



YSPOR Evaluation Report

Evaluation of the Yukon Strategy for Patient-Oriented Research Unit

Prepared for Yukon University

May 2024

Contents

Executive Summary	iii
Introduction	2
Background	2
Purpose and Scope.....	2
Approach.....	4
Report Structure.....	5
Report Limitations	5
Yukon Strategy for Patient-Oriented Research Profile	6
YSPOR Support Unit History	6
YSPOR Support Unit Intentions	6
YSPOR Support Unit Delivery	7
YSPOR Support Unit Logic Model	10
Key Evaluation Findings	11
YSPOR Research Project Case Study	15
Recommendations.....	18
Appendices.....	24
Appendix A – Project Methodology.....	24
Appendix B – Detailed Evaluation Findings by Guiding Area	27
Appendix C – About MNP	39

Executive Summary

Background and Scope

Supported by the Canadian Institute for Health Research (CIHR), the Yukon Strategy for Patient-Oriented Research Unit (YSPOR) provides a critical role in collaboration between the federal and provincial and territorial governments on specialized health research support. Established in 2021, YSPOR aims to become a recognized leader in health research, grounded in partnership among Indigenous and non-Indigenous people and governments along with non-government institutions. In line with its vision and guiding principles, the Unit works toward bettering health outcomes and experiences through patient and community-oriented research.

As part of its commitments to CIHR, YSPOR engaged MNP to evaluate the Units progress, strengths, and opportunities to improve. Specifically, the evaluation sought to explore:

- The state of strategic alignment between the processes and structures of YSPOR and the desired values and outcomes.
- The progress made towards the achievement of YSPOR outcomes, including opportunities to further the realization of these intentions.
- The state of reporting and its ability to showcase program achievements that aid in decision-making coupled with the meaningfulness and sufficiency of performance measures.
- The state of partnerships and collaboration.
- The strength and impact of YSPOR activities in achieving Unit objectives and related lessons learned.
- The state of inclusion of Indigenous ways of knowing, being, and doing.

Approach

MNP worked closely with YSPOR to further define the evaluation topics through a set of guiding evaluation questions and from there, the associated data collection methods. The data collection process took the form of a background document review and a series of interviews with YSPOR staff and management (staff), health system partners, people with lived experiences (PWLE), and Yukon First Nations (YFNs). Following these activities, MNP analyzed all information, identifying key themes and findings to inform the development of recommended improvements.

Summary of Findings and Recommendations

The table on the following page provides a summary of key findings. This is followed by a series of recommendations.

Guiding Areas	Highlights of Evaluation Findings
Strategic Intentions and Alignment	<p>While YSPOR’s policies and processes are generally aligned to its outcomes, there are opportunities to improve certain university policies (such as on the honorarium process and ethics approval process) and related communications to ensure the inclusion of Indigenous people and PWLEs. Overall, staff applauded the University’s willingness and ability to work with them to address barriers. They also affirmed that the University had consistently been able to address systematic barriers.</p> <p>As well, there is an opportunity for the existing Oversight Committee to realize its potential more fully in enabling the co-identification and development of research priorities. Strengthening the alignment to health system priorities would improve collaboration, in-kind contribution support, and ultimately, the achievement of Unit aims.</p>
Realization of Intended YSPOR Support Unit Outcomes	<p>Stakeholders and YFNs noted that some progress had been made towards the achievement of outcomes. They spoke to the advancements seen with partnerships in the sector and improving the awareness of patient-oriented research methods. Added to this was the progress with recognizing Indigenous ways of knowing, being, and doing, along with the partnerships formed with First Nations across the territory. Given that YSPOR is a new organization, there remains potential to achieve the outcomes more fully. Increasing in-community support, Indigenous representation, and clarifying roles and responsibilities were all suggested ways to further the success of YSPOR.</p>
Performance Measures	<p>Staff agreed that the performance measures were meaningful and practical. Some measures lack targets though and may be worded as outcome or action statements. As such, there are opportunities to refine the existing measures to ensure that going forward, it is clear what is being tracked and reported on to inform decisions in the best ways.</p>
Partnerships and Collaborations	<p>While collaboration and partnerships were generally found to be effective, there are opportunities to strengthen supports for PWLEs and to broaden the co-identification of research priorities. As well, specific roles and responsibilities of YSPOR could be more clearly defined, particularly as it relates to the research mandate (i.e., facilitation or conducting research) and the Unit’s role in addressing data related constraints. Overall, stakeholders and YFNs affirmed that YSPOR has succeeded in building relationships and trust with First Nations. While most interviewed YFNs had yet to embark on a project, they expressed excitement with the prospect of working with YSPOR.</p>
Processes and Systems	<p>Over time, it has been found that some University processes can create challenges for YSPOR to achieve its aims (i.e., ethics approval processes which don’t fully align with Indigenous ways of knowing, being, and doing; and the honorarium process). However, the University is generally able and willing to work with YSPOR, allowing YSPOR to address and overcome these challenges.</p>

	<p>When it comes to the availability and use of resources, this was generally described as sufficient. In the future, the ability to collect required in-kind contributions will be foundational to securing CIHR funding.</p>
<p>Inclusion of Indigenous Ways of Knowing, Being, and Doing and Cultural Safety</p>	<p>Stakeholders and YFNs generally agreed that YSPOR was effectively including Indigenous ways of knowing, being, and doing in its research processes and functions. YFNs spoke to an appreciation for the efforts being made by YSPOR to include Indigenous staff, Elders, and youth in the organization and in its decision-making protocols. Going forward, support was shown towards increasing both the number of Indigenous staff hired in leadership positions and in-community resources.</p> <p>YFNs and stakeholders also spoke highly of the use of in-community resources, raising that this had helped increase trust in YSPOR and the health research project. According to YFN's, this is particularly relevant, as First Nations have historically been "used" by researchers, leading to research projects that have not directly benefited the local Nations.</p>

From these findings, MNP developed the following recommendations:

1. Refine YSPOR Governance

Refine the YSPOR governance model to provide improved opportunities for the collaborative identification of research priorities.

2. Re-Cast Performance Measures and Outcomes

Refine existing aims, looking for opportunities to combine and collapse objectives with the same intent and focus. In addition, consider reviewing existing measures to create further alignment with the specific outcomes being measured. YSPOR should create targets to effectively measure and demonstrate progress.

3. Improve Supports for PWLE

Establish improved communication approaches; create resources to support PWLEs; expand opportunities to connect and share; provide training to expand the understanding of roles and patient-oriented research; establish recognition processes; and refine and clarify the honorarium processes.

4. Clarify Roles and Responsibilities

Clearly communicate the role of YSPOR in research (i.e., facilitate versus conducting research) and communicate these expectations and limitations broadly. As well, engage in meaningful discussions on YSPORs role in the areas of data governance and access.

5. Continue to Increase Indigenous Ways of Knowing, Being, and Doing in YSPOR Processes and Functions

Expand opportunities for in-community staff support and Indigenous staff at the leadership level. Along with this, develop guidelines for culturally safe engagement and collaboration, plus continue to push for the de-colonization of university and research processes.

Introduction

Background

Supported by the Canadian Institute for Health Research (CIHR), Strategy for Patient-Oriented Research, or SPOR, Support Units provide a critical role in collaboration between the federal and provincial along with territorial governments on specialized health research support. This research provides evidence to policy makers, thereby informing the creation of evidence-based policies to improve health outcomes and the healthcare system. Ultimately, the SPOR Support Units aim to transform health research by prioritizing the needs of the people the research is designed to benefit.

The Yukon Strategy Patient-Oriented Research Support Unit (YSPOR, Unit) was established in 2021 with the vision to become a recognized leader in health research, grounded in partnership among Indigenous and non-Indigenous people and governments along with non-government institutions. In line with its vision and guiding principles, the Unit aims to improve health outcomes and experiences through patient and community-oriented research. Guiding principles of the YSPOR Support Unit are to:

- Incorporate Indigenous ways of knowing, being, and doing.
- Support improved coordination among those involved in the entire research process.
- Improve health and social services.
- Establish and maintain a strong Yukon based health-science community.

The Unit is governed collaboratively by representatives from:

- The Department of Health and Social Services.
- The Office of the Chief Medical Officer of Health.
- The Yukon Hospital Corporation.
- Yukon University.
- Yukon First Nations Government Representatives.
- Fetal Alcohol Syndrome Society Yukon.
- People with lived experiences (PWLE).
- Two First Nations Elders.
- A youth representative.

Purpose and Scope

As part of its commitments to CIHR, YSPOR must engage in periodic evaluations focused on the overall ability to improve and determine the progress made towards the realization of stated outcomes for the Strategy. As such, YSPOR engaged MNP to conduct a midterm evaluation. This evaluation focused on identifying:

- The state of strategic alignment between the processes and structures of YSPOR and the desired values and outcomes.
- The progress towards the achievement of YSPOR outcomes, including opportunities to improve the achievement of these intentions.
- The state of reporting and its ability to showcase program achievements that aid in decision-

making coupled with the meaningfulness and sufficiency of performance measures.

- The state of partnerships and collaboration.
- The strength and impact of YSPOR activities in achieving the Strategy’s objectives and related lessons learned.
- The state of inclusion of Indigenous ways of knowing, being, and doing.

Specifically, the following questions were used to guide the evaluation.

Table 1: Guiding Evaluation Questions

Evaluation Topics	Guiding Evaluation Questions
Strategic Intentions and Alignment	<ol style="list-style-type: none"> 1. What are the intended outcomes and core values of the YSPOR? 2. Are activities, policies, processes, and functions aligned in supporting the achievement of these aims? <ol style="list-style-type: none"> a. What are the opportunities, if any, to strengthen this strategic alignment? b. Where should YSPOR focus its resources, and how does this fit with current YSPOR intentions? 3. Should these same intentions of YSPOR be revised when considering the current and future needs of: <ol style="list-style-type: none"> a. People with lived experiences? b. First Nations? c. Communities? d. Health system and research partners? 4. Is YSPOR operating in accordance with its values? <ol style="list-style-type: none"> a. How can YSPOR better operate in accordance with its values? b. How can YSPOR strengthen the alignment of its activities, policies, processes, and functions with the needs of partners?
Realization of Intended Program Outcomes	<ol style="list-style-type: none"> 5. To what extent have the intended outcomes of YSPOR been realized? 6. What factors have contributed to or constrained meeting the intended outcomes? 7. What, if any, have been the unexpected outcomes associated with YSPOR?
State of Performance Measurement	<ol style="list-style-type: none"> 8. What are the performance measures used to monitor and report on the performance of YSPOR? <ol style="list-style-type: none"> a. Are the performance measures considered to be meaningful and practical? b. What other performance measures should YSPOR consider? 9. How effectively are the measures being tracked, documented, and reported on by the YSPOR team? <ol style="list-style-type: none"> a. How could the related processes be improved?
State of Partnerships and Collaborations	<ol style="list-style-type: none"> 10. What is the current state of data and knowledge sharing across stakeholder and rightsholder groups? <ol style="list-style-type: none"> a. What are the opportunities to improve data sharing protocols? 11. How are the principles of OCAP implemented when collaborating with First Nation Communities?

