic resources (e.g. human resources who have tools) may assist the community in evaluating services, adapting and transforming.

- Members may be receiving income assistance or employment development skills training from provincial agencies, however this information is not known by the community as the community does not have **access to aggregated provincial** information. Therefore, having a complete understanding of a community's wellness relative to income assistance and employment cannot be truly known.

A privacy framework inclusive of the full implementation of First Nations client identification and First Nations data governance would support communities in supporting population wellness analysis.

- The **program** (including **workflow, compliancy, reporting**, and consumption of **changes** and add-ons, **manual methods** of processing applications or incomplete set of **electronic information management tools**) implementation appears to demonstrate that the **workload** of the Social Development Workers varies significantly across the communities (e.g. 100+ cases per SDW in one area versus 8 cases in another). *[It is noted that workload analysis was not a specific component of the scope of this report. Although the exact hours of a given SDW was not solicited there is still a perception that there are significant variances in the workload.]*

Workload management should be considered as part of this program. Higher workloads result in inconsistencies, reduced services to support new components of the workflow, reduced actualization of changes to support transformation, and reduced services to the clients. Additionally higher workloads require more resources to manage a program. For example: electronic information management tools make processes and oversight more efficient and effective, human resources are required to manage a team, etc.

- **Program changes** occur without sufficient notice to the communities. This makes adapting more challenging and in some cases key changes may not be implemented due to constraints in resourcing, funding, workload, alignment to information management tools, etc. For communities who use electronic information management tools it makes it more challenging as system configuration changes or enhancements may be required. Additionally as/when additions are made to the program they are not recognized in the funding model (e.g. the perception is that the implementation of Active Measures came at a time when the program funding was cut. The effort to implement Active Measures is greater. Thus the quality of service delivery and management of this program was/is highly affected.

The development of a program change management model that provides effective management of changes and enables communities with sufficient time to adapt to a change is required. Considerations of electronic information management tools are required to be enabled as part of change management.

- Some aspects of the program align to the provincial practices and would be more effective to integrate into the AANDC IA **program**. Additionally input from the community is essential to operating the IA **program**.

A service design review may address this issue.

- The staff participating in various group events, community workshops, bulletins, council notifications, etc. These services appear to not be considered in the **funding** or **reporting** models.

A service design review may address this issue.

- There is no program requirement to track applications that were ineligible. These results are not enabled to identify the needs vs the service being delivered leaving a gap in understanding of the **program**. For example, PPMB clients do not receive certain benefits and yet they need the benefit. Charting barriers is needed.

A service design review may address this issue and supporting electronic information management tools would assist this issue.

- Some communities have been able to implement direct deposit functionality where others have not. A universal workflow and electronic information management tools to support the workflows would add significant value and align with industry practices.

A service design review may address this issue and supporting electronic information management tools would assist this issue.

- The implementation of electronic information management tools supports minimum requirements but does not include the implementation of a **privacy framework** to understand and apply industry best practices for retention and disposal of records, **workflow** re-engineering to transition from paper-based methods to electronic information management, etc. Furthermore, those that have some processes in place the ability to maintain and expand these to meet the industry best practices are limited or non-existence. These foundational components of operating the **program** may not be considered in the funding model possibly because it is service based funding and reporting.

A service design review that includes an impact assessment and change management model may.

3. Program: Assisted Living

The Assisted Living Program is an Income dependent residency-based program that provides funding to assist in non-medical, social support services to seniors, adults with chronic illness, and children and adults with disabilities (mental and physical) so that they can maintain functional independence and achieve greater self-reliance. There are three major components to the program; in-home care, adult foster care and Institutional care. In-home care provides financial assistance for non-medical personal-based care for all individuals who need assistance with activities of daily living. Adult foster care and institutional care provide funding for eligible individuals in need of personal non-medical care in a supported living environment. The expected outcome for the Assisted Living Program is that individuals maintain their independence for as long as possible while maximizing the quality of their daily experience at home and in the community.

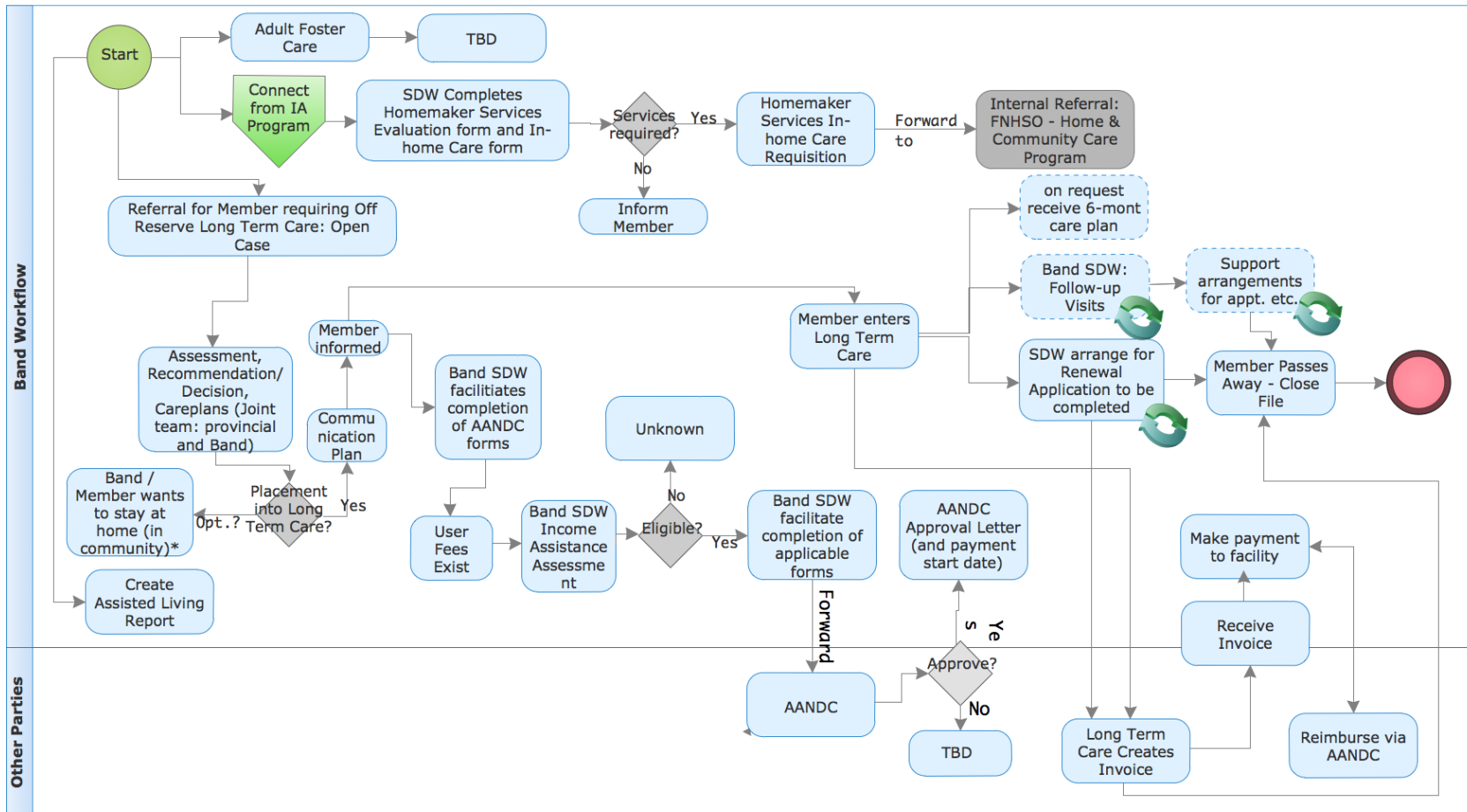
The fourth component of the Assisted Living program is the Disabilities Initiative which funds projects to improve the coordination and accessibility of existing disability programs and community services to persons living on reserve. The Disabilities Initiative provides approximately \$1 million annually to fund eligible projects. These eligible projects can include components such as advocacy, public awareness and regional workshops. A call for funding proposals is issued once a year; funding application forms are available from AANDC's regional offices.⁵

⁵ Program description provided via AANDC's website: <https://www.aadnc-aandc.gc.ca/eng/1100100035250/1100100035251#>

3.1. Workflow – Assisted Living

Diagram 6 outlines part 1 of the universal workflow associated with Assisted Living program.

