



First Nations Health  
Directors Association

Sharing experience for community wellness

# ANNUAL REPORT

2018 - 2019



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Sharing experience for community wellness

## FIRST NATIONS HEALTH DIRECTORS ASSOCIATION

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Revised and reprinted in October 2019 to reflect typographical corrections to Table 2 entitled "FNHDA Statement of Operations" and additional description of Accountability for Financial Matters as set out in the FNHDA-FNHA Memorandum of Understanding (2013).

Outside Cover image by photographer Kelly Funk, Sun Peaks Resort. *Sun Peaks during alpine blossom season.*





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# MESSAGE FROM THE PRESIDENT



**CHARLES NELSON**

Health Administrator

Snuneymuxw First Nation Health Centre  
President, FNHDA Board of Directors

I was honoured to be elected as the Vancouver Island Coast Salish Family representative for the First Nations Health Directors Association (FNHDA) Board of Directors in September 2018.

It was a privilege to be appointed President of the FNHDA by my fellow Board members in December 2018 and I look forward to serving the Association for a two-year term. Reflecting on the 2018-2019 year, there are many exciting initiatives and shared successes to highlight on behalf of our FNHDA Members and Board of Directors.

As First Nations, we take a wholistic view of health and wellness. Each Nation has stories, teachings, and traditions that reflect the connection between the mental, physical, emotional, and spiritual aspects of well-being. As Health Directors, we work to support this wellness approach on the ground in communities to – among other goals – address mental health and substance use issues and restore spiritual balance.

This past year, the FNHDA Board of Directors and Board Committees undertook important work to renew our governance documents, supporting the high operational standards and evolution of the FNHDA. Accomplishments include refreshing the [FNHDA Strategic Plan \(2019-2022\)](#) to advance the core goals of the Association; amending the [FNHDA Constitution & Bylaws](#); and renewing the [FN-HC-FNHA-FNHDA Relationship Agreement](#). The FNHDA also continued to work on the made-in-BC FNHDA Certification

Program for Health Directors by establishing our very own FNHDA College of Indigenous Health Leadership to deliver the program. We should all take pride in achieving these significant milestones.

I want to thank the FNHDA Board of Directors and our Health Director Members for their significant contribution to the Technical Advice Process and supporting continuous quality improvement and transformation of the health care system. In 2019, the FNHDA developed an enhanced Technical Advice Protocol to reflect the current realities of the evolving engagement structure and provide guidance to the engagement process with Health Directors, regionally and provincially. I look forward to strengthening our role as valued technical advisors.

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*In serving as the FNHDA President and a community Health Lead, I am guided by the belief that the First Nation communities we serve deserve care that reflects both traditional teachings and the best of western medicine.*

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In my role, I look forward to empowering the FNHDA Board of Directors to provide leadership and support to the Health Directors in their respective regions. I am dedicated to ensuring the collective voice of Health Directors across the province has a tangible positive impact on the delivery of health services to the First Nations of BC.

Huy'ch'qu

# MESSAGE FROM THE EXECUTIVE DIRECTOR



**CHRISTINE STAHLNER**

Executive Director

FNHC-FNHDA Shared Secretariat

I have recently made a conscious effort to slow down and take time to reflect. Writing that sentence, I am aware that slowing down sounds like a luxury to many.

Yet prioritizing this balance is one of the most powerful things we can do for our own wellness, and therefore, for the wellness of our families and communities.

As Health Directors, you understand what it is like to have many competing priorities. In my own role, I find it difficult to maintain a healthy balance between work and family life. There rarely seems to be enough time in the day.

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*It was through our FNHDA Head to Heart teachings that I unlocked a secret to supporting my own balance. Honouring the Land and taking time to breathe deeply and connect with territory helps to settle my mind.*

---

Once I pause to take a breath, I can see the beauty around me: the acts of kindness, humour, and human connection. It also supports me to reflect more clearly on my own work and the dedicated efforts of our Members, Board of Directors, and Shared Secretariat.

This year, I reflect on the Members of the Association – your hard work this past year and the quiet dedication with which you carry out your important roles in community. At the Regional Caucuses, training sessions, and the FNHDA

Annual General Meeting (AGM), I see you talking to each other and supporting each other with lateral kindness.