Evaluation Topics	Guiding Evaluation Questions
	<p>a. What are the opportunities to improve on this?</p> <p>12. What is the current state of collaboration, partnership, and relationships between YSPOR, people with lived experiences, youth, First Nations (including Elders), communities, and research and health system partners?</p> <p>a. How effective are existing processes in empowering these stakeholders and rightsholders to drive research objectives and outcomes? What are the supports and processes available to support their participation?</p> <p>b. What are the opportunities to improve the inclusion and participation of these stakeholder groups?</p> <p>13. What is the level of interest from people with lived experiences, First Nations, communities, and health system and research partners in participating in national SPOR activities and research?</p> <p>a. What are the opportunities for YSPOR to support the participation and connect stakeholders and rightsholders to national SPOR activities and research?</p>
<p>Effectiveness of Processes and Systems</p>	<p>14. What are the opportunities to advance transparency and accountability in YSPOR systems, activities, and policies?</p> <p>15. How effective are YSPOR processes in supporting the translation of knowledge and research outcomes to actionable changes in health policy, practices, and delivery?</p> <p>a. What are the opportunities to improve?</p> <p>16. What are the opportunities to improve the operational efficiency and sustainability of YSPOR?</p> <p>a. What are the current strengths and challenges of existing YSPOR processes related to operational efficiency and sustainability?</p>
<p>The State of Inclusion of Indigenous Ways of Knowing, Being, and Doing and Cultural Safety</p>	<p>17. How are Indigenous ways of knowing, being and doing along with culture incorporated in research identification, design, and implementation?</p> <p>a. What are the opportunities to improve the inclusion of Indigenous ways of knowing, being, and doing in research?</p> <p>b. How is YSPOR integrating Indigenous ways of knowing, being, and doing into its knowledge translation?</p> <p>18. What are the opportunities to improve the inclusion of cultural safety in YSPOR processes and related research outcomes?</p> <p>19. To what extent has YSPOR created a balance of western and Indigenous ways of knowing, being, and doing and fulfilled its stated intent to enable “two-eyed seeing” in its research work to date?</p>

Approach

In preparing this report, MNP carried out the following activities:

- Gathered and analyzed background information on YSPOR.
- Conducted 11 semi-structured interviews with YSPOR staff and leaders.
- Performed 14 semi-structured interviews with YSPOR partners.

- Conducted four interviews with Yukon First Nation government representatives (YFN)¹.
- Facilitated a research project case study with the identified research project team.
- Facilitated a workshop with people with lived experiences (PWLE).
- Undertook qualitative and quantitative analyses of the gathered information.
- Facilitated a learning session to present the findings and implied opportunities.
- Developed a report detailing the key impacts and related recommendations.

Report Structure

The remaining sections of this report are organized as follows:

- Section 2 provides a detailed YSPOR profile.
- Section 3 presents the key findings of the YSPOR evaluation.
- Section 4 summarizes a case study of a YSPOR research project.
- Section 5 presents the recommendations.
- The appendices provide the detailed project methodology, a detailed review of findings, and background information about MNP.

Report Limitations

MNP has relied upon the completeness, accuracy, and fair presentation of all information obtained from those consulted as part of this evaluation. The reliability of the findings and opinions expressed in the report are conditional upon this information underlying them. Additionally, the findings and opinions expressed constitute judgments as of March 2024 and are subject to change without notice.

¹ The term Yukon First Nation is used throughout the report. This group includes Yukon First Nation government representatives interviewed as part of the evaluation.

Yukon Strategy for Patient-Oriented Research Profile

YSPOR Support Unit History

The CIHR has worked with provinces and territories since 2011 to implement SPOR Support Units. The SPOR Support Units provide specialized supports throughout their regions to researchers, patients, clinicians, policy makers and SPOR-funded entities to conduct patient-oriented research.² These units aim to provide evidence-based solutions to healthcare issues as identified by patients.

In 2021, the Yukon Strategy for Patient-Oriented Research Unit was founded and housed at Yukon University. CIHR granted a five-year operating fund, which includes \$5.2 million from CIHR and \$5.2 million provided by partners through in-kind contributions. The Yukon Government Department of Health and Social Services is the largest contributor of in-kind contributions.

YSPOR staff are expected to be generalists in research, focusing on supporting and facilitating research through an understanding of related methods, the documentation of best practices, and by facilitating the spread and scale of such leading practices. The Unit aims to act as a coordinating body by connecting, supporting, and sharing information among all parties with an interest in health and wellness-related patient-oriented and community-oriented research.

Since its inception, YSPOR has built relationships with PWLE, YFNs, partners, researchers, and communities. Other notable advancements include:

- Developing and implementing a governance structure.
- Creating a directory of Yukon health-related research.
- Establishing a communication plan.

As YSPOR continues to implement its five-year agreement with CIHR, the Unit continues to build relationships, help improve data access, support community research, and create change and impact on health policy.

YSPOR Support Unit Intentions

YSPOR aims to become a recognized leader in co-created health research grounded in partnership among Indigenous and non-Indigenous government and non-government institutions. Specifically, it aims to:

- Build and strengthen relationships,
- Build YSPOR's operational foundation,

² Canadian Institute of Health Research. "SPOR Support Units". April 24, 2023. Accessed from <https://cihr-irsc.gc.ca/e/45859.html>

- Build awareness and support of YSPOR,
- Support the effective sharing of health data and results, and,
- Increase capacity in community-based health research that honors lived experience.

To achieve these aims, YSPOR's Business Plan classified nine research priorities and/or areas of focus. These priorities include:

- Cancer.
- Climate Change.
- Mental health and well-being and dealing with addictions.
- Youth well-being.
- Diabetes.
- Aging population and the need for services to support people to age in place.
- Land-based healing and the need for increased investment.
- Medical travel and the administration of the Non-Insured Health Benefits program.
- Improving cultural safety within the Yukon health and social services system.

Within its first three years of establishment, YSPOR has successfully supported three separate research projects, which included projects on the COVID-19 impacts on healthcare workers, the development of a health information tool³, and COVID-19 experiences of the Vuntut Gwitchin People⁴. Additional initiatives are also ongoing, with YSPOR having provided funding to six different projects through its various funding streams (see Table 2 on the following page).

YSPOR Support Unit Delivery

The key functions of the YSPOR Unit are to support health research through training, capacity development, knowledge sharing and translation, so PWLE, their families, and caregivers, and communities are empowered to shape health care and research in the territory.

In support of this, the Unit has been built upon governance and organizational design principles which include⁵:

- The Unit should work through existing networks to achieve maximum engagement of Indigenous and non-Indigenous governments, First Nations, and key stakeholder groups.
- The Unit should build on the strengths of existing organizations and not try to duplicate the work of, or compete for scarce resources with, potential partners.
- The Unit needs to break down silos and bring knowledge back to communities.
- The Unit should be community-facing and community-driven.
- The Unit should be built with local expertise.
- The Unit should equally privilege Indigenous and Western knowledge systems.

³ This project was funded by YSPOR.

⁴ Yukon Strategy for Patient-Oriented Research. "Research Projects." Accessed on April 2nd, 2024, from <https://www.yspor.ca/research/research-projects/>

⁵ Yukon Strategy for Patient-Oriented Research. "Yukon SPOR Support Unit Business Plan." Accessed on April 2nd, 2024.

- The Unit should advocate for First Nations’ data ownership, control, access, and possession (OCAP).
- The Unit’s governance structure must have space for people with lived experience, youth, and Elders.

YSPOR aims to focus on methods that are unique to the Yukon context and to develop comprehensive community research methodology to guide health policy and programs in the Yukon. It further seeks to build on existing strengths and partnerships, along with recognizing Indigenous epistemologies, ontologies and methods as valid as Western scientific systems and approaches⁶. These same activities advance patient-oriented research and health policy in the Yukon, such as:

- Developing methods, supports, and developments that are unique to the Yukon context.
- Facilitating health research.
- Developing careers and building capacity of students and community-based researchers in the Yukon.
- Improving data access for researchers, First Nations, communities, Yukon government entities, and other important partners.
- Developing and expanding consultation and research services.

In addition to these activities, YSPOR has developed funding streams to support training, capacity development, and research projects. The five program streams are outlined in Table 2 below.⁷ To date, YSPOR has provided funding to six external projects through the funding streams.

Table 2: YSPOR Funding Streams

Funding Streams	Intention of Funding Stream	Funding Amounts
YSPOR Traineeships for Yukon University Faculty and Students	Support for students to build capacity among Yukon University students studying in a health-related field who are aiming to grow their knowledge in patient-oriented research and skills.	\$5,000 to \$15,000
Health Graduate Student Support Program	Scholars or individuals working on patient-oriented research projects independently with the support of Yukon First Nation governments.	\$19,000/year for master’s students and \$24,000 for PhDs
Research Project Development for Organizations, University Researchers, And Health Professionals	Community research that aims to improve the health and/or wellbeing of Yukon residents, with priority given to projects that support the wellbeing of First Nations in Yukon.	Up to \$35,000

⁶ Yukon Strategy for Patient-Oriented Research. “Yukon SPOR Support Unit Business Plan.” Accessed on April 2nd, 2024.