Program: Assisted Living



*Service may or may not be enabled

Diagram 6 - In-home Assisted Living – Workflow

3.2. Dataflow – Assisted Living

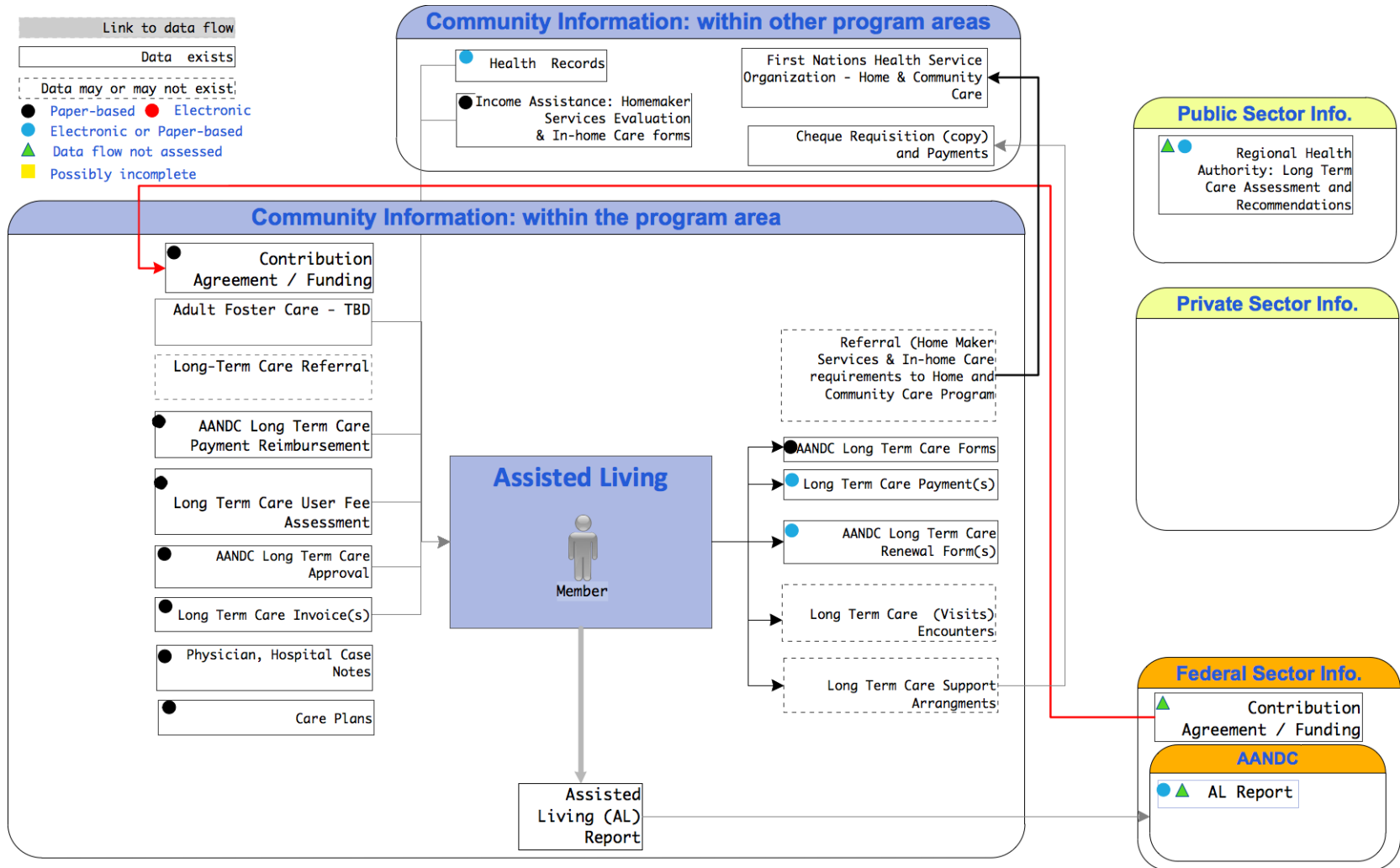


Diagram 7 - In-home Assisted Living – Dataflow

3.3. General Comments & Observations – Assisted Living

The following general comments and observations are provided in the context of the program workflow and data diagram:

- The communities that participated in this report were not aware of the ‘adult foster care’ component of this **program** however there is an expressed interest in understanding this component to better determine if their community can better support seniors to retain residency on reserve when they’ve transitioned from independence to dependency. Additionally members desiring to stay within their community require long-term care services/support facilities to respect their ability to have the security of their community, and continue contributing to their community.

A program evaluation may assist in identifying the requirements, needs and funding.

- The Homemaker Services appear to always be initiated by the Income Assistance program and referred to the Health Services departments for service delivery. The Health Services department re-evaluates the service requirements and maintains continued evaluations and delivers the services. In some cases the Health Services department reports service delivery back to the Income Assistance department for funding purposes only. This **program component and workflow** may appear to cause duplication of evaluation services with no effective connection between the two departments. Furthermore, **funding reporting** may be occurring by both departments.

This component of the program may be more suited to reside in the Health Services department whereby Income Assistance could explicitly ‘refer’ the individual to Health Services and Health Services assess requirements in context of wellness (physical, mental, etc.) and provide integrated homemaker and health services. The Health Services funding would then be enabled to address these integrated challenges an individual may have.

- The provincial public health process for assessing and recommending a member to enter into Off Reserve Long Term Care is recognized by, and possibly a requirement of the Income Assistance program. However once the decision is made and a facility is identified, the Income Assistance **program and workflow** is required to complete a set of AANDC related forms to support review/approval into the Off Reserve Long Term Care and reimbursement of user fees not paid for by the province. It appears there is some resistance in provincial providers to complete these forms, perhaps because it is a **replication of processes** already performed by the province. Additionally the **workflow process** for AANDC to review/approve is lengthy and in the interim the member is typically transferred to the facility.

The **workflow** for payment of user fees requires the community to pay for facility and then seek reimbursement by AANDC which takes considerable time.

The **workflow** also requires the community to do an annual assessment to re-affirm a member is requiring continued financial support to supplement the user fees associated with a member that is in a facility. This re-affirmation is sent to AANDC. In some scenarios the member may reside in a facility that is far away from the reserve and the travel associated with facilitating this annual assessment requirement is **not funded**. Further, a similar or equivalent assessment may be completed through programs administered by the province, and therefore consideration of **program workflow** integration may result in reducing this need and eliminating a duplication of activity and data collection.

Since members are taken off reserve they often experience reduced connection with their community. To help the member stays connected the Social Development Workers coordinate volunteers/services to support the member and/or perform specific services (e.g. taking a member to an appointment, bringing them to a community event, etc.), coordinating other providers, initiating patient travel etc.. In essence these services may be viewed as an extension of the Home and Community Care **program** and the variance is that the member's home is off reserve but only because there are no on-reserve facilities. These services are not **funded** within the Income Assistance program and yet are a recognized aspect of Off Reserve Long Term care.

The majority of this program appears to primarily engage health care providers and it appears that the Income Assistance **program** plays a role only in the support of paying the additional user fees of a long-term facility. Therefore this component of Income Assistance may be better suited to be cooperatively operated by Income Assistance and Health. However if the user-fees are never denied and typically with long-term care the member remains in the facility until end of life perhaps the full program is more effectively supported in the health sector.

Lastly **information sharing** between community departments and external organizations/providers is based on relationships rather than a foundational **privacy framework**. This affects workflows and at times resistance in meeting the needs of the members.

This program is well suited for an end-to-end review that considers the integration of provincial process, reduces effort and timelines to review/approve applications, reimburse payments, inform the funding model, and consider workflow integration with the Home and Community Care program. Additionally where workflow integration exists it needs to be supported by a privacy framework that enables information sharing amongst community departments and external providers/organizations.