I reflect on the FNHDA Board, past and present, who seek to improve and guide us on the direction of the organization. As leaders, they keep community and Member well-being at the forefront of their minds with each decision.

I extend my gratitude to those committee members who shared their time to strengthen the Association by revising the [FNHDA Constitution & Bylaws](#). You took on a challenging project that is critical to our future sustainability. I also wish to thank those who worked hard to advance the Certification Program for First Nations Health Directors as well as those Members who demonstrated their dedication by enrolling in the pilot project.

I reflect on the Shared Secretariat team members behind the scenes, tirelessly working to support the Members and the FNHDA Board every day. I am grateful for our team of skilled and dedicated individuals, and their commitment to making every event run smoothly, while leading with kindness.

Thank you for supporting me to be part of this journey with you over the years. I look forward to another year of partnership, listening, and working together to support Health Directors and the communities we serve.

# FNHDA STRATEGIC PLAN 2019-2022

## Sharing Experience for Community Wellness

### SHARED VISION

*Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities*

### FNHDA MISSION

*The FNHDA works to promote culturally strong, experienced, professionally trained First Nations Health Directors; provide technical advice on research, policy, program planning and design; and support the implementation of community Health Plans.*



## GOAL 1

*Provide professional development, training, networking and support services for Health Directors, supporting their well-being and success in their community roles, and enabling their participation in the improvement of the broader health system.*

### **OBJECTIVE 1.1**

Increase capacity of Health Directors to develop and implement community health planning processes.

### **OBJECTIVE 1.2**

Build the capacity of Health Directors through a training plan, a comprehensive certification-based training program and other training and learning opportunities.

### **OBJECTIVE 1.3**

Support continuous improvement and quality in health care and health administration, including accreditation, while respecting diverse community health systems.

### **OBJECTIVE 1.4**

Operate and improve as a hub of information, tools, supports and resources for members.

### **OBJECTIVE 1.5**

Advance the development of an educational structure to support certification and the continuous learning of Health Directors.

## GOAL 2

*Support health care system transformation through effective participation of the FNHDA in the First Nations Health Governance Structure and providing quality and timely technical advice.*

### **OBJECTIVE 2.1**

Advance a transparent and inclusive process for FNHDA to contribute technical advice to internal (FNHA & FNHC) and external partners.

### **OBJECTIVE 2.2**

Collaborate with internal and external partners to champion holistic health and wellness.

## GOAL 3

*Uphold high operational standards and seek to continuously improve, grow and evolve the FNHDA.*

### **OBJECTIVE 3.1**

Continuously improve effectiveness of engagement, communications, and information sharing between FNHDA and members.

### **OBJECTIVE 3.2**

Support accountability by inviting feedback, measuring outcomes, and adjusting plans and actions in response.

### **OBJECTIVE 3.3**

Improve administrative processes to support efficient, effective, and responsive service to FNHDA members and the Board.

# BOARD OF DIRECTORS' UPDATE

## For the period April 1, 2018 to March 31, 2019

The FNHDA Board of Directors is a committed and hardworking team dedicated to providing leadership and oversight to the activities of the Association to advance its mission. Our Board is comprised of committed Health Directors who share their experience, technical advice, and wisdom with the Board of Directors and its advisory committees. The dedicated leadership of our Board of Directors, who are grounded in our communities, ensures that the FNHDA continues to grow into a strong, professional Association that:

- Supports the professional development of Health Directors to build competence and excellence to advance First Nations health and wellness;
- Provides technical advice for health policies and programs that is informed by community-based health and wellness knowledge; and
- Establishes and maintains meaningful partnerships to improve First Nations health and wellness for individuals and communities.