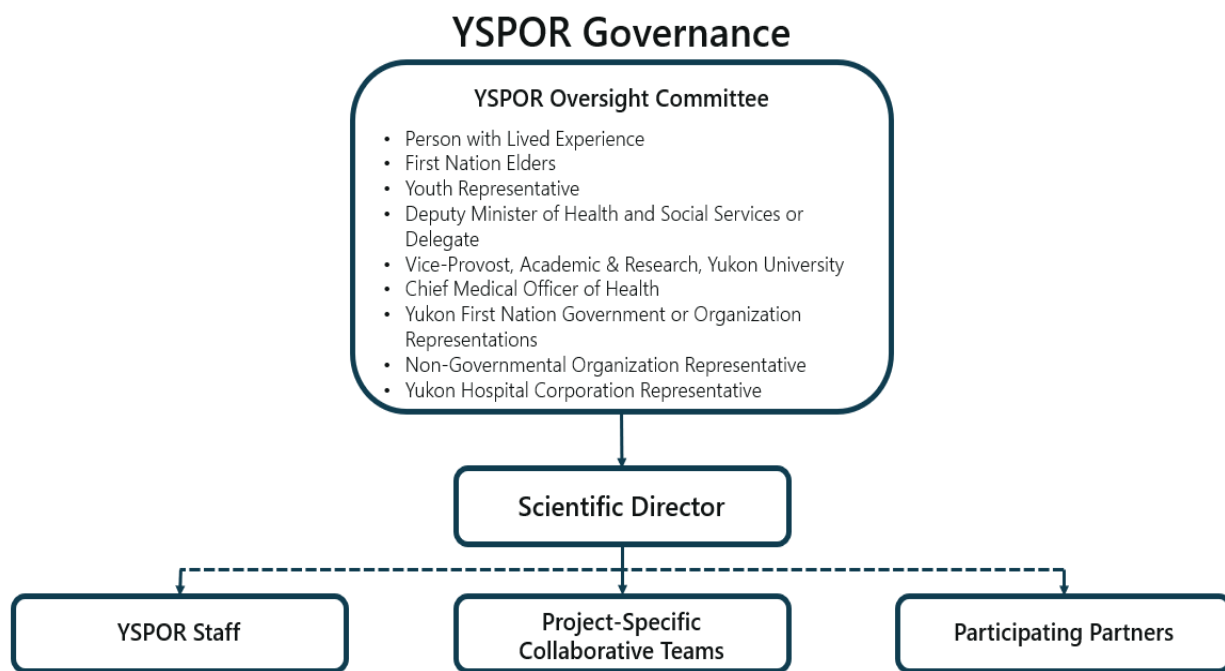
⁷ Yukon Strategy for Patient-Oriented Research. “YSPOR Funding Opportunities.” Accessed on April 2nd, 2024. from <https://www.yspor.ca/resources-and-opportunities/yspor-funding-opportunities/>

<p>Support for Indigenous or Community Health Initiatives and/or YSPOR Strategic Priorities</p>	<p>Intended to be flexible, barrier free funding for community organizations to explore Indigenous health research priorities, foster awareness about health, or that further YSPOR strategic priorities.</p>	<p>Scope dependent, typically broke down into awards of \$1,000, \$5,000, \$10,000 or \$15,000</p>
<p>Promise Scholarship – NT-NEIHR/ICHR and YSPOR</p>	<p>Barrier free funding to support expenses of Indigenous students enrolled in any health program.</p>	<p>Scope dependent, up to \$1,200</p>

YSPOR activities are delivered through several key partnerships, which include partnerships with Yukon University, the Yukon Hospital Corporation, the Yukon Governments Department of Health and Social Services, Yukon First Nations, the Council of Yukon First Nations, the Chief Medical Officer of Health, and non-profit partners. Together with these partners YSPOR works to best serve community needs⁸. Specifically, these groups help form the YSPOR governance model.

The roles of these partners, along with the governance structure are depicted in Figure 1 below.

Figure 1: YSPOR Governance



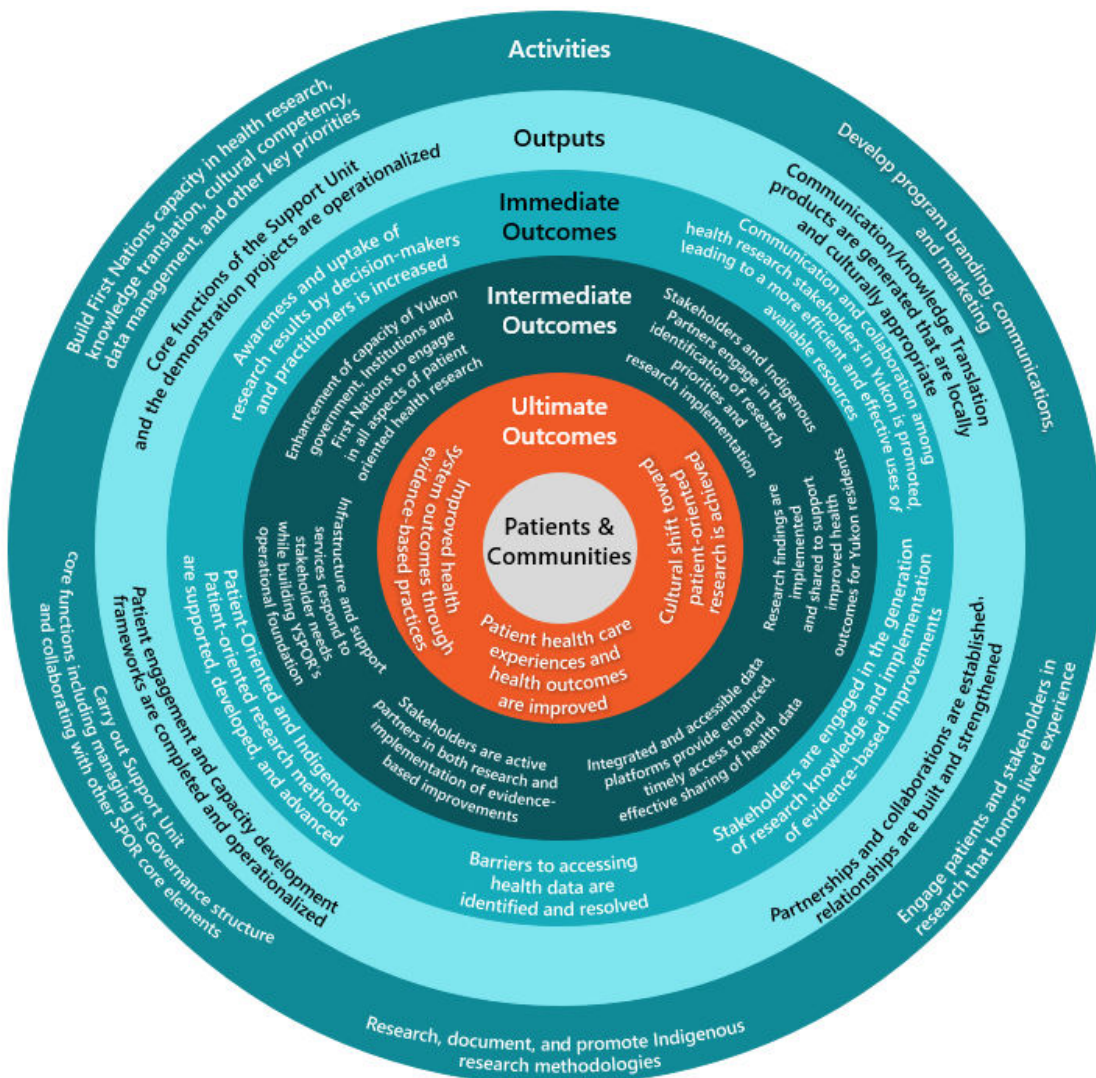
⁸ Yukon Strategy for Patient Oriented Research. "About Us." Accessed on April 2nd, 2024, from <https://www.yspor.ca/about-us/>

YSPOR Support Unit Logic Model

YSPOR supplied a logic model to MNP, which included CIHR and YSPOR specific objectives. Given the focus on Indigenous community participation in YSPOR activities, MNP refined the logic model to improve the alignment with Indigenous ways of knowing, being, and doing. This revised logic model was chosen to improve the representation of interconnectedness of balance and harmony of Indigenous well-being and health. The concentric circles of the model are used to portray and emulate the medicine wheel, encompassing psychological, emotional, spiritual, and physical facets of Indigenous health. These facets of health are important building blocks in understanding First Nations experiences with YSPOR.

In addition, MNP worked with YSPOR to combine several of the logic model outcomes to reduce the number of objectives, while maintaining the core intent and values of each, thereby creating an indigenized, but streamlined version of the YSPOR Logic Model, which can be found in Figure 2.

Figure 2: YSPOR Logic Model



Key Evaluation Findings

The following section presents the key findings gathered through the analysis of interviews with YSPOR staff and leaders, partners, PWLE, and YFN, along with an analysis of background documents.

Table 3: Key Evaluation Findings

Guiding Areas	YSPOR Key Findings
<p>Strategic Intentions and Alignment</p>	<ul style="list-style-type: none"> • Stakeholders and YFNs generally understood the aims of YSPOR, sharing that YSPOR was focused on facilitating and building capacity for patient-oriented and community-oriented research, with a strong emphasis being placed on ensuring the inclusion of Indigenous ways of knowing, being and doing. Related communications remain important though, as some external stakeholders expressed confusion on whether YSPOR conducts research or facilitates it. • When considering the aims of YSPOR, some staff affirmed the need to establish effective training programs to educate researchers and communities on patient-oriented research methods; how to work collaboratively and respectfully with Yukon First Nations; and OCAP principles. • Most staff supported increasing the number of in-community representatives⁹ to further Indigenous engagement and relationship building. This support was also expressed by some YFN, who saw this as a major factor in the success of their relationship with YSPOR. YFNs affirmed that these resources had helped increase trust in health research, as YFNs have often participated in research projects which did not provide benefits to the local community. Working with YSPOR offered confidence that the projects would lead to changes for their communities. • While staff agreed that they were meeting the needs of stakeholders, opinions from partners and PWLE were split. Specifically, PWLEs spoke about strengthening supports and communications, providing for increased recognition of their contributions, and improving on honorarium processes. Meanwhile, partners made note of improving processes to collaboratively identify research priorities. In general, stakeholders and YFN acknowledged that YSPOR has succeeded in building relationships and trust with YFN. Although most interviewed First Nations had yet to embark on a project, they expressed excitement with the prospect of working with YSPOR.

⁹ Currently, YSPOR employs three, in-community staff members.