- The role of the Social Development Worker is a central collaborative resource that often brings together multiple services, across multiple programs distributed across many departments (i.e. Income Assistance, Assisted Living, Health, Education, Housing, etc.). However the **funding model** is **program** driven and does not recognize the workload and complex nature of a Social Worker. Departments are left with building in Social Worker

services within different resources/skill sets and sectors. Workload management and standards for Social Working services are complex and not fully realized or considered.

A service design review may address this issue.

4. Program: Home and Community Care

Health Canada works with First Nations and Inuit communities in developing comprehensive home and community care services that respect traditional, holistic and contemporary approaches to healing and wellness.

These services assist people who have chronic and acute illnesses receive the care they need in their home or community. Care provided in these familiar settings allows First Nations people and Inuit to be close to their loved ones as long as possible and to keep their independence.

Home and community care may include nursing care, personal care such as bathing and foot care, home support such as meal preparation, and in-home respite care, that is, caring for someone while family members have a rest.⁶ In British Columbia this program is now funded through the First Nations Health Authority.

⁶ Program description and picture provided via Health Canada's website: <http://www.hc-sc.gc.ca/fniah-spnia/services/home-domicile/index-eng.php>

4.1. Workflow – Home and Community Care

Diagram 8 outlines the universal workflow associated with the Home and Community Care program.