This year, the FNHDA Board of Directors focused on:

- Supporting the implementation of the refreshed [FNHDA Strategic Plan \(2019-2022\)](#) to advance the core goals of the Association;
- Overseeing the work to strengthen FNHDA governance documents, which included two special resolutions to amend the [FNHDA Constitution & Bylaws](#) to ensure compliance with the new [BC Societies Act](#) and amendments to the *FNHDA Conflict of Interest Policy* and *FNHDA Board of Director Terms of Reference*; and
- Collaborating with our First Nations Governance Partners – the First Nations Health Council (FNHC) and First Nations Health Authority (FNHA) – to advance our shared goal to enhance First Nations health governance. Together, we signed a new *FNHC-FNHA-FNHDA Relationship Agreement* in May 2018, discussed a plan to evolve the First Nations engagement structure based on feedback from Chiefs and Health Leads, and began discussions to evaluate the Health Governance Structure and relationship to fulfil a commitment in the *BC Tripartite Framework Agreement on First Nation Health Governance* (2011).

**NORTHERN**

Beverley Clifton Percival (Sept 2018-Sept 2019)

Angie Prince

Patricia Hoard (Sept 2016-Oct 2018)

Genevieve Martin (Sept 2016-Sept 2018)

Lauren Brown (Sept 2016-Sept 2018)

Louella Nome (Sept 2018 - Jan 2019)



**INTERIOR**

Franny Alec

Jacki McPherson

Shelley Lampreau



**FRASER SALISH**

Janice George

Terrie Davidson

Kimberley Laing (Sept 2018-Apr 2019)



**VANCOUVER COASTAL**

Keith Marshall

Rosemary Stager-Wallace

Coreen Paul

Kim Brooks (Sept 2017-Sept 2018)



**VANCOUVER ISLAND**

Kim Roberts

Vanessa Charlong

Charles Nelson

Georgia Cook (Sept 2016-Sept 2018)

Jennifer Louise Jones (Sept 2017-Oct 2018)



**INTERIM ELDER ADVISOR**  
Virginia Peters





# KEY HIGHLIGHTS

## GOAL ONE

The FNHDA Board and Committees work to support our Association's role in advancing professional development of First Nations Health Directors in BC. This aligns with **FNHDA Strategic Plan Goal 1: *Provide professional development, training, networking and support services for Health Directors, supporting their well-being and success in their community roles, and enabling their participation in the improvement of the broader health system.***

- Offered over 106 opportunities for FNHDA Members to build skills and support each other to learn and grow together as part of the implementation of our Three-Year Training Plan (2015-2018). Training and learning opportunities were offered in all seven training priority areas identified by FNHDA Members and included additional FNHDA Lateral Kindness Train-the-Trainer sessions and our new FNHDA Trauma Training for Health Directors.
- Advanced work on the made-in-BC FNHDA Certification Program for First Nations Health Directors. A successful pilot course of the first module, First Nations Culture and Protocol, was held in the fall of 2018. Funding permitting, we expect to deliver the Certification Program in 2019.
- Launched the [\*First Nations Health Directors Job Description and Hiring Toolkit\*](#) at our 2018 FNHDA AGM and Conference.

## GOAL TWO

Our Board, Committees, and Members support the Association's role as technical advisors to advance the transformation and quality improvement of health care on behalf of First Nations in BC. This aligns with **FNHDA Strategic Plan Goal 2: *Support health care system transformation through effective participation of the FNHDA in the First Nations Health Governance Structure and providing quality and timely technical advice.***

- Participated in Regional Caucuses in the spring and fall of 2018 to provide our partners with technical advice on health and wellness priorities, including mental health and the social determinants of health, and to meet for FNHDA business.
- The FNHDA President and 22 Health Directors attended the Quality Forum, hosted by the BC Patient Safety & Quality Council, in February 2019 to share ideas and discuss how to improve health care quality and patient safety.
- Through the FNHDA Technical Advice Process, the FNHDA engaged the FNHDA Board and Health Director Members to develop the *FNHA Health and Wellness Planning: A Toolkit for BC First Nations* and co-developed engagement plans for Health Directors to inform the upcoming transition of Dental, Vision, and Medical Supplies & Equipment Health Benefits.
- The FNHC and FNHA engaged the FNHDA Board of Directors and Health Director Members to design an approach for new mental health and wellness funding to advance the [\*Tripartite Partnership to Improve Mental Health and Wellness Services and Achieve Progress on the Determinants of Health and Wellness Memorandum of Understanding\*](#) signed in July 2018.