	<ul style="list-style-type: none"> • There is an opportunity to clarify the role of the Oversight Committee, with confusion being raised on whether its role is advisory or to set strategic priorities for YSPOR and its Support Unit. • While YSPOR has employed a community-based approach to identify research priorities, the applicability of these priorities to broader health system objectives was not apparent to some of those consulted. As such, suggestions were made by partners to create more opportunities for the collaborative identification of research priorities, bringing HSS, YSPOR Support Unit, YFN, PWLE, and others as deemed relevant together. This approach would combine existing processes, bringing forward community priorities for broader discussions with external partners. While such a process exists within the Oversight Committee, the Committee has not fully realized its role in setting the overall strategic direction of YSPOR, including identifying research priorities.
<p>Realization of Intended YSPOR Support Unit Outcomes</p>	<ul style="list-style-type: none"> • Stakeholders and YFNs noted that great progress has been made in increasing partnerships in the sector and improving the awareness of patient-oriented research methods. As well, advancements have been seen with recognizing Indigenous ways of knowing, being, and doing, along with the partnerships formed with First Nations across the territory. Given that YSPOR is a new organization, there remains potential to achieve the outcomes more fully. • While stakeholders were unable to identify instances where a research project had led to changes in health policies or programs, conversations are ongoing and YSPOR has provided briefing presentations to leadership to help influence a change. • Stakeholders noted issues in addressing barriers to data, as YSPOR has faced challenges in collaborating with partners on these matters. However, it is worth noting that many data barrier issues lie outside of YSPORs control, as these can be caused by legacy legislation which does not enable effect data sharing. As such, YSPORs ability to address this challenge may be limited. • Most staff noted some human resource capacity challenges at YSPOR, partners, and with YFNs which has impacted the ability to engage and collaborate. • Stakeholders and YFNs spoke to the success of the Health Summit in helping drive collaboration and connection amongst health sector and research stakeholders. • Some stakeholders spoke to the success of the junior researcher program in helping improve local capacity and in building trust with local First Nations.
<p>Performance Measures</p>	<ul style="list-style-type: none"> • Staff generally agreed that performance measures were meaningful and practical. In some cases, these same measures do not include targets. This was noted by a few staff members as a strategic decision to address the fact that numbers could vary heavily from year to year. An absence of

	<p>targets can make it challenging, however, to assess progress and performance, thereby impacting the ability to drive decisions and set priorities.</p> <ul style="list-style-type: none"> • Performance measures are also being presented as actions and outcomes. Put another way, current wording does not always clearly identify what is being measured.
<p>Partnerships and Collaborations</p>	<ul style="list-style-type: none"> • Partners commonly noted that they received information and data through newsletters, the Health Summit, and the YSPOR website. Some HSS representatives also spoke to having received presentations and research papers. Going forward, suggestions were made to simplify insights into action-oriented summaries to help increase the awareness and readability of research results. • Most staff mentioned the importance of increasing training on the principles of OCAP. This was further supported through MNP’s interview process, which found that several partners and First Nations were unaware of OCAP. Staff and partners further recognized that many YFNs do not have the required data hosting infrastructure. As such, they discussed the importance of adapting OCAP to the needs of individual communities. • Except for HSS, staff generally reported that their partnership and collaboration with partners, PWLE, and YFNs was strong and effective, noting that substantial progress had been made in building relationships. This was supported by YFNs and partners, who appreciated the information shared, and in the case of YFNs, the in-community supports. Support for increasing in-community staff was expressed by staff and YFNs as they viewed this as a critical to building trust and relationships. Support was specifically shown for employing Indigenous in-community resources who understand local culture and customs. YFNs appreciated the time and attention that YSPOR gave them, along with their flexibility in adapting their processes to meet the needs of local nations and in empowering the use of Indigenous research methods. • PWLE voiced how they would like to be better supported by YSPOR. They affirmed the need for improved communication, connection, training, and recognition. • Engagement with youth through the junior researcher program was discussed by some staff and YFNs as a major program achievement. They noted its impact in building relationships with YFNs, increasing the awareness of YSPOR within communities, and helping improve community capacity in research.
<p>Processes and Systems</p>	<ul style="list-style-type: none"> • Staff suggested that more could be done in the future to improve partner understanding of YSPOR policies and processes. Specifically, further clarity is required on the roles and responsibilities of YSPOR. • Supporting the translation of knowledge to actionable changes in programs and health policies was noted by stakeholders as a continued area of focus. Stakeholders and YFNs were unable to point to examples of

	<p>translating research to influence health policies, programs, and outcomes. However, it is worth noting that YSPOR has actively engaged in presentations and the sharing of research papers with decisions-makers to help influence policy directions.</p> <ul style="list-style-type: none"> • PWLE raised frustrations with the honorarium process. Specifically, they noted delays in receiving compensation along with a lack of clarity in the process. Some staff affirmed this perspective, raising that university policies create challenges in providing honorariums in a timely fashion.
<p>Inclusion of Indigenous Ways of Knowing, Being, and Doing and Cultural Safety</p>	<ul style="list-style-type: none"> • Stakeholders and YFNs generally agreed that YSPOR was doing a good job in including Indigenous ways of knowing, being, and doing in its research processes and internal structures. For example, interviewees noted the Health Summit and the governance structure’s consensus model as examples of effective inclusion. Some staff spoke to constraints with the University and research funder ethics processes and rules, which slowed the ability for YSPOR to include Indigenous ways of knowing, being, and doing. Yet, the University has been able to work with YSPOR in addressing barriers. • YFN and Stakeholders spoke highly of the use of in-community resources, raising that these resources had helped increase trust in YSPOR and health research projects. According to YFNs, this is particularly relevant, as YFNs have historically been “used” by researchers, leading to research projects that have not directly benefited the local Nations. • Overall, YFNs appreciated the efforts made by YSPOR to understand their culture and custom and adapt processes to their needs. They further expressed gratitude for YSPORs effort in implementing Indigenous research methods. • Stakeholders and YFNs noted that YSPOR should continue to engage and collaborate with First Nations to further the inclusion of their ways of being, doing, and knowing. While support was shown for the creation of health research cultural guidelines outlining how to engage and work with Indigenous people and communities, stakeholders acknowledged the importance of engaging with each nation to identify specific customs and traditions. • Some stakeholders and YFNs noted the importance of using plain language when discussing research and health projects and terminology.

YSPOR Research Project Case Study

Overview

The following serves as a case study of a YSPOR partnered project on “The Impacts of COVID-19 on Yukon’s Frontline Healthcare Worker.” It describes the aims of the project along with challenges strengths, and outcomes, all based on a two-hour workshop with members of the project team.

Intentions of the Project

The project started when Yukon University received funding in collaboration with YSPOR from the Office of the Science Advisor, to assess the impacts of the COVID-19 pandemic on the healthcare workforce. This was done by undertaking a broad survey, followed by a series of interviews to gain insights into the effects of the pandemic on the mental well-being of workers in the health sector.



Overseen by Yukon University’s Health Research Chair, YSPORs Scientific Director, and a research assistant, the project was guided by a committee which provided their perspectives on the questions to be asked, the ways to engage with and reach out to participants, and how best to present the project findings. The committee included: a physician appointed by the Yukon Medical Association; representatives from the Yukon Registered Nurses Association and the Yukon Licensed Practical Nurse Association; and two people with lived experience.

Strengths of the Project

Through the committee, YSPOR was able to bring together a wide range of views and experiences which was core to the project’s success. As well, the member organizations overseeing healthcare workers added to the authenticity and credibility of the project while also being able to use existing membership lists to increase participation.

Committee members were deeply appreciative of the overall process, noting that their opinions and comments were respected, valued, and followed. Committee members had several opportunities to lend their voice to the project, helping shape and improve the design of surveys, interview questions, and the final project report. It was also mentioned that the committee was able to work efficiently, a reflection of the time taken by YSPOR personnel to prepare materials and the supports offered to guide committee members through the review of the various materials. Through careful planning, the research team was able to provide team members with opportunities and time to ask questions as well as to share feedback and insights in a collaborative fashion. Overall, the setting for the committee was described as positive and inclusive, with YSPOR being responsive to the needs and schedules of committee members.

Participants agreed that the project led to very important insights, which were founded on the effective

interview and research skills of the research team. They spoke to the common view that the project had been well delivered and effective, leading to positive outcomes for the sector.

Challenges and Lessons Learned



It was noted that the project received a good response rate. At the same time, it was suggested that more could have been done to increase the involvement of Licensed Practical Nurses. Others mentioned delays in getting approvals to post requests for participation combined with overall survey fatigue which may have affected the response rates.

Overall, support was shown towards extending future project timelines, and using different data collection methods, to realize higher participation. Added to this, YSPOR representatives noted that their use of gift-cards to increase participation had unexpected effects. On this, YSPOR found instances where participants responded more than once to increase their chance of receiving a gift card. As such, another learning is to consider the benefits, and possible drawbacks, in the use of gifts for future research projects.

While well intended, the research team's use of a new qualitative analysis software created some challenges. Coupled with a short timeframe to conduct the analysis, the research team faced difficulties in coordinating the use of the software between research team members, leading to delays and technical issues in reaching the research insights. While the challenges were overcome, YSPOR representatives spoke to the importance of technology training and realistic research timelines wherever possible.

Researchers also noted that the presentation of findings to decision-makers may have been too lengthy, and that summaries presenting the resulting action items could provide value for future research projects.

While some committee members mentioned that more time to review the report could have helped, it was generally agreed that what was supplied was sufficient.

A case study participant further noted challenges with the ability to meaningfully engage PWLE in the design of the project and grant application. According to them, the funding window did not provide sufficient time to conduct meaningful engagement. While external funding timelines are outside of YSPORs' control, they noted the importance of this engagement, raising that YSPOR could play a critical role in providing honorarium funding to ensure meaningful participation of PWLE in the design of future projects.

Final Outcomes

The project findings were wrapped into a published research paper along with a detailed presentation for the leaders of the Department of Health and Social Services and the Yukon Hospital Corporation, a presentation at the Yukon Government COVID Research Summit, and at a student conference. This offered insights and related actions to help improve supports and reduce burnout for healthcare workers. In addition, researchers noted that they had received feedback from participants, thanking them for the experience and for the opportunity to share their voice and story.



Despite this, a case study participant noted a disconnect between the fund and policy makers. While the fund was put in place by the government, the outcomes of the fund have yet to transfer to actionable changes in policy. As such, they noted a need to improve connection and collaboration between researchers, policymakers, and organizations such as YSPOR to improve the translation of knowledge. They further called for funding to be set aside to help communicate and transfer knowledge to actionable changes to health policies and programs.

Overwhelmingly, the project and its related processes to engage committee members was seen as a success. A deep appreciation was noted towards the level of effort put forward by YSPOR to drive the research and to support committee members.

Recommendations

Evaluation participants, including YFNs, expressed a general appreciation for YSPOR, noting a desire for YSPOR to continue to facilitate health research in the Yukon. Stakeholders and YFNs affirmed that YSPOR had helped build capacity; facilitated the development of relationships across the sector; and is working towards helping governments improve health outcomes for its citizens. Even though YSPOR is a new organization, momentum has been gained, with participants recognizing the need to continue to build upon program successes and to continuously improve existing functions and processes to further achieve stated objectives. As such, the following section presents the opportunities to refine and improve, as founded on the findings of the evaluation.