Program: Home and Community Care

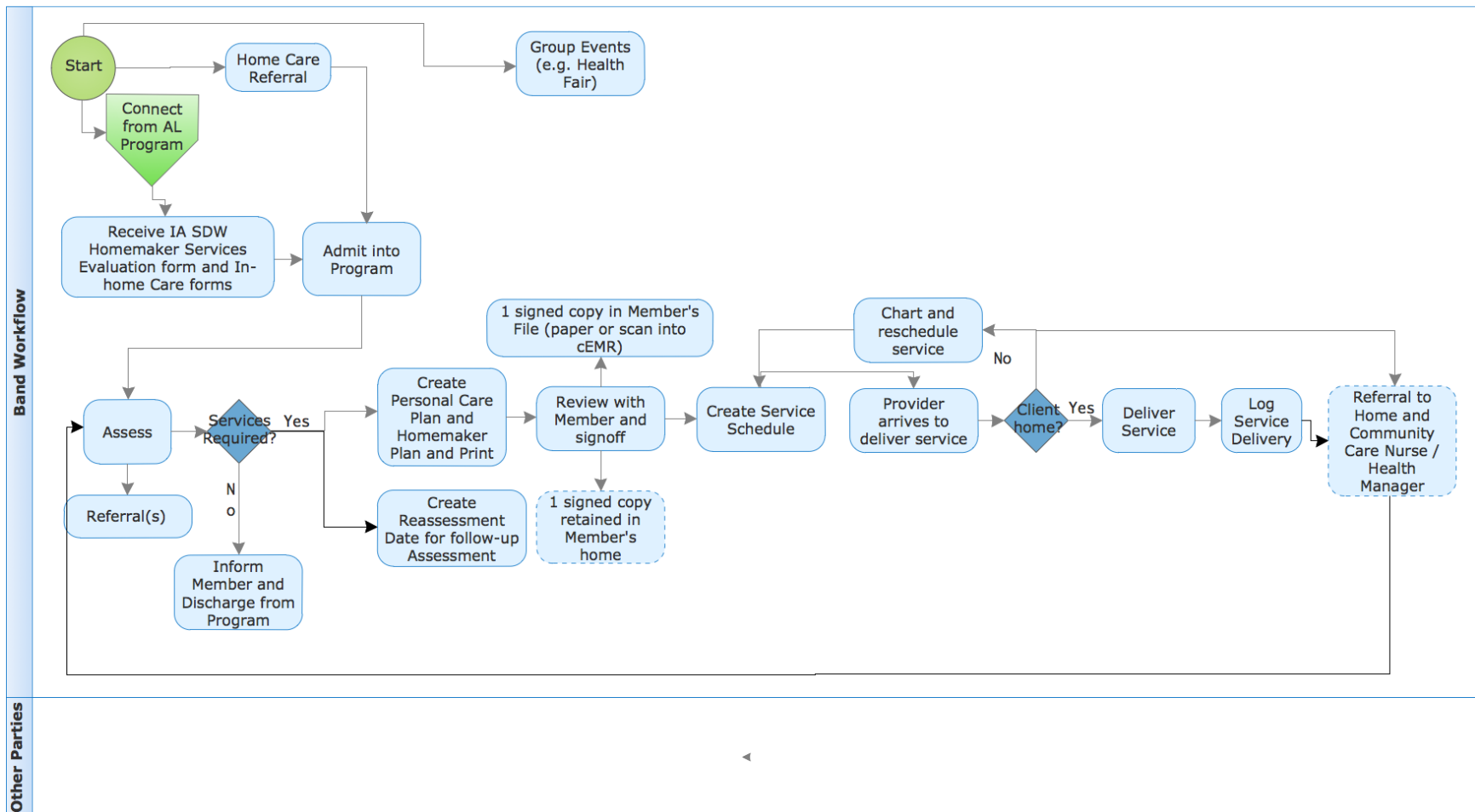


Diagram 8 - Home and Community Care – Workflow

4.2. Dataflow – Home and Community Care

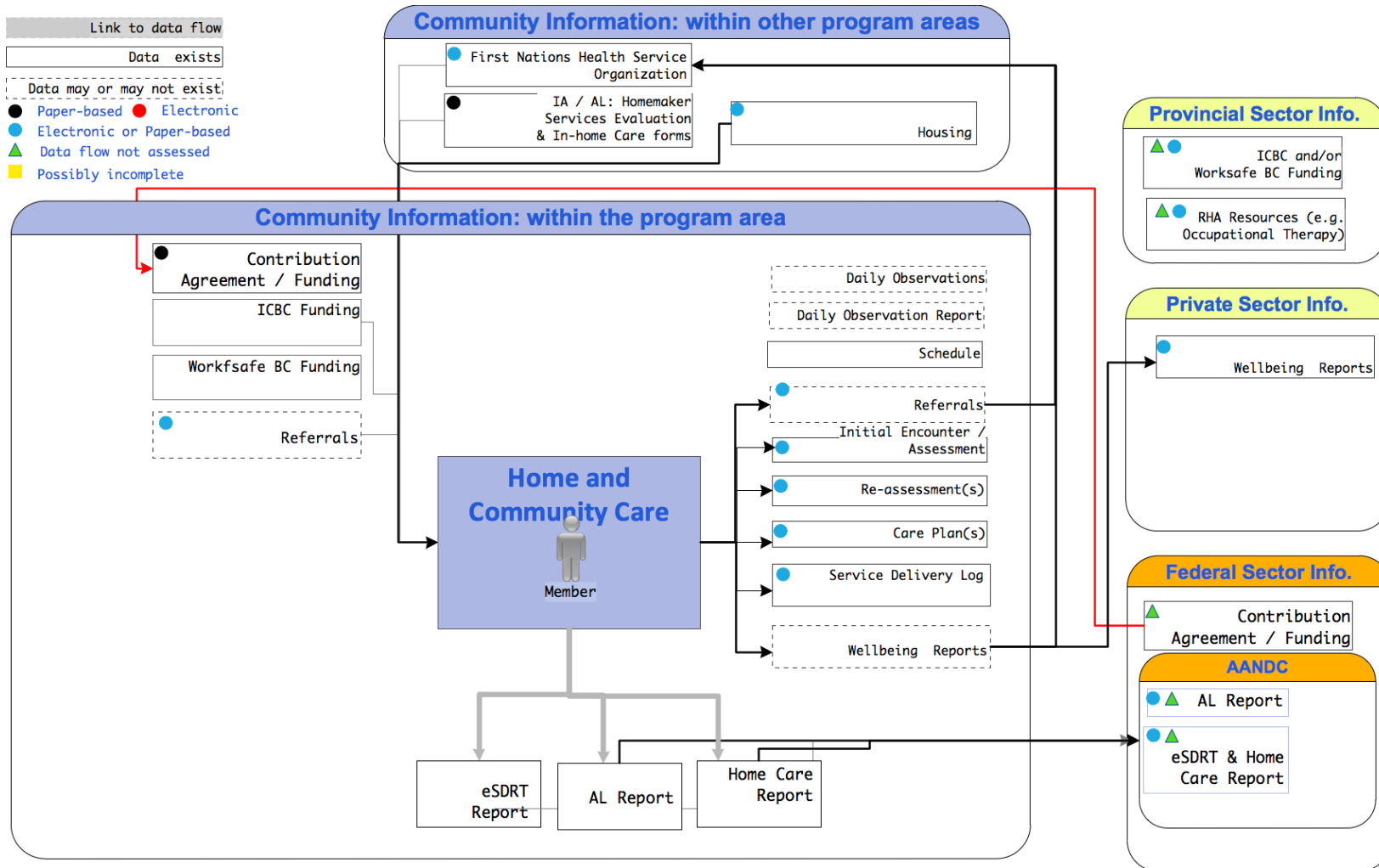


Diagram 9 - Home and Community Care - Dataflow

4.3. General Comments & Observations – Home & Community Care

The following general comments and observations are provided in the context of the program workflow and data diagram:

- As indicated in the Income Assistance program observations, the IA Homemaker Services **workflow** is initiated by the Income Assistance program and referred to the Health Services departments for service delivery. The Health Services department **workflow** re-evaluates the service requirements and maintains continued evaluations and delivers the services. In some cases the Health Services department reports service delivery back to the Income Assistance department for funding purposes only. This workflow may appear to cause **duplication of workflow** because both departments are evaluation services with no effective connection between the two departments. Furthermore, **funding reporting** may be occurring by both departments.

This component of the program may be more suited to reside in the Health Services sector whereby Income Assistance could 'refer' an individual to Health Services and Health Services operate the full suite of Homecare services.

- Home and Community Care consists of **integrated workflows** between nurses and personal care workers/aides. The ability to schedule, manage resources and report on the services effectively and efficiently benefits the coordination and integration of various services as well as the overall management of the program. Some communities are benefiting from the use of **electronic information management tools** that have been designed to directly support this program. Communities that don't have these tools are greatly disadvantaged insofar that time is expended performing tasks manually which results in inefficient methods of operating and significantly reduces the capacity to deliver services and support the community.

Provisioning all communities with electronic information management tools will enable staff to be equally effective for their communities.

- **Program changes** occur without sufficient notice to the communities. This makes adapting more challenging. For communities who use electronic information management tools it makes it more challenging as system configuration changes or enhancements may be required. Furthermore where there are multiple tools used for the same program it results in duplicating funding to support the change.

The development of a program change management model that provides effective management of changes and enables communities with sufficient time to adapt to a change is required. Considerations of electronic information management tools are required to be enabled as part of change management.

- The **report** for this program takes significant effort to produce. For those communities with **electronic information management tools** that support the report the effort is

significantly reduced however as/when **changes** are invoked there is no lead-time for the communities to adapt their workflows and/or the systems they use. For those communities that don't have electronic information management tools the effort to support the community members is diverted to reporting rather than service delivery.

Provisioning all communities with electronic information management tools is considered to be a foundational requirement to support this program. Enabling a change management process that considers the impact to the community is also a requirement for communities.

- Personal care workers/aides visit the home on a more regular basis. The charting of a member's wellness and/or enacting referrals are typically done informally by verbally connecting with the nurse and **workflows** are inconsistent. This practice impedes the maintenance of an accurate longitudinal client-centric **chart**.

A standardized workflow and minimum data collection standard would assist in addressing this issue.

- The **report** for this program does not include all aspects of service delivery (e.g. travel time, charting and referrals). Therefore an accurate understanding of this program cannot be attained.

A program review that informs funding may assist in addressing this issue.

- The current population health issues in the community affect this **program**. The current funding model may not be considering this variance.

A program review that informs funding may assist in addressing this issue.

- The workflow consists of leaving list of Personal Care Services and clinical notes etc. for a client in the client's home. This enables the care workers, clients, and a client's advocates to share this information; and as/when the worker delivers the service they have a reference and can make notes for the client/advocates. Currently this information is located in a central part of the home, which makes it accessible to anyone living or visiting in the home. Many clients are concerned about **privacy** and want this information to be confidential. Additionally the service includes providing personal care pertaining to a client's health (e.g. vital signs, wound care, bathing, etc. In some scenarios sharing this information is done informally between a care worker and the Homecare Nurse; or formally where enhanced workflows exist and/or where electronic information management tools have been implemented. Additionally workflows vary with regard to whether this information is shared external care providers (e.g. the client's physician or specialist) and if so when it is shared.

Provisioning a client, their circle-of-care team (community-based providers directly or indirectly connected to the community, and external providers) and their trusted advocates to have access to an electronic method of sharing information may address this issue; and enabling this access

to be consent-based as defined by the client would add significant value in managing health information using a client-centric circle-of-care model. A privacy framework that includes a set of resources (electronic tools, policy and procedure templates, consent model and templates, etc.) also addresses this issue. Additionally reflecting universal workflows that help guide information sharing and electronic information management tools. Additionally, by enabling the home care providers with an easy method (e.g. electronic information management tools) for sharing clinical information (e.g. vital signs etc) the member's physician could potentially also be enabled with that information and add significant value.

- **Program changes** occur without sufficient notice to the communities. This makes adapting more challenging. For communities who use electronic information management tools it makes it more challenging as system configuration changes or enhancements may be required. Furthermore where there are multiple tools used for the same program it results in duplicating funding to support the change.

The development of a program change management model that provides effective management of changes and enables communities with sufficient time to adapt to a change is required. Considerations of electronic information management tools are required to be enabled as part of change management.

- The **Program** does not consider inclusion of advocates or prevention therefore transforming to a wellness model will be more challenging.

A service design review is required to consider this issue.

4. Enabler Framework

Based on the analyses conducted on the in-scope program areas, a number of “enablers” have been identified to enhance and improve program delivery, information management and data governance. These enablers have been categorized and summarized below in an “Enabler Framework” and the following Enabler framework requirements have been identified to support First Nations having local, timely and accurate data, upon which to base decisions.

4.1. Universal Enablers

Universal Enablers	
<i>1. Enable Privacy and Information Sharing Framework Infrastructure for First Nations Service Organizations</i>	
Business	<ul style="list-style-type: none"> • Support development of Nation based privacy principles to guide information protection • Support implementation of Nation based Privacy and Security Policies/Procedures that conform to a minimum universal standard. • Develop monitoring and audit requirements and processes. • Establish ‘certification’ mechanism of privacy standards adherence to foster recognition of standard by external service agencies and/or information sharing partners.
Funding	<ul style="list-style-type: none"> • One-time Nation based investment to provision and implement Privacy and Security Policies/ Procedures that meet a universal minimum standard and align with the service delivery partners. • One-time investment to develop an Information Management Access Model including an access audit program. • Provision ongoing Nation-based funding to support the maintenance of privacy policies/procedures and general organizational privacy culture. • Provision ongoing Nation-based funding to access privacy and security expertise on an as-needed basis; and a resource to liaison to support First Nations interests in various forums such as privacy councils, privacy and security conferences, etc.
IM Standards	<ul style="list-style-type: none"> • Develop system standards for functions that support the protection of information stored within a computer-based system (e.g. authentication and access model, user access audit, disclosure directives, etc.).
Solutions	<ul style="list-style-type: none"> • Develop a common set of system tools to support the applicable system based IM Standards (e.g. authentication and access model, user access auditing tool, etc.).