## GOAL THREE

In line with Directive 7: Function at a High Operational Standard, the FNHDA Board of Directors continues to enhance the governance processes to support decision-making and organizational oversight on behalf of all Health Directors in BC. This aligns with **FNHDA Strategic Plan Goal 3: Uphold high operational standards and seek to continuously improve, grow, and evolve the FNHDA.**

- Issued a clean financial audit for 2017-2018 as reported to Members at the FNHDA AGM in September 2018.
- Honoured seven amazing award recipients at our 2018 FNHDA Inspiration Awards Ceremony.
- Held FNHDA Regional Board elections in September 2018 and welcomed six new Board members to the family.
- Appointed Charles Nelson as President and Beverley Clifton Percival as Secretary-Treasurer for a two-year term beginning in December 2018.
- Approved the refreshed [FNHDA Strategic Plan \(2019-2022\)](#) in December 2018.
- Attended the FNHA-FNHC-FNHDA Joint Planning Sessions in August 2018 and February 2019 to discuss plans for evolving the First Nations Health Governance engagement structure, mental health transformation, and evaluation.
- Signed the new [FNHC-FNHA-FNHDA Relationship Agreement](#) in May 2018 to reflect the current context of the partners' health work and roles in relation to engagement planning.
- Participated in discussions led by the FNHC at [Gathering Wisdom for a Shared Journey IX](#) in May 2018.
- Submitted progress reports on the key activities and accomplishments of the FNHDA to the Tripartite Committee on First Nations Health.



## LOOKING FORWARD

*As Health Directors, we share the vision of our First Nations health governance partners that all First Nations, no matter where they live, are supported in achieving and maintaining wholistic wellness in ways that respect their customs, values, and beliefs. To this end, we are committed to working with our First Nations health governance partners – the FNHA and FNHC – regional health authorities, and provincial partners to do our part toward improving the delivery of programs and services.*

# PROGRAMS COMMITTEE

*The FNHDA Programs Committee provides advice and recommendations to the FNHDA Board on how to improve the quality of regional and provincial health programming. This Committee reviews health planning, policies, and programs, and provides technical advice to the FNHA and FNHC to support the continuous quality improvement and transformation of health services.*

*In 2018–2019, the Programs Committee continued to advance the FNHDA’s Strategic Plan Goal 2: Support health care system transformation through effective participation of the FNHDA in the First Nations Health Governance Structure and providing quality and timely technical advice.*

## **Key work of the Programs Committee in 2018-2019 included:**

- Co-hosting discussions with FNHA Health Benefits during the fall 2018 Regional Caucus sessions on improving the engagement process for the upcoming transition of the Dental, Vision, and Medical Supplies & Equipment Health Benefits areas;
- Collaborating with the FNHA to co-develop a Technical Advice Survey for Health Directors to inform the upcoming transition of Dental, Vision, and Medical Supplies & Equipment Health Benefits. The survey provided Health Directors an opportunity to share feedback and recommendations to develop a refreshed list of priorities to support improvements to these health benefit areas;
- Providing feedback on the survey for Health Directors to support the independent evaluation of the FNHA Pharmacy Program, which gathered input on the impacts of the transition to Plan W, the effectiveness of the FNHA’s communication and engagement activities, and the advantages and disadvantages of Plan W relative to the Non-Insured Health Benefits Pharmacy Program;
- Presenting recommendations on resolving challenges under Plan W to FNHA Health Benefits; and
- Participating in meetings of the FNHC-FNHA-FNHDA Relationship Agreement Evaluation Steering Committee on behalf of the FNHDA Board of Directors. The purpose of this Steering Committee was to oversee the joint evaluation of the effectiveness of the Health Governance Structure and relationship to fulfil a commitment in the BC Tripartite Framework Agreement on First Nation Health Governance (2011). The evaluation examined: commitments in the Relationship Agreement; the quality and effectiveness of relationships and shared functions; the effectiveness of the governance processes; and the quality and effectiveness of support structures to the relationship. The ongoing evaluation of the Health Governance Structure ensures continuous learning and quality improvement.

We would like to thank the following Board members for undertaking this important Committee work on behalf of the Association and all Health Directors: Jacki McPherson (Interior); Lauren Brown and Beverley Clifton Percival (Northern); Kim Brooks, Keith Marshall, and Coreen Paul (Vancouver Coastal); Vanessa Charlong (Vancouver Island); and Terrie Davidson (Fraser Salish).