Recommendation 1: Refine YSPOR Governance

Rationale

Since the inception of YSPOR, the Oversight Committee has put considerable effort into increasing its use of Indigenous governance models (i.e., the organization shifted to a consensus model), along with working collaboratively to refine the terms of reference to improve its overall effectiveness. In addition, YFNs expressed an appreciation for how Elders played a critical role in setting the strategic direction of YSPOR. There remain opportunities to improve as the Oversight Committee has not fully realized its role in helping identify research priorities. In addition, current Oversight Committee members spoke to how there can be a limited understanding of its role and that some members play a more active role in setting the strategic direction of YSPOR. There is also a view that the Oversight Committee may not be fulfilling its Terms of Reference and realizing its strategic role in the YSPOR ecosystem. Therefore, work is required to review and clarify the role and function of the Oversight Committee. In addition, HSS Deputy Ministers are seldom able to attend meetings of the Oversight Committee, often delegating their attendance to HSS representatives who are not, or do not feel, empowered to make decisions.

Key Considerations

As part of this recommendation, YSPOR should consider:

- Revisiting the Oversight Committee’s structure, roles, and responsibilities by:
 - Ensuring that YSPOR addresses health system priorities by creating a co-chair model, thereby improving engagement and leadership among the committee members. This could take the form of one of the following two models:
 1. Employ a co-chair model with HSS and the University acting as the lead representatives of the Oversight Committee. This model may help increase the role of HSS, creating improved connections to help address health system priorities.
 2. Employ a rotating chair model to increase engagement from all committee members. Under this model, the University would retain one seat, while the other would be shifted across the various members of the Oversight Committee.
 - Engaging the Committee to ensure a shared understanding of its Terms of Reference, and in

particular, the roles, responsibilities, and implications of the membership. Where relevant, revisit and alter elements of the Terms of Reference to illustrate the Oversight Committee’s role more clearly in setting the strategic direction of YSPOR and its research priorities. While some work has been done to refine the Terms of Reference, continued efforts should be placed in ensuring a shared understanding of the implications and roles.

- Change HSS’ representation on the Oversight Committee to one of the HSS health-related Assistant Deputy Ministers and ensure they are empowered with decision-making authority. This should create more engaged and strategic participation by HSS on the Oversight Committee as well as better decision-making. Beyond HSS, it would also be important to ensure that participants of the Oversight Committee are empowered to make decisions on behalf of their organization, sending appropriate delegates as required.
- Explore opportunities to co-identify and develop research priorities with HSS, PWLE, YSPOR and YFNs to increase buy-in and alignment with health system needs. While YSPOR should continue its work in supporting and engaging communities, more efforts should be placed in facilitating alignment of research priorities with health system imperatives, issues, and challenges across the Yukon. This could include:
 - A reiteration of the Oversight Committee’s role in setting research priorities or the creation of a new committee focused solely on research priority identification.
 - YSPOR reviewing HSS Minister’s mandate letters, recommendations from the Putting People First Report, and the new Health Authority legislation to identify opportunities for YSPOR to support evidence-based decision-making on health system priorities. By undertaking a more proactive approach to identifying priorities, YSPOR may be better placed to undertake research projects that are strategically focused on health system priorities, facilitate co-development of research projects, and enhance implementation of research outputs.

Recommendation 2: Re-Cast Performance Measures and Outcomes

Rationale

Staff generally noted that performance measures were effective. However, current measures read as additional sources of outcomes and actions. Coupled with an already long list of outcomes, YSPOR is left with many different sources of objectives, which can create difficulties in assigning appropriate measures and reporting on overall success. In addition, existing measures do not have set targets, which may create difficulties in assessing progress and decision-making related to changes in strategies and investment.

Key Considerations

As part of this recommendation, YSPOR should consider:

- Refining existing aims, looking for opportunities to combine and collapse objectives and actions with the same intent and focus.
- Once the aims are refined, re-build the performance measures, connecting the metrics to specific

outcomes, thereby improving measurability, progress tracking and related alignment.

- While staff acknowledged challenges in setting targets given the fluctuations year-over-year, targets are a necessary component to track progress, help inform decisions on where to focus investments, and improve overall YSPOR accountability. As such, YSPOR should consider:
 - Reviewing past performance to help set baselines for the targets.
 - Setting longer-term targets, helping to account for yearly fluctuations, while still offering the possibility to demonstrate progress and growth.
 - Providing clear descriptions and qualitative analysis to support quantitative data and provide rationales for why a target may not have been met.
 - Where quantitative targets cannot be set, continuing to track progress through qualitative information. An example of this is included below to help YSPOR standardize and simplify the way it represents its qualitative information and tracks its progress.

The following serves as an example of a tracking tool for qualitatively driven measures, projects, and/or activities.

	Status	Deliverables	Progress Highlights
YSPOR Outcome 1			
Associated action or project			<ul style="list-style-type: none"> • Describe the key deliverables of the outcome, action, and/or project.
YSPOR Outcome 1			
Associated action or project			<ul style="list-style-type: none"> • Discuss the progress highlights, discussing successes and challenges faced in the current implementation.

0% to 25%
 25% to 50%
 50% to 75%
 75% to Completion

Progress as Expected (On Track)
 Experiencing Some Delays (progress could be hindered if issues not resolved)
 Experiencing Significant Delays

Recommendation 3: Improve Supports for People with Lived Experiences

Rationale

While PWLEs acknowledged that YSPOR had previously offered adequate support and communication, they noted that the supports had begun to lag. Specifically, PWLEs requested:

- Increasing opportunities to connect and collaborate.
- Improving communication.
- Expanding training offerings to clarify roles and expectations.
- Improving and clarifying the honorarium processes.
- Creating opportunities to help identify research priorities.

Key Considerations

As part of this recommendation, YSPOR should consider:

- Creating resources to support PWLEs. This includes providing clear information on opportunities, improving the coordination of the honorarium processes, creating opportunities for connection and collaboration, and improving communication processes.
- Establishing opportunities for PWLEs to connect, allowing them to collaborate and share experiences. This forum could occur on a monthly or quarterly basis based on schedule preference of PWLEs, creating opportunities for learning and connection. By offering this, PWLEs will be empowered to share their experiences and learnings, helping create a sense of community and belonging.
- Developing additional methods of recognition to ensure that PWLEs feel empowered and valued. Such methods could include profiling contributions or PWLE in newsletters, along with providing refreshments during meetings, transportation to key events, and opportunities to communicate and engage with senior leaders. Special attention should be placed in communicating the impacts of their contributions both internally and externally.
- Expanding training availability to better inform expectations and knowledge of patient-oriented research. This could include leveraging existing CIHR training, along with tailoring it to the needs of YSPOR.
- Improving the clarity of the honorarium processes, including providing clear indications of which events warrant the provision of an honorarium, along with timelines, and amounts. Added to this would be communicating frequently to let PWLEs know about the status of their payment. As well, YSPOR should continue to work with Yukon University to streamline the overall honoraria process.
- Communicating the impact of PWLEs on the success of the project through the sharing of stories.
- Building on recommendation 1, YSPOR should ensure that PWLEs are provided with opportunities to help identify research priorities.

Recommendation 4: Clarify Roles and Responsibilities

Rationale

Stakeholders and YFNs generally understood the intent of YSPOR, with special mentions being made on the role of YSPOR in helping increase health research, and more specifically, patient-oriented health research capacity. However, some confusion persists in whether YSPOR conducts or facilitates research.

Key Considerations

As part of this recommendation, YSPOR should consider:

- Communicating the instances and reasoning for increased involvement of YSPOR team members. Specifically, YSPOR should communicate why it is acting in a lead researcher role instead of facilitating the research project or providing general support. For example, communicating expressed interest from YFNs in being supported by local researchers or the lack of existing capacity in health research. YSPOR could communicate such distinctions in newsletters or when discussing projects at its health summit.
 - Carefully consider instances where YSPOR may need to conduct research instead of facilitating it and communicate the reasoning and expectations to partners and YFNs.
- Communicating the funding relationship between Yukon University and YSPOR for key roles (e.g., the associated research chair).
- Clarifying YSPORs role in addressing data gaps and governance issues. And as part of this, consider removing objectives focused on addressing barriers to data, as these same constraints can fall outside the realm of control of YSPOR operational activities.

Recommendation 5: Continue to Increase Indigenous Ways of Knowing, Being, and Doing in YSPOR Processes and Functions

Rationale

The findings suggest that YSPOR is making effective progress in the inclusion of Indigenous ways of knowing, being, and doing in its processes and functions, with a deep appreciation being expressed by YFNs. YFNs applauded YSPORs efforts in including Indigenous ways of knowing, being, and doing in its research process, along with its use of in-community resources to help improve and strengthen relationships. They expressed that these resources have helped increase confidence that the health research will benefit the communities.

Building on these strengths, YFNs expressed support towards furthering inclusion by addressing policy barriers in university and research processes, along with advancing the hiring of Indigenous staff and leaders.

As well, support was shown towards the establishment of health research guidelines to help researchers understand how to best engage and meaningfully collaborate with YFNs, while recognizing the need for a nuanced and flexible approach to account for community differences.

Key Considerations

As part of this recommendation, YSPOR should consider:

- Increasing the number of Indigenous, in-community supports. While it is not feasible to offer an in-community support for all Yukon communities, YSPOR should consider expanding its coverage to more Yukon regions. In addition, YSPOR should prioritize the hiring of local First Nations, as First Nations with in-community support asserted that this had helped in building community trust.
- Hiring Indigenous staff at the leadership level to help govern and set directions for the organization.
- Continuing to develop health research guidelines to help researchers understand cultural protocols and the appropriate ways to engage. Consider providing opportunities for local youth and Elders to shape the guidelines for their respective Nations.
- Supporting the OCAP education by providing financial supports and developing research agreements grounded in OCAP principles.
- Continuing to advocate for the de-colonization of university and research processes to further expand on the use and acceptance of Indigenous ways of knowing, being, and doing in research.
- Continuing to engage, learn, and apply learnings shared by Indigenous partners.
- Requesting that CIHR allow for multi-year funding to improve support for Indigenous capacity development and to recognize the loss of capacity and momentum created by single-year funding windows.

Appendices

Appendix A – Project Methodology

MNP's undertook a three-phase approach to address this evaluation, as shown below and on the following pages.



Phase 1: Initiating the Evaluation

Step 1: Conducted a Project Initiation Meeting

- MNP held a project kick-off meeting, which confirmed expectations, the approach to deliver on the evaluation and the overall timeline.

Step 2: Conducted a Preliminary Document Scan and Evaluability Assessment

- MNP reviewed all pertinent documents to gain a foundational knowledge of YSPOR, its functions, aims, and key activities. This provided a preliminary understanding of YSPOR to carry forward in future stakeholder engagement.
- The document review also provided an understanding of existing information, providing the Unit with assurance that stakeholder and rightsholder engagement will build on, and not duplicate, prior studies and insights.