<i>2. Enable a universal data dictionary that supports First Nations programs (i.e. program management, service delivery, monitoring/evaluation, forecasting, funding, etc.). {This ensures all parties are speaking the same language when collecting, storing, managing or reporting information. Data elements characteristics may include defining: common name; meaning(s); mandatory business rules for collection; mandatory business rules for storing in a computer-based system; type (e.g. numerical, alphanumeric, etc.); minimum # of characters (i.e. length); if required key notes such as relationship to data governance or another data element if required, etc.}</i>	
Business	<ul style="list-style-type: none"> • Develop data dictionary describing characteristics of key data elements. • Develop a change management process that supports updating/changing the data dictionary. • Develop a universal policy that requires program funding agencies, program managers and service delivery providers, and paper-based or computer-based information management systems to adhere to the data dictionary.
Funding	<ul style="list-style-type: none"> • One-time investment to develop and adopt the data dictionary. • One-time investment to develop a priority-based implementation plan that supports

	assessing and remediating changes. <ul style="list-style-type: none"> • Provision ongoing funding to support enhancing policies/procedures maintaining data dictionary.
IM Standards	
Solutions	<ul style="list-style-type: none"> • Provision a tool to manage and publish the data dictionary.

3. Enable a Nation and Community-based Data/information Governance Framework	
Business	<ul style="list-style-type: none"> • Design the data governance model. • Develop a plan and a process to identify required legislative changes and support the implementation of these legislative changes. • In absence of having necessary legislation (and recognizing that legislative change occurs slowly) develop interim policies/ procedures for data governance; and an associated implementation plan.
Funding	<ul style="list-style-type: none"> • Provision one-time funding to support activities involved in the Business section. • Provision ongoing funding to support maintaining the policies/procedures. • Provision ongoing funding for the Nation or its mandated agencies to access data governance expertise on an as-needed basis; and a resource to act as a central data steward to support First Nations interests in various forums such as data governance committees, access to information stored by a 3rd party, etc.
IM Standards	<ul style="list-style-type: none"> • Develop data standards that identify <i>Community</i> data/information; and integrate into the Data Dictionary (i.e. enabler #2). • Integrate data governance into the Privacy and Security policies/procedures (i.e. enabler #1).

3.1 Enable Capacity for Information Sharing that supports and reflects the Nation and Community-Based Data Governance and Privacy (enablers #1, #3)	
Business	<ul style="list-style-type: none"> • Develop ISA template for sharing information internally (i.e. working with other departments within a Community and/or First Nations organizations directly linked to the Community). • Develop an ISA template for sharing information with other service organizations and regionalized First Nations organizations. • Develop an ISA template for sharing information with provincial or Canadian federal government agencies involved in program/service delivery integration. • Develop ISA template for sharing information with other parties (e.g. external research, external providers, etc.).
Funding	<ul style="list-style-type: none"> • One-time investment to develop the ISA templates and provision legal reviews. • Provision ongoing funding to support the capacity to leverage ISA templates and implement ISAs when required, including the necessary reviews and approvals. • Provision funding to support the application and management of ISAs. .
IM Standards	
Solutions	<ul style="list-style-type: none"> • A System tool that supports each Community or First Nation organization directly linked to a Community, to track and manage their ISAs (part of P&S Framework).

4. Enable Trend Analysis and Forecasting and other Business Intelligence capacities at the Nation level	
Business	<ul style="list-style-type: none"> • Differentiate between <i>business intelligence metrics</i> (for Nation based monitoring and quality improvement/wellness planning) versus <i>accountability/conformance metrics</i> (for the purpose of investment monitoring by funders). • Establish Nation-based best practices in business intelligence analytics – both for service implementation (i.e. # of services that will be delivered in the future, # of human resources required, funding requirements, etc.) and planning and performance monitoring and reporting. • Reports to funders based on accountability/conformance metrics. •
Funding	<ul style="list-style-type: none"> • One time investment to define and integrate metrics into existing workflows each program and implement. • One time funding to configure/enhance data collection and reporting tools. • Ongoing funding to support changing/updating metrics on agreed schedule (e.g. every 3 yrs). • Ongoing funding to provision Human Resource(s) expertise in IM Standards and business analytics.
IM Standards	
Solutions	<ul style="list-style-type: none"> • Provision set of computer-based tools that support: program requirements and transforming (if required), collecting, and collating data; and analyzing data to identify trends and developing forecasts.

5. Enable Effective Management of Program Changes	
Business	<ul style="list-style-type: none"> • Define and standardize agreed upon change management policies, and processes and templates for supporting system-wide program changes in a measured fashion that enhances success and efficiency at the community level (e.g. defines how a change is requested, evaluating the change, identifying the impact and cost of the change, business approval of the change, funding approval, implementation schedule and action plan).
Funding	<ul style="list-style-type: none"> • One-time investment to develop the policies/procedures. • Ongoing funding to support programs in applying the change management framework.
IM Standards	
Solutions	

6. Enable Electronic Information Management (Tools & Analytics)	
Business	<ul style="list-style-type: none"> • Leverage subject matter experts at the community, agency, and vendor levels in maintaining evolving business requirements.
Funding	<ul style="list-style-type: none"> • Incorporate funding for computer-based tools and information management processes in core annual operational funding for programs. • Incorporate funding for human resources to support Nations in gathering business intelligence.
IM Standards	<ul style="list-style-type: none"> • Ensure systems align with program standards defined by the business and/or privacy framework. • Develop a change management process that supports integrating Business and/or privacy

	changes.
Solutions	<ul style="list-style-type: none"> • Provision a set of computer-based tools that conforms to program standards and privacy framework. • Develop methods for gathering and analyzing information.

<i>7. Enable universal program workflows that can be used to align program delivery, balanced investment/outcome accountability, and information management</i>	
Business	<ul style="list-style-type: none"> • Develop the minimum set of core standard or universal workflows that need to be present in the program regardless of the particular and various implementation modality of each Nation. • Provision a mechanism/forum enabling feedback and collective updates of the minimum set of core standard universal workflows. <p><i>Note: The adoption of universal workflows does not influence the individuality and uniqueness of how the service is modeled and offered at the community and Nation level. Instead the universal workflows provide the necessary shared guidance in the development of data collection standards, reporting standards etc.</i></p>
Funding	<ul style="list-style-type: none"> • One-time funding to support the gathering and initial development of the universal workflows • Ongoing funding to support refinements and updates to universal workflows.
IM Standards	<ul style="list-style-type: none"> • Develop system standards for documenting workflows.
Solutions	<ul style="list-style-type: none"> • Provide a portal for authorized parties to access the universal workflows. • Provide a tool to submit feedback and updates; and/or support facilitation tools to enable subject matter experts or champions to review and provide feedback.

<i>8. Enable universal data collection standards</i>	
Business	<ul style="list-style-type: none"> • Develop policies to support adherence to the data collection standards. • Develop common universal program standards (e.g. client identifiers, service delivery identifiers, etc.). • Develop program specific standards (e.g. assessment data collection and management standards, case management data collection and management standards, reporting standards, etc.). • Develop a priority based implementation plan.
Funding	<ul style="list-style-type: none"> • One-time funding to define and develop the standards. • One-time funding to develop the implementation plan. • One-time funding to support the gap assessment and implementation. • Ongoing funding to maintain the standards.
IM Standards	
Solutions	<ul style="list-style-type: none"> • Develop quality management tools to audit the standards.

<i>9. Reporting Reform</i>	
Business	<ul style="list-style-type: none"> • Develop reporting requirements that meet the needs of: communities managing services, nations understanding the population wellness, communities and nations forecasting and trends, and funders. • Wherever possible incur compliancy by applying business rules within the electronic information management tools and refrain from reporting on compliancy. • Enable reports to be electronically generated and submitted. • Establish reporting standards and principles.

	<ul style="list-style-type: none"> • Ensure reporting is governed by data governance.
Funding	<ul style="list-style-type: none"> • Provision capacity to develop reporting standards and principles. • Provision capacity to identify program and funding reporting requirements. • Provision capacity to develop or enhance electronic information management tools to support reporting.
IM Standards	<ul style="list-style-type: none"> • Alignment with efforts to clearly differentiate minimum reporting requirements that are conformance based from other business intelligence and planning reporting
Solutions	<ul style="list-style-type: none"> • Incorporate in the electronic information management tools.