# PLANNING & REPORTING COMMITTEE

*The FNHDA Planning & Reporting Committee provides advice and recommendations to the FNHDA Board on key high-level strategic planning and reporting decisions as they relate to FNHDA Strategic Plan Goal 1: Provide professional development, training, networking and support services for Health Directors, supporting their well-being and success in their community roles, and enabling their participation in the improvement of the broader health system, and Goal 3: Uphold high operational standards and seek to continuously improve, grow and evolve the FNHDA.*

## **Key work of the Planning & Reporting Committee in 2018-2019 included:**

- Participating in a pilot Trauma Training for Health Directors and providing feedback to ensure the training was relevant for Health Directors. Offered in four regions in March 2019, the Trauma Training increased Health Directors' awareness of the impacts of trauma, helped them recognize its signs and symptoms, and supported them to develop the skills to appropriately respond within the workplace in their role as Health Directors;
- Planning our AGM and Conference each year; and
- Providing technical advice to the FNHA on the First Nations Primary Care + Mental Health & Wellness Summit being planned for May 2019.

We would like to thank the following Board members for undertaking this important Committee work on behalf of the Association and all Health Directors: Georgia Cook, Jennifer Jones, Kim Roberts, and Charles Nelson (Vancouver Island); Keith Marshall and Rosemary Stagger-Wallace (Vancouver Coastal); Shelley Lampreau and Franny Alec (Interior); and Janice George and Kimberley Laing (Fraser Salish).



# BYLAWS & POLICY GOVERNANCE COMMITTEE

*In October 2017, the FNHDA Board passed a motion to establish the FNHDA Bylaws and Policy Governance Committee to provide recommendations to the FNHDA Board of Directors on bylaw and policy matters relating to Board governance. The work of this Committee is aligned with the FNHDA Strategic Plan Goal 3: Uphold high operational standards and seek to continuously improve, grow, and evolve the FNHDA.*

In 2018, the Bylaws and Policy Governance Committee provided oversight to transitioning the FNHDA to the new BC [Societies Act](#) (2016) in advance of the November 2018 deadline. The Committee met five times between May and July 2018, working diligently with the FNHDA Secretariat and legal counsel to review the existing bylaws and governance documents and to provide recommendations to the FNHDA Board of Directors on the revisions required to comply with the Societies Act.

In August 2018, the Board recommended amendments to the *FNHDA Constitution* and replacement of the *FNHDA Bylaws* for approval by FNHDA Members at the 2018 AGM, and approved amendments to the *FNHDA Board Terms of Reference* and *Conflict of Interest Policy* to align with the new *Societies Act*.

It is important to take the time to celebrate our renewed governance documents and the contribution of the Bylaws and Policy Governance Committee to support high operational standards and the evolution of the FNHDA. We would like to thank the following Board members for undertaking this important Committee work on behalf of the Association and all Health Directors: Franny Alec (Interior); Lauren Brown (Northern); Vanessa Charlong and Kim Roberts (Vancouver Island); Janice George (Fraser Salish); and Rosemary Stager-Wallace (Vancouver Coastal).

At the FNHDA AGM held in September 2018, our FNHDA Members passed two special resolutions to:

- Amend the [FNHDA Constitution](#) to provide for the establishment of an institute to train and certify First Nations Health Directors and other related professionals; and
- Replace the [FNHDA Bylaws](#) in their entirety to include amendments related to Members' meetings, electronic voting, the selection and appointment of FNHDA Directors, and an interim procedure for adopting a remuneration policy.

In December 2018, the FNHDA Board approved a further amendment to the *Terms of Reference* to establish two-year staggered terms for the FNHDA Board Executive Officers to ensure continuity and stability.

# MEMBER SERVICES SUMMARY

*Our FNHDA Member Services Team is proud to support First Nations Health Directors by providing exceptional customer service and enhancing the tools, resources, and communications that are available to our Members.*

Member Services supports all aspects of the FNHDA membership, including the acquisition, support, and retention of Members. Some of the core responsibilities of Member Services include ensuring that membership renewal requirements are met in accordance with the [FNHDA Constitution & Bylaws](#) and maintaining an accurate Member registry. Member Services also maintains the FNHDA Gathering Space Member Portal, which was developed in response to requests from Members to facilitate communication between Board representatives, Members, and the Association. Our Member Portal features FNHDA initiatives like the Head to Heart mental wellness campaign, professional development opportunities, templates, and other resources and tools.