Step 3: Facilitated an Evaluation Framework Design Workshop

- MNP facilitated a session with members of YSPOR, people with lived experience (PWLE), Yukon First Nation representatives and other stakeholders (at the discretion of the Unit) to establish evaluation requirements and identify and prioritize the:
 - Evaluation questions.
 - OCAP and cultural safety principles.
 - Key stakeholder groups to engage and the methods of doing so.
 - Critical communication needs.

- This workshop was facilitated through the provision of a draft evaluation plan, providing the Unit and other stakeholders with the ability to directly review and edit proposed approaches and guiding questions.

Step 4: Participated in YSPOR Summit

- MNP took part in the YSPOR Health Summit. Through this participation, MNP was able to identify areas of priority from program stakeholders, which were used to refine the evaluation questions.

Step 5: Drafted the Guiding Evaluation Plan and Communication Materials

- Building on the document review and the facilitated workshop, MNP finalized the evaluation plan, which included guiding evaluation questions and stakeholders to be engaged and methods of doing so.
- The draft evaluation framework was provided to the Unit for review and feedback.

Step 6: Developed an Annotated Table of Contents for the Report

- An Annotated Table of Contents was drafted and provided to the Unit for review and approval.

Phase 2: Gathering the Findings

Step 7: Engaged in Targeted Interviews

- MNP engaged Unit staff and senior leadership in semi-structured, individual or group interviews. These interviews included representatives from regional offices and prior staff members or Yukon University staff and partners.

Step 8: Engaged Partners and First Nations Representatives

- MNP facilitated engagements with:
 - First Nations Representatives and Rightsholders.
 - Partner representatives, including government, people with lived experience, patient advisory group members, and others research partners.
- MNP facilitated a two-hour Case Study Workshop for the Healthcare Worker Burnout Study. This session engaged all participating members in a facilitated dialogue to understand the story of the project, the challenges faced and opportunities for improvement, and other lessons learned. The story was then leveraged in the final report as a case study of YSPOR activities.

Phase 3: Interpreting and Reporting

Step 10: Prepared the Consolidated Findings and Identified Opportunities

- The MNP team combined qualitative (i.e., thematic) and quantitative (i.e., descriptive statistics) analyses of the gathered information to summarize perspectives regarding the guiding evaluation questions.

Step 11: Facilitated a Session on the Early Findings and Identified Opportunities

- Following the analysis, MNP facilitated a session with YSPOR to review the preliminary review findings and discuss the implied learnings and future opportunities.

Step 12: Drafted and Finalized the Evaluation Report

- Based on MNP's analyses and the facilitated session, MNP prepared the draft evaluation report (in Word format) using the agreed-upon table of contents developed in Phase 1. MNP circulated the draft report for review and using a consolidated set of comments from the Unit, prepared and issued the final deliverable as a PDF document. A final close-out meeting was held during the reporting stage to answer final comments and feedback from the Support Unit, while formally transferring the report and its contents to the Unit project team.

Appendix B – Detailed Evaluation Findings by Guiding Area

The section provides a detailed analysis of all findings according to the guiding areas and questions of the evaluation. The findings presented in this section covers the findings gathered through interviews with YSPOR staff and leaders (staff), partners, people with lived experiences (PWLE), and Yukon First Nations (YFNs).

Strategic Intentions and Alignment

Alignment to Outcomes and Values

Most stakeholders and YFNs generally understood the aims of YSPOR, sharing that YSPOR was focused on facilitating and building capacity for patient-oriented and community-oriented research, with a strong emphasis being placed on ensuring the inclusion of Indigenous ways of knowing, being and doing. Interviewees generally affirmed that the organization was aligned to these aims, and that existing policies, processes, and frameworks helped them achieve the stated aims. However, interviewees raised some challenges with university and research policies (e.g., ethics approvals and honorarium payments), which have created some barriers in supporting Indigenous ways of knowing, being and doing. Despite this, staff noted that the university has been flexible, working with YSPOR to identify ways to address barriers within the bounds of existing policies.

Despite a strong understanding of overarching aims, confusion was consistently found amongst stakeholders as to the role of YSPOR in research. Specifically, partners were not clear on whether YSPOR was supposed to conduct research versus facilitate it. When prompted, YSPOR staff acknowledged that while YSPOR aims to facilitate research, challenges had been faced in communicating this to external stakeholders.

A few staff noted that while YSPOR is only supposed to facilitate research, the Yukon's lack of capacity in research, along with expressed interest from YFNs to work solely with local researchers have created challenges, leading to expanded YSPOR staff involvement in research projects. Specifically, YFNs expressed a strong appreciation for in-community resources, noting their impact in helping drive relationships and trust in the health research process. As such, YFN expressed a desire to see these roles expanded to other communities. Given the need for direct staff participation in research and the desire for expanded in-community resource, a few YSPOR staff suggested being clear on Yukon's research capacity limitations and communicating this reality of the Yukon's health research landscape to all partners and stakeholders.

When speaking to the YSPOR values, staff affirmed that they were robust and helped guide YSPOR work. No changes to the values were suggested.

Resources

Most YSPOR staff generally supported increasing the number of in-community staff, noting their clear benefits in helping drive and improve relationships with local First Nations. This was further supported by YFNs, who expressed gratitude that these resources existed. They further appreciated that these resources

were from the local community, noting the positive impact it has had on building trust and relationships. Most staff generally affirmed that they had sufficient financial and technology resources, which helped drive the achievement of outcomes. However, a select few noted concerns with YSPOR's in-kind contribution support from HSS. Specifically, concerns were raised with HSS' ability to meet its commitments, which could in-turn, jeopardize future funding. It was noted that a misalignment on in-kind contribution expectations had occurred between HSS and YSPOR, leading to continued conversations to help address the shortfall.

Meeting the Needs of Stakeholders

Staff generally expressed that they were currently meeting the needs of their various stakeholders. They noted that their constant focus on engaging with stakeholders and YFNs had allowed them to continuously address challenges, leading to improved relationships. As such, they supported that YSPOR continue its efforts to engage with stakeholders and YFNs to align its supports to stakeholder expectations. This sentiment was echoed by YFNs, who appreciated the efforts being placed by YSPOR staff to understand their needs. They urged YSPOR to continue to engage in identifying ways to collaborate according to the values of each Nation. Stakeholders and YFNs affirmed that YSPOR has succeeded in building relationships and trust with YFNs. While most interviewed First Nations had yet to embark on a project, they expressed excitement with the prospect of working with YSPOR.

Partners and PWLE shared some concerns over YSPOR, noting that improvements could be made to better meet their respective needs. Specifically:

- PWLE shared that current supports and communication were insufficient, with reference being made to:
 - The current honorarium process which should be streamlined to offer money at the time of participation. The current process requires a lot of self-reporting, tracking, and management, with PWLE expressing frustrations and shame with having to request payment. Overall, suggestions were made to clarify the process and to be open in discussing when payment will or won't be offered.
 - Training on the expectations and roles of PWLE which was noted as insufficient. Support was shown towards expanding the training offerings to improve PWLE skillsets, knowledge, and value.
 - PWLE have felt pushed aside, with participants noting experiences of email dismissals, a lack of invitation to key events, and poor support during events.
 - Communication being insufficient. They suggested being more proactive with messages on opportunities, events, payments, and expectations.
 - Frustrations with YSPOR's increased focus on First Nations. While they recognized the importance of this work, they noted that YSPOR seemed to be casting them aside, with less and less focus being placed on them.
 - PWLE having connections among the group. They requested that YSPOR create opportunities for PWLE to meet, share experiences, ask questions, and support one another.
- Some partners raised concerns with the state of current research projects, noting insufficient

alignment with existing health system policy objectives, priorities, and related challenges. Support was shown towards increasing partner involvement in the co-identification of research priorities. Some partners further asserted that YSPOR should carefully review government mandate letters and strategic documents to help identify research opportunities. In addition, requests were made to simplify research results, sharing action-oriented summaries of research projects instead of long-form research papers and presentations.

YSPOR Governance

The YSPOR Oversight Committee includes broad representations to ensure an effective representation of interests across the healthcare system and YFNs. Specifically, stakeholders stated a deep appreciation of the inclusion of Elders, as it showcases a robust commitment to including Indigenous ways of knowing, being, and doing.

When discussing the YSPOR Oversight Committee, stakeholders were unclear on whether it should provide advice or direct the unit. According to stakeholders, the Committee has had more of an advisory role and some frustrations were raised that the Committee's advice was not always followed. However, it is worth noting that no common opinions were found on this subject, with some interviewees believing that the Oversight Committee was effective, while others believed that it should play a more significant role in setting the strategic direction of YSPOR. Regardless, calls were made to clearly communicate the role of this governance body to ensure consistent understanding and alignment. It is also worth noting that the HSS Deputy Minister is unable to join the meetings due to the time commitment requirements, leading to the use of delegates who are not empowered or able to make decisions on behalf of the organization.

While YSPOR has employed a community-based approach to identify research priorities, concerns were raised with the applicability of these priorities to broader health system objectives. As such, suggestions were made to create more opportunities for the collaborative identification of research priorities, bringing HSS, YSPOR, First Nations, People with Lived Experiences, and other partners as deemed relevant to identify research priorities. This was further supported by MNP's analysis of the business case, which found that the initial intent of YSPOR was to act as conduit to support and facilitate the identification of research priorities and partnerships with external research institutions within and outside of the Yukon. However, it is worth noting that the Oversight Committee is supposed to support these processes. Despite this, a staff member noted challenges in identifying priorities through the process.