5. Recommendations and Next Steps

A view of key universal enabler areas that surfaced in the analysis of the four program areas in this undertaking suggests four principle work streams going forward and their relative value.

Key Universal Enabler	Focus Area	Recommended Workstream	Aboriginal Head Start	Income Assistance	Home & Community Care	Assisted Living
1. Enable Privacy and Information Sharing Framework infrastructure for First Nations service organizations	Privacy & Security	Nation Based Privacy & Data Governance Frameworks	Foundational-Value Step 1*	Foundational-Value Step 1	Foundational-Value Step 1	Foundational-Value Step 1
2. Enable a universal data dictionary that supports First Nations programs.	Data Dictionary	Data Standards	High-Value-Step 1**	High-Value-Step 1	High-Value - Step 1	High-Value - Step 1
3. Enable Nation and community based Data Governance Frameworks	Data Governance	Nation Based Privacy & Data Governance Frameworks	Foundational-Value-Step 1	Foundational-Value-Step 1	Foundational-Value-Step 1	Foundational-Value-Step 1
4. Enable Trend Analysis and Forecasting and other Business Intelligence capacities at the Nation level	Analytics	Nation Based Electronic IM (Tools & Analytics)	High-Value-Step 1	High-Value - Step 1	High-Value-Step 1	High-Value-Step 1
5. Enable Effective Management of Program Changes	Program Change Management	Service Change and Re-Design	Foundational-Value Step 1	Foundational-Value Step 1	Foundational-Value Step 1	Foundational-Value Step 1
6. Enable Electronic Information Management	IM Tools	Nation Based Electronic IM (Tools & Analytics)	High Value - Step 1 (cEMR)	High-Value - Step 1	High-Value - Step 1 (cEMR)	High-Value - Step 1 (cEMR)
7. Enable universal program workflows that can be used to align program delivery, balanced investment/outcome accountability, and information management	Program and Service Workflow	Service Change and Re-Design	High Value - Step 1	High-Value – Step 1	High-Value - Step 1	High-Value - Step 1
8. Enable universal data collection standards	Data Standards	Data Standards	High-Value-Step 1	High-Value - Step 1	High-Value - Step 1	High-Value - Step 1
9. Reporting Reform	Reporting	Service Change and Re-Design	High-Value-Step 1	High-Value-Step 1	High-Value - Step 1	High-Value - Step 1

* “Foundational-Value Step 1” – a core or baseline capacity required by the demonstration site

** “High-Value - Step 1” – a capacity or development area that represents high value for a Nation and would be an early rather than late effort and investment area

5.1. Demonstration Site Workstreams 2014/2015

The enablers that suggest themselves through this analysis initiative can be grouped into four major workstreams: Nation Based Privacy & Data Governance; Service Change and Service Re-Design; Data Standards; Nation Based Electronic Information Management. The five demonstration sites of the BC First Nations Data Governance Initiative will provide a manageable implementation scope for advancing these efforts. The following subsections provide a suggested outline of what should be achieved in these workstreams in the upcoming fiscal year and describe a high-level approach. Although primarily conceived in the context of the four program areas focused on in this initiative, there is general applicability to the human service stream of First Nations programs and service areas.

5.1.1. Nation Based Privacy & Data Governance

Formalized, Nation based, privacy & security processes, information sharing, and Nation Based Data Governance is a foundational enabler that most Nations would recognize as an infrastructure component that warrants investment and strengthening. It not only is a contributor to safe quality service and operations, but it provides the assurances, clarity, and confidence that a Nation’s information assets are appropriately determined and stewarded by the Nation itself rather than external parties. Additionally, it provides a pathway for managing and controlling the selective sharing of information in the meeting of operational objectives as set by the Nation. The following outcomes are recommended targets for the five demonstration sites:

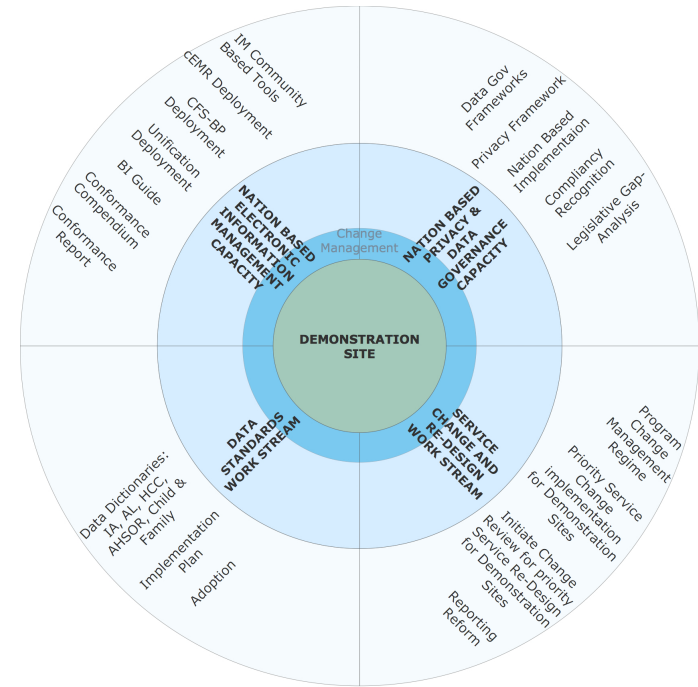


Diagram 10 – Demonstration Site Workstreams

Target	Metrics	Approach at Demonstration Sites for BC FN Data Governance Initiative
i) Approved Nation based Data Governance Model and Framework at each Demonstration site.	<ul style="list-style-type: none"> Approval: formal decision by Nation and/or organizational governance Minimum scope of application: health, income assistance, education, child & family services. Model is unique to the Nation while being interpretably commensurate or translatable in the 	<ul style="list-style-type: none"> Provision of educational and knowledge transfer sessions and facilitative resource on Data Governance and Data Governance models Develop optional models to support decision making in formation of the Data Governance model for a particular Nation

	<p>context of data governance for external parties.</p> <ul style="list-style-type: none"> Model is consistent with existing provincial legislation or formally established Nation based legislation. 	<ul style="list-style-type: none"> Validation process of general applicability and commensurability including legal review Supported review and approval process, Develop an implementation plan based on change management processes.
ii) Approved and implemented Privacy & Security Framework at each of the Demonstration sites	<ul style="list-style-type: none"> Approval: formal decision Nation executive members and appropriate management Staff P&S Training Minimum scope of application: health, income assistance, education, child & family services. Policy is active Baseline Privacy Impact Assessment(s) Baseline Security Risk Assessment(s) Mitigation Action Plan 	<ul style="list-style-type: none"> Provision of privacy & security educational and knowledge transfer sessions (management levels) Provision of baseline toolkit for Privacy & Security policies and procedures – leveraging existing work in BC; supported Nation based review and development Supported approval, implementation and change management regarding P&S policies and procedures: income assistance, health, education, child & family services. Validation process of general applicability and commensurability Supported approval, implementation, change management processes, and community-based communication plan
iii) Identify required legislative change for First Nations Privacy & Security	<ul style="list-style-type: none"> Identify the legislative weakness, gaps or barriers to the protection and recognition of “community and/or Nation” information Identification of legislative change potential or pathway 	<ul style="list-style-type: none"> Provision supporting resources Facilitate Consult with legal counsel

5.1.2. Service Change and Service Re-Design

Target	Metrics	Approach at Demonstration Sites for BC FN Data Governance Initiative
iv) Documented Program Change Management Regime	<ul style="list-style-type: none"> An ongoing policy / collective agreement regarding how system wide changes to programs will proceed Documented change initiation process Documented change review/evaluation Documented impact assessment process of change and mitigation and adaptation plan and timeline 	<ul style="list-style-type: none"> The purpose of this milestone is to ameliorate the top down approach to program changes that leave parties limited ability to accommodate or input effectively. An agreed upon change management regime is a working commitment across the Nations, service delivery organizations/departments, and funders.

	<ul style="list-style-type: none"> • Documented business approval of the change • Funding approval and sustainability • Implementation schedule and action plan 	<ul style="list-style-type: none"> ○ This will be the foundational step in the service re-design workstream as both a tool for future changes, but also to guide and shape the service re-design efforts as part of the current effort or workstream. ○ Procure supporting resources ○ Provision of baseline content areas and drafts to facilitate discussion, review, adaptation ○ Collective development and review across representatives of the five demonstration sites and funder representatives ○ Validation and collective “sign-on”
v) Service Change and Service Re-Design: Income Assistance (IA)	<ul style="list-style-type: none"> • Identification of a manageable number of program or “service change” aspects that: i) advance the goals of increased First Nations Data Governance capacity, increased First Nations Information Management Capacity, and service effectiveness/efficiency; ii) do not alter existing conformance requirements/mandates for the program • Identification of a number of key program or “service re-design” aspects that will require altering existing conformance requirements/mandates for the program. • Application of program change management regime achieved in previous target to identified “service change” aspects. • Complete the ‘change initiation’ step in the program change management regime for the identified “service re-design” aspects, and begin the more extensive change dialogue and process that this level of change will require. 	<p>“Service Change” is delineated in the first bullet of metrics “Service Re-Design” is delineated in second bullet of metrics</p> <ul style="list-style-type: none"> ○ Provision supporting resources ○ Facilitated demonstration site Service Change identification ○ Facilitated demonstration site “Service Re-Design” identification ○ Facilitated alignment of change foci and efforts across the five demonstration sites ○ Implementation of change management processes
vi) Service Change and Service Re-Design: Assisted Living In-Home Support (AL)	<ul style="list-style-type: none"> • Identification of a manageable number of program or “service change” aspects that: i) advance the goals of increased First Nations Data Governance capacity, increased First Nations Information 	<p>“Service Change” is delineated in the first bullet of metrics “Service Re-Design” is delineated in second bullet of metrics</p> <ul style="list-style-type: none"> ○ Provision supporting resources ○ Facilitated demonstration site Service Change identification

	<p>Management Capacity, and service effectiveness/efficiency; ii) do not alter existing conformance requirements/mandates for the program</p> <ul style="list-style-type: none"> • Identification of a number of key program or “service re-design” aspects that will require altering existing conformance requirements/mandates for the program. • Application of program change management regime achieved in previous target to identified “service change” aspects. • Complete the ‘change initiation’ step in the program change management regime for the identified “service re-design” aspects, and begin the more extensive change dialogue and process that this level of change will require. 	<ul style="list-style-type: none"> ○ Facilitated demonstration site “Service Re-Design” identification ○ Facilitated alignment of change foci and efforts across the five demonstration sites ○ Implementation of change management processes
vii) Service Change and Service Re-Design: Home and Community Care (HCC)	<ul style="list-style-type: none"> • Identification of a manageable number of program or “service change” aspects that: i) advance the goals of increased First Nations Data Governance capacity, increased First Nations Information Management Capacity, and service effectiveness/efficiency; ii) do not alter existing conformance requirements/mandates for the program • Identification of a number of key program or “service re-design” aspects that will require altering existing conformance requirements/mandates for the program. • Application of program change management regime achieved in previous target to identified “service change” aspects. • Complete the ‘change initiation’ step in the program change management regime for the identified “service re-design” aspects, and begin the more 	<p>“Service Change” is delineated in the first bullet of metrics “Service Re-Design” is delineated in second bullet of metrics</p> <ul style="list-style-type: none"> ○ Provision supporting resources ○ Facilitated demonstration site Service Change identification ○ Facilitated demonstration site “Service Re-Design” identification ○ Facilitated alignment of change foci and efforts across the five demonstration sites ○ Implementation of change management processes

	extensive change dialogue and process that this level of change will require.	
viii) Service Change and Service Re-Design: Aboriginal Head Start On Reserve (AHSOR)	<ul style="list-style-type: none"> • Identification of a manageable number of program or “service change” aspects that: i) advance the goals of increased First Nations Data Governance capacity, increased First Nations Information Management Capacity, and service effectiveness/efficiency; ii) do not alter existing conformance requirements/mandates for the program • Identification of a number of key program or “service re-design” aspects that will require altering existing conformance requirements/mandates for the program. • Application of program change management regime achieved in previous target to identified “service change” aspects. • Complete the ‘change initiation’ step in the program change management regime for the identified “service re-design” aspects, and begin the more extensive change dialogue and process that this level of change will require. 	<p>“Service Change” is delineated in the first bullet of metrics “Service Re-Design” is delineated in second bullet of metrics</p> <ul style="list-style-type: none"> ○ Provision supporting resources ○ Facilitated demonstration site Service Change identification ○ Facilitated demonstration site “Service Re-Design” identification ○ Facilitated alignment of change foci and efforts across the five demonstration sites ○ Implementation of change management processes
ix) Rationalized Report Pilot	<ul style="list-style-type: none"> • A simplified, rationalized, reporting model exclusively for conformance elements for the programs: IA, AHSOR, AL, HCC, Child and Family. 	<ul style="list-style-type: none"> • Provision supporting resources • With the distinction between conformance/accountability reporting from business intelligence and planning reporting (as per enabler 4) creation of a documented list of minimum <i>conformance specific</i> data elements for IA, AHSOR, AL, HCC, Child and Family. • Documented disclosure and access map for data elements by funder • Rationalized conformance report model and templates • Validation process • Documented analysis of conformance to Nation Based Data Governance models

		<ul style="list-style-type: none"> • Impact assessment and mitigation plans • Implement for two quarters and review (potential requirement for double reporting during the trial)
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5.1.3. Data Standards

Target	Metrics	Approach at Demonstration Sites for BC FN Data Governance Initiative
x) Establish a Data Dictionary Framework for First Nations Human Services	<ul style="list-style-type: none"> • Data Dictionary Framework for organizing, categorizing, and maintaining data elements for Income Assistance, Assisted Living, Home and Community Care, and Child & Family Services programs. • Provides guidance for populating framework • Provides common best practices and standards to be considered in populating data dictionary for the identified program areas • Validated by the five demonstration sites 	<ul style="list-style-type: none"> ○ Provision resources for the development of the Data Dictionary Framework ○ Identify key subject matter experts at the demonstration sites and program funders, and vendors of cEMR, BP, Unification ○ Validate framework for BC FN Data Governance Initiative
xi) First Draft of Data Dictionary core data elements: Income Assistance Program	<ul style="list-style-type: none"> • Core data elements catalogued and defined in terms of name, description, type, length, format, and types of relationship to other data elements, access type. • Rationalized version of dictionary relative to the drafts of the other program areas 	<ul style="list-style-type: none"> ○ Provision resources for the development of the Data Dictionary Framework ○ Identify key subject matter experts at the demonstration sites and program funders, and vendors of cEMR, BP, Unification ○ Validate framework for BC FN Data Governance Initiative
xii) First Draft of Data Dictionary core data elements: Assisted Living program	<ul style="list-style-type: none"> • Core data elements catalogued and defined in terms of name, description, type, length, format, types of relationship to other data elements, access type. • Rationalized version of dictionary relative to the drafts of the other program areas 	<ul style="list-style-type: none"> ○ Provision resources for the development of the Data Dictionary Framework ○ Identify key subject matter experts at the demonstration sites and program funders, and vendors of cEMR, BP, Unification ○ Validate framework for BC FN Data Governance Initiative
xiii) First Draft of Data Dictionary core data elements: Home & Community Care	<ul style="list-style-type: none"> • Core data elements catalogued and defined in terms of name, description, type, length, format, types of relationship to other data elements, access type. • Rationalized version of dictionary relative to the 	<ul style="list-style-type: none"> ○ Provision resources for the development of the Data Dictionary Framework ○ Identify key subject matter experts at the demonstration sites and program funders, and vendors of cEMR, BP, Unification

	drafts of the other program areas	<ul style="list-style-type: none"> ○ Validate framework for BC FN Data Governance Initiative
xiv) First Draft of Data Dictionary core data elements: Child & Family Services	<ul style="list-style-type: none"> • Core data elements catalogued and defined in terms of name, description, type, length, format, types of relationship to other data elements, access type. • Rationalized version of dictionary relative to the drafts of the other program areas 	<ul style="list-style-type: none"> ○ Provision resources for the development of the Data Dictionary Framework ○ Identify key subject matter experts at the demonstration sites and program funders, and vendors of cEMR, BP, Unification ○ Validate framework for BC FN Data Governance Initiative
xv) Implementation for demonstration sites	<ul style="list-style-type: none"> • An implementation plan for adoption by demonstration sites • Impact assessment and identification of remediation actions • Enact implementation plan • Supported change management 	<ul style="list-style-type: none"> ○ Provision resources to conduct the impact assessment that considers the 5 demonstration sites and possible impacts to other existing processes/organizations ○ Provision resources to collaborate with the 5 demonstration sites to develop priorities and determine a pathway to implementation