Realization of Intended YSPOR Support Unit Outcomes

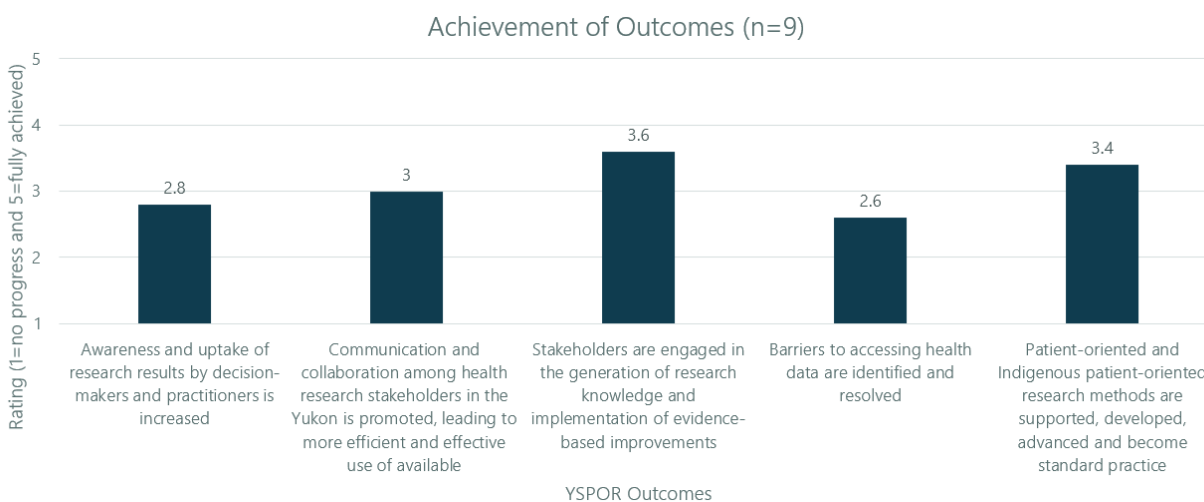
Realization of Outcomes

Stakeholders and YFNs noted that progress had been made towards the achievement of outcomes. Specifically, stakeholders and YFNs spoke to the great progress made in increasing partnerships in the sector and improving the awareness of patient-oriented research methods. Further comments were made on the advancements made towards recognizing Indigenous ways of knowing, being, and doing, along with the partnerships formed with First Nations across the territory. However, some conceded that YSPOR is a new organization, and therefore, more progress is still required. As well, stakeholders noted that capacity of health partners, YSPOR, and YFNs had slowed YSPOR's ability to achieve its intended

outcomes.

Staff were asked to rate the progress made towards the achievement of outcomes on a scale of one to five (one being no progress and 5 being fully achieved). Figure 3 below provides the average ratings provided by staff. It is worth noting that the evaluation focused on a consolidated set of outcomes along with a focus on medium-term outcomes to recognize that YSPOR is a new organization.

Figure 3: Average Rating of Progress Made Towards the Achievement of Outcomes



Staff, partners, and YFNs were asked for specific examples demonstrating the progress made. Table 4 below provides the specific examples demonstrating the progress made.

Table 4: Progress Made Towards the Achievement of Outcome

Outcomes	Comments Shared by Staff	Comments Shared by External Stakeholders
Awareness and uptake of research results by decision-makers and practitioners is increased	<ul style="list-style-type: none"> While awareness is increasing, uptake of research results has lagged. Staff were unable to identify an instance where a project had led to a change in health policy or program delivery. 	<ul style="list-style-type: none"> Stakeholders raised that more could be done to increase overall awareness. They asserted that awareness is often limited to those engaging directly with YSPOR. As such, they supported increasing efforts to improve awareness of YSPOR. Some support was shown towards improving partnerships with key decision-makers to increase the uptake of research results. Stakeholders and YFNs affirmed that the Health Summit was effective in increasing the knowledge of YSPOR activities.

		<ul style="list-style-type: none"> • Building relationships with communities was also seen as a key success.
<p>Communication and collaboration among health research stakeholders in the Yukon is promoted, leading to more efficient and effective use of available resources</p>	<ul style="list-style-type: none"> • Most staff shared on how YSPOR is communicating and collaborating well, as evidenced by the relationships built with YFNs and partners. • The YSPOR Health Summit was raised as a critical and effective tool to help improve sector collaboration. 	<ul style="list-style-type: none"> • Stakeholders and YFNs affirmed that the Health Summit has been critical to improve sector collaboration. They noted that it had helped increase awareness of ongoing projects, while also providing opportunities for those in the sector to meet each other and build relationships.
<p>Stakeholders are engaged in the generation of research knowledge and implementation of evidence-based improvements</p>	<ul style="list-style-type: none"> • While stakeholders are engaged in the generation of research results, staff members acknowledge that more could be done to improve overall implementation of research results. However, they acknowledge that challenges with partners had slowed the implementation of evidence-based improvements. 	<ul style="list-style-type: none"> • Partners and YFNs asserted that YSPOR was effectively engaging. Support was shown towards increasing the involvement of partners in the identification of research priorities and projects. • YFN shared appreciation for the inclusion of Elders and youth in identifying and designing research projects. A deep appreciation was shared with the impact and effectiveness of the Junior Researcher Program.
<p>Barriers to accessing health data are identified and resolved</p>	<ul style="list-style-type: none"> • Staff acknowledged that while barriers were identified, these have not been fully addressed. According to them, continued challenges persist in accessing and sharing Yukon health data. 	<ul style="list-style-type: none"> • Most external stakeholders acknowledged continued data challenges, with issues being raised with insufficient data, difficulties in access caused by legislative barriers, and poor information sharing protocols. • A few stakeholders questioned the role of YSPOR in resolving data barriers. From their perspective, data challenges should likely be managed first by the Yukon Government and YFNs, with support being provided by YSPOR on

<p>Patient-oriented and Indigenous patient-oriented research methods are supported, developed, advanced and become standard practice</p>	<ul style="list-style-type: none"> • Staff noted that progress had been made, but that continued focus should be placed on ensuring that these methods become standard practice. However, they acknowledged that Yukon patient-oriented and Indigenous patient-oriented research is new in the Yukon. 	<p>an as-needed basis.</p> <ul style="list-style-type: none"> • Participants mentioned that Indigenous people and communities have helped shape research projects and related research methods. • YFNs noted that YSPOR had worked with them to implement Indigenous research methods, despite being housed in a colonial research-based institution. • YFNs expressed an appreciation for YSPOR’s willingness to work with the Nations, noting that YSPOR was willing and able to adapt to their specific community needs.
---	--	--

Advancing the Achievement of Outcomes

When prompted on how to advance outcomes, stakeholders shared the following suggestions:

- Facilitate collaboration between First Nation communities, helping share research, experiences, and knowledge.
- Increase the number of in-community, Indigenous staff to further engage local communities and First Nation governments.
- Hire Indigenous people as part of the YSPOR leadership team.
- Build health research guidelines to help researchers understand how to work and collaborate with YFNs. One interviewee further asserted that guidelines should be tailored to the communities through the engagement of local youth and Elders.
- Clarify roles and responsibilities of YSPOR in the areas of data governance and data barriers.
- Create processes or strengthen existing processes to collaboratively identify research priorities with partners, including HSS.
- Develop action-oriented summaries of research projects.

Unexpected Outcomes

When discussing unexpected outcomes, stakeholders applauded the success of the Health Summit in driving collaboration and connection amongst health sector and research stakeholders. In addition, staff members expressed gratitude with the level of engagement of communities and partners.

Engagement with youth through the Junior Researcher Program was discussed by staff and YFNs as a major success. They noted its impact in building relationships with First Nations and in increasing the awareness of YSPOR within communities, while simultaneously improving community research capacity. Support was shown towards continuing to move forward with this program.

Performance Measures

Staff generally agreed that performance measures were meaningful and practical but acknowledged that they were not heavily involved in the performance measurement processes. However, those who were involved noted that measurement can be difficult, as some metrics rely heavily on qualitative analysis. In addition, they noted that targets are not used. It was observed that the lack of targets has been a strategic decision to address yearly fluctuations based on small numbers and qualitative data. For example, the measure of “YSPOR awards grants and stipends for research occurring in the region” is worded in such a way that it is difficult to assign a target. While there could be changes in the number of grants awarded year-to-year, staff noted that this does not necessarily constitute a failure. As such, staff spoke of the importance to support measures with qualitative analysis.

MNP’s analysis concluded that current measures read as additional sources of outcomes and actions. Coupled with an already long list of outcomes and measures which do not clearly identify what is being measured, difficulties could be experienced in effectively reporting on program success and forming conclusions on where to invest resources or alter strategies. This is compounded by the lack of targets, which further complicates the measurement of progress, thereby impeding decision-making and YSPOR accountability.

Partnerships and Collaborations

Partnerships and Collaboration Current State and Improvements

Staff generally noted that partnership and collaboration with partners, PWLEs, and First Nations was strong and effective, pointing to the progress made in building relationships. This was supported by YFNs and most partners, who appreciated the information shared. YFNs noted an appreciation for the continued engagement and willingness to collaborate and adapt to their needs. Specifically, YFNs appreciated the time and attention that YSPOR gave them, along with their flexibility in adapting processes to meet the needs of local Nations and in empowering the use of Indigenous research methods. As such, they supported continuing to engage with that, while requesting that YSPOR increase their understanding of the local cultures and ways of being, doing, and knowing. Both YFNs and most YSPOR staff supported increasing in-community visits and in-community staff members, as they viewed these resources as a critical reason behind the successful projects and the forming of relationships and improvement of trust in health research.

Staff, some partners, and YFNs applauded the Junior Researcher Program, raising its positive impact in engaging youth and building community capacity. They further noted how it has led to relationships with YFNs and increasing the awareness of YSPOR within communities. This was further identified as an effective way to form relationships with First Nations, as staff believe that YFNs value the involvement of their youth.

Concerns were raised by staff with the current state of relationship with HSS, noting some significant challenges related to the provision of in-kind contributions, and a perceived lack of engagement in YSPOR projects and activities. Some partners asserted that more should be done to collaboratively engage all partners and YFNs in the co-identification of research priorities to gain executive buy-in, address health system priorities and drive improvements to health outcomes. They further affirmed that YSPOR should play a critical role in bringing stakeholders together to collectively identify future research opportunities.

People with lived experiences noted some challenges, raising that they did not feel adequately supported by YSPOR. PWLE indicated that engagement and communication in the early days was strong, which made them feel like valued members of the organization. However, this perception has wavered, with PWLE reporting that they receive little to no communication and are not provided with sufficient opportunities to collaborate and provide advice. Support was shown towards increasing communication of the impacts of their contribution along with using adequate forms of communication which respect and honor their experiences and perspectives. For example, some interviewees noted frustrations with the manner that certain information or news was delivered to them, speaking to a lack of empathy and tact. In addition, frustrations were raised with a lack of invitation to key events (e.g., Health Summit), which reduced their sense of value to YSPOR.

PWLE raised that YSPOR seems to increasingly focus on YFNs. While important, PWLE noted that YSPOR should continue to focus on all Yukon patients and citizens, and that more research projects should be tailored to Yukoners as a whole.

Roles and Responsibilities

As previously mentioned, stakeholders and YFNs noted a general understanding of YSPOR roles and responsibilities, which was attributed to YSPORs focus in building relationships, sharing information openly, and through its work in putting on the Health Summing. Staff acknowledged that more could be done though, to improve partner understanding of YSPOR policies and processes. For example, improving the understanding of YSPOR's role in research, along with its limitations was raised as a continued area requiring focus and attention. This was supported through MNP interviews, which found a relatively inconsistent understanding of the role of YSPOR, specifically, in whether it conducts or facilitates research. Further, some partners, YFNs, and PWLEs, noted difficulties in describing to colleagues or community members the purpose and intent of YSPOR. This was attributed, in part, to the chosen name of the unit (i.e., Yukon Strategy for Patient Oriented Research), which creates confusion for some stakeholders.