5.1.4. Nation Based Electronic Information Management

Target	Metrics	Approach at Demonstration Sites for BC FN Data Governance Initiative
xvi) Deployed cEMR at each of the five demonstration sites health service organization(s).	<ul style="list-style-type: none"> • Utilize workflows for Nation based configuration • Service / Maintenance plan that includes: configuration, installation, user training, ongoing maintenance and upgrades • Adoption by relevant program area staff • Annual funding provision 	<ul style="list-style-type: none"> ○ Identification of solution cost ○ Provision of funding to demonstration site ○ Establish Service Level Agreement (SLA) between demonstration site and vendor ○ Utilize vendor SLA deployment which includes training, configuration, installation, support and maintenance
xvii) Deployed CFS-BP at each of the five demonstration sites that have C&F services agency.	<ul style="list-style-type: none"> • Utilize workflows for Nation based configuration • Service / Maintenance plan that includes: configuration, installation, user training, ongoing g maintenance and upgrades • Adoption by relevant program area staff • Annual funding provision 	<ul style="list-style-type: none"> ○ Identification of solution cost ○ Provision of funding to demonstration site ○ Establish Service Level Agreement (SLA) between demonstration site and vendor ○ Utilize vendor SLA deployment which includes training, configuration, installation, support and maintenance
xviii) Deployed Unification or alternative for	<ul style="list-style-type: none"> • Utilize workflows for Nation based configuration • Service / Maintenance plan that includes: 	<ul style="list-style-type: none"> ○ Identification of solution cost ○ Provision of funding to demonstration site

Income Assistance for other at each of the five demonstration sites.	<ul style="list-style-type: none"> configuration, installation, user training, ongoing g maintenance and upgrades • Adoption by relevant program area staff • Annual funding provision 	<ul style="list-style-type: none"> ○ Establish Service Level Agreement (SLA) between demonstration site and vendor ○ Utilize vendor SLA deployment which includes training, configuration, installation, support and maintenance
xix) Nation based business intelligence guide for Demonstration Sites	<ul style="list-style-type: none"> • Identification of key business intelligence information entities, elements, and analytics • Set of BI intelligence reports for internal planning and reporting • Summary of select business summary information for external report • Trial implementation for demonstration sites 	<ul style="list-style-type: none"> ○ Provision supporting resources ○ Establish shared understanding of Business Intelligence basics with representatives from each of the demonstration sites ○ Training and documentation in basic analytics with representatives from each of the demonstration sites ○ Analysis of workflow and existing reports for identification of key information and analysis routines ○ Report formatting and enablement ○ Review cycle, lessons learned
xx) Program Conformance Compendium	<ul style="list-style-type: none"> • An identification of those information entities and elements related to conformance reporting to funders 	<ul style="list-style-type: none"> ○ Provision supporting resources ○ Analysis of conformance elements for funders; review of similar conformance reports in the provincial service sector ○ Validate compendium of conformance elements for each program
xxi) Conformance Reporting	<ul style="list-style-type: none"> • Rationalized conformance focused reporting models • Trial implementation for demonstration sites 	<ul style="list-style-type: none"> ○ Establish conformance report template for Income Assistance, Home and Community Care, Assisted Living, Child & Family Services ○ Validate template ○ Implement template for the five demonstration sites ○ Review cycle, lessons learned

5.2. High-Level Workstream Schedule

The workstreams put forward here do not represent the full development cycle, rather the first iteration that establishes some baseline capacities and change opportunity. In future years of the BC First Nations Data Governance Initiative the areas of focus in each of the streams will have to be revisited for further developmental iterations and alignments between the workstream areas. It is strongly recommended that an effort be made to let as little time slip in the early part of the fiscal year in workstream funding and setup as is possible. The workstreams should have a solid three quarters in the fiscal year, at minimum, to have enough run-way to have an impact.

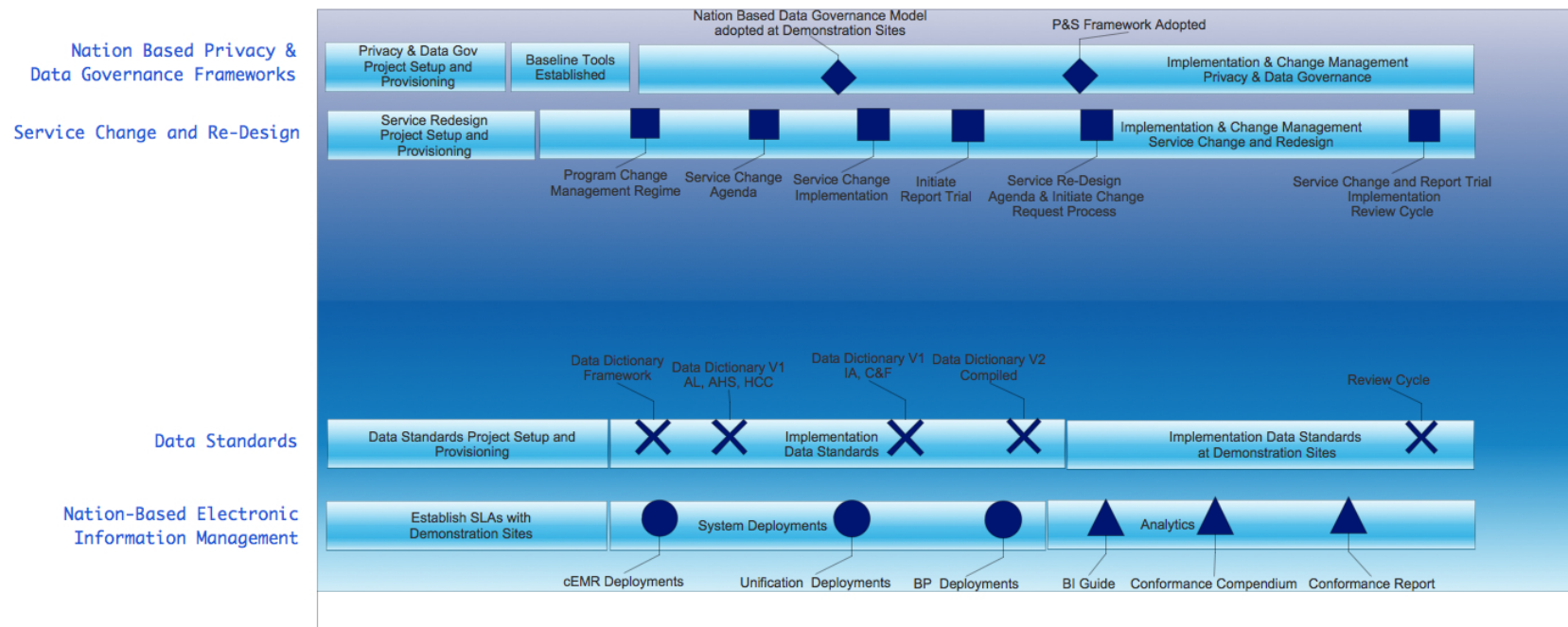


Diagram 11 - High-Level Sequencing