PWLE raised that their roles and responsibilities when participating in YSPOR events, committees, and projects were not always clear. While job titles were given during their participation in key initiatives, the exact responsibilities associated with the titles were unclear. This led to requests for improved training to help clarify expectations and understanding of patient-oriented research to improve their skillset and effectiveness as advisors.

Data Sharing

Partners commonly noted that they received information and data through newsletters, the Health Summit, and the YSPOR website. There was a consensus that YSPOR was open and willing to share information and data with partners and YFNs.

Staff further asserted that they provided several presentations and shared research papers with partners. However, suggestions were made by some partners to simplify insights into action-oriented summaries to increase the awareness, readability, and useability of research results.

More broadly, some partners, YFNs, and staff noted that several barriers to data access and sovereignty exist, such as legislation that does not support effective data sharing due to privacy concerns, along with a lack of First Nation data infrastructure capacity.

OCAP Principles

Staff acknowledged the importance of returning data and information to communities. However, they recognized that communities may not have the infrastructure capacity to support required data storage. Regardless, staff raised that it was critical for YSPOR to communicate the rights of YFNs to researchers under OCAP and to continue to ensure that all data held by YSPOR continues to be accessible to them.

Some stakeholders and YFNs asserted that YSPOR could increase awareness and knowledge of OCAP by creating and sharing new or existing training materials and offering sessions during the Health Summit. It was noted by a few stakeholders that OCAP principles should be adapted to the Yukon context, recognizing the low data storage capacity of YFNs. Through the interview process, MNP also identified a relatively low awareness of OCAP, indicating that overall knowledge in the Yukon is likely limited among research partners and YFNs alike.¹⁰

Supporting Stakeholders in Improving Health Policy or the Delivery of Health Services

As it stands, YSPOR has placed a robust focus in building relationships with local communities, while working with them to identify research interest. This has created robust relationships with YFNs, who expressed an increased trust in health research, along with an appreciation for the focus on Indigenous research methods. As such partners expressed a desire to receive information on community interest, to help them drive policy decisions.

In addition to the existing community approach used to identify research priorities, some partners requested increased involvement in the collaborative identification of research priorities and projects to improve alignment with broader health system goals. Suggestions were made to build on existing collaboration and information sharing among key stakeholders, thereby involving YFNs, health system partners, and PWLE in the collaborative identification of research priorities.

YFNs noted the following support areas which would benefit them in advancing programs and policy objectives:

1. Help facilitate connections with legal experts to understand the legal ramifications of implementing some of the research insights in the Canadian context.
2. Provide support to secure funding.
3. Offer support to help develop the programs related to the research insights. Put another way, provide support in the implementation of research insights.

Processes and Systems

Transparency

Partners and YFNs generally affirmed that YSPOR was transparent, providing sufficient information and communication to keep them informed of projects and related progress. Specifically, respondents shared an appreciation for the newsletter, Health Summit, and website, raising that these forums acted as great sources of information. When reviewing the Oversight Committee, a few stakeholders expressed a desired

¹⁰ It should be noted that resources and education about OCAP is readily available and need not be created by YSPOR. The foremost resource is from the First Nations Information Governance Centre (FNIGC).

for additional information for decision-making. As it stands, some concerns were raised with the fact that the information was too high-level to give appropriate direction. However, it is worth noting that these interviewees often viewed the Oversight Committee as a strategic governance body, and less the advisory role that it has commonly played.

Staff opinions on the transparency of YSPOR processes and policies was mixed, with some believing that it was sufficient, while others believed that more could be done. Specifically, suggestions were made to improve the communication of YSPOR limitations in influencing University or external research policies, funding rules, honorarium processes, and ethics approvals.

As previously discussed, PWLE expressed a desire for increased communication, including transparency on why decisions are made; whether YSPOR is intending to focus less on PWLE and more on YFNs moving forward; and whether compensation will be provided for their participation.

Effectiveness of Processes in Supporting Research Translation

To support the translation of research, YSPOR has shared research insights and provided several presentations to senior leadership. While these presentations offered research insights and policy actions to address issues, the uptake of research insights has not yet occurred. As it stands, stakeholders were unable to point to examples of research projects which had led to changes in health programs or policies. However, it is worth noting that some projects (e.g., the Medicine Working Group) are trending in this direction.

To improve research translation, the following suggestions were provided:

- Provide summaries of research projects, focusing on actionable insights to improve readability and useability for decision-makers.
- Engage partners, YFNs, and PWLE in the collaborative identification of research priorities to ensure organizational buy-in from decision-makers. This would continue to include the focus on identifying research projects at the community-level to ensure local buy-in.
- Engage decision and policymakers early in the research projects.
- Review mandate letters and overarching government strategies and present research projects aligned to priorities.

Process Challenges, Issues, and Improvement Opportunities

PWLE raised frustrations with the honorarium process, raising that it was often on them to identify if compensation would be provided, along with delays in receiving compensation. Suggestions were made to improve the clarity of what compensation would be provided and improve the payment process. Some staff affirmed this perspective, raising that University policies create challenges in providing honorariums in a timely fashion.

A suggestion was made by a YFN to increase funding windows, allowing for multi-year funding. They raised that First Nations often face capacity challenges and staff turnover, which can create challenges in advancing work within one year funding windows. According to them, single-year funding leads to a constant loss of momentum, leading to delays in advancing projects. This challenge is further exacerbated by insufficient grant development capacity.

Operational Efficiency, Sustainability, and Resourcing

Overall, staff generally affirmed that they were making good use of resources, but that more financial resources could always be used. However, concerns were raised by some with the state of in-kind contributions provided by HSS, noting potential risks that the commitments would not be met. As one stakeholder put it, this places significant risks on YSPOR's future operating sustainability. While this challenge is being worked on through discussions with HSS, this remains as a significant risk to YSPOR's operational sustainability.

The use of in-community, First Nation staff members was applauded by both YSPOR staff and YFNs as a key element of YSPOR's successes. Support was unequivocally shown towards increasing the number of in-community resources to improve coverage across the Yukon. YFNs who benefited from having in-community support raised it as the single greatest contributing factor to the success of the relationship and related projects.

Inclusion of Indigenous Ways of Knowing, Being, and Doing and Cultural Safety

Inclusion of Indigenous Ways of Knowing, Being, and Doing

Stakeholders generally agreed that YSPOR was effectively including Indigenous ways of knowing, being, and doing in its research processes and organizational functions. As examples, interviewees noted the following as examples of effective inclusion:

- Provisions for cultural practices in the Health Summit.
- The high number of Indigenous staff.
- The focus on community-led research projects, supported by in-community First Nation staff who understand the local cultural context.
- The Junior Researcher Program's focus on supporting research of interest to community members.
- The oversight committee's use of a consensus decision-making model over a voting system.

Challenges were also noted by YSPOR staff in bringing Indigenous ways of knowing and being into research given barriers with university or research funder colonial structures. Specifically, YSPOR staff noted that research guidelines in research institutions had not caught up to Indigenous ways of conducting research, creating some barriers in getting the necessary approvals and funding. This was further raised by a First Nation citizen, who expressed some frustration with funding processes and the related requirements for YSPOR to hold the funding internally. It is worth noting, however, that staff generally asserted that Yukon University had worked with them to identify solutions.

YFNs generally appreciated the efforts made by YSPOR to include Indigenous ways of knowing, being, and doing. They further raised an appreciation for the inclusion of Indigenous people and Elders on the Oversight Committee, along with an appreciation for the hiring of local YFNs, in-community staff. Specifically, YFNs and stakeholders raised that in-community resources had helped increase trust in YSPOR and health research projects. According to YFNs, this is particularly relevant, as they have historically been "used" by researchers, leading to research projects that have not directly benefited the local Nations. YFNs further appreciated the efforts made by YSPOR to understand their culture and

custom, along with their willingness and ability to adapt processes to their needs and in employing Indigenous research methods. Looking to the future, YFNs provided some suggestions to continue to advance, such as increasing the number of Indigenous staff hired in leadership positions along with placing more weight on the advice given by First Nations in the Oversight Committee. Further support was shown towards continuing to build the existing knowledge of local YFN cultures to ensure that YSPOR continues to learn and adapt processes to the needs of specific communities.

In keeping with the support shown for the creation of health research guidelines outlining how to engage and work with YFNs, stakeholders acknowledged the importance of engaging with each nation to identify specific customs and traditions. They raised the importance of maintaining flexibility, as cultural practices, and ways to engage will differ between communities.

Cultural Safety

Staff noted the importance of working directly with each community to identify the local cultural context. As such, they urged that YSPOR continue its existing robust practices of engaging with local Elders and youth to strengthen their understanding of local practices, followed by an immediate application of the gained knowledge.

YFNs urged that YSPOR continue to carefully understand the context of each nation. They requested that YSPOR continue its efforts to help ensure that people joining communities have cultural knowledge and competency, thereby ensuring that these individuals will not offend the local communities. Recognizing generational trauma experienced by YFNs and providing them the space to be their authentic selves was promoted. In addition, representatives spoke of the importance of asking Elders and Chiefs and Councils before engaging or coming to a community. They further noted that YSPOR needed to empower communities to say “no” and had to respect their decisions.

Overall, YFNs asserted that it was critical to take the time to build-relationships and trust, noting that relationship-building should not be rushed in pursuit of broader organizational aims. They further noted that YFNs face increasing requests to engage, which are made worse by existing capacity challenges. As such, they urged patience, in-person visits, a focus on relationship building, and being prepared to help identify research projects and offer the related supports to action initiatives.

Appendix C – About MNP

For over 60 years, MNP has proudly served and responded to the needs of clients in the public, private and not-for-profit sectors. Today, MNP is the fifth largest Chartered Professional Accountancy and business consulting firm in Canada and is the only major accounting and business consulting firm with its head office located in Western Canada. MNP has more than 100 locations and 6,500 team members across the country.

MNP Consulting Services

MNP Consulting provides a broad range of business and advisory services to clients including:

- Strategy Development and Planning
- Stakeholder Engagement
- Performance Measurement
- Program Evaluation
- Economic Analysis
- Research
- Data and Analytics
- Business Plans and Feasibility Studies
- Performance Improvement
- Financial Analysis





Wherever business takes you

[MNP.ca](https://www.mnp.ca)