## **Key Member Services highlights from 2018-2019 include:**

- Welcoming 45 new members who satisfied the membership criteria outlined in the *FNHDA Constitution & Bylaws*. There are currently 149 FNHDA Members across BC.
- Collaborating with FNHA Information Management and Information Technology (IMIT) to integrate several new categories into the membership database to streamline our Member records and improve data analysis of the Health Director role.
- Collaborating with FNHA IMIT to enhance the FNHDA Gathering Space Member Portal so it can better serve our Members, including a refreshed website design and a dedicated toll-free service desk phone line so Members can more easily reset passwords to access the Member Portal.
- Distributing 57 online newsletters to our Members to keep them informed of upcoming events and training opportunities, important membership notifications, service highlights, and other Member activities.



## CERTIFICATION UPDATE

*Health Directors play an important role in supporting quality improvement and cultural safety in First Nations health and wellness services. Certification for Health Directors supports continuous quality improvement within the health care system, demonstrates achievement of standardized skill sets and a commitment to excellence, and builds the credibility of certified Health Directors within communities and with other health professionals working in the health system in BC.*

The FNHDA is committed to building capacity for culturally safe and appropriate education and training for Health Directors that supports quality improvement initiatives within First Nations communities and health centres in BC. This past year, the FNHDA, supported by its Certification Focus Group, completed the final phases of the project plan to advance our made-in-BC Certification Program for First Nations Health Directors, the development of which was voted on by Members at the 2014 FNHDA AGM.

The Certification Program was developed by Health Directors for Health Directors, reflects our unique context and governance structure in BC, and is linked to the [FNHDA Standards of Excellence](#). It will include eight courses designed to support Health Directors' success in their community roles and enable their participation in improving the broader health system in the following areas of learning:

- First Nations Culture and Protocol;
- BC First Nations Health System and the Creation of the FNHDA;
- Health Programs and Services;
- Human Resources; Health Administration – Financial Management and Budgeting;
- Health Management;
- Communications; and
- Legal Accountabilities.



At the 2018 AGM, our FNHDA Members passed a special resolution to amend the FNHDA *Constitution* to enable the establishment of an institute to run within the FNHDA. This paved the way for our Association to apply to accredit our very own FNHDA College of Indigenous Health Leadership through the BC Private Training Institutions Branch to deliver our Certification Program.

During the 2018 AGM, the FNHDA issued an open call for Health Director volunteers to participate in a pilot course (FNHD 110: First Nations Culture and Protocol) in the fall of 2018. Eight Health Directors completed the pilot course and then shared positive reflections and areas for improvement on the course content and learning experience. In December 2018, the FNHDA Board

approved the proposed budget and overall approach to implementing the FNHDA Certification Program to certify First Nations Health Directors in BC. The Board also approved the following Statement of Purpose and Vision Statement of the FNHDA College of Indigenous Health Leadership:

- **Statement of Purpose:** *The FNHDA College of Indigenous Health Leadership is committed to professional capacity development by pursuing excellence in learning and engagement in health care management for First Nations communities in British Columbia*
- **Vision Statement:** *To be a leader in Indigenous Health Leadership education*

We greatly appreciate our Certification Focus Group and student volunteers for their hard work and commitment to ensuring that the course content, technology supports, and overall delivery approach will support Health Directors in successfully completing our made-in-BC Certification Program. We are excited about the opportunities the FNHDA College of Indigenous Health Leadership will bring to advance the FNHDA's mandate to provide professional development, training, and networking and support services for Health Directors.



# SUMMARY OF REGIONAL CAUCUS 2018

*The Regional Caucuses are an opportunity to bring FNHDA Members together to fulfil their core functions – supporting professional development and providing technical advice that will advance the health and wellness priorities and interests of First Nations communities.*

## **Key work highlights from the Regional Caucuses held in the spring and fall of 2018 are outlined below:**

**FNHDA Mentorship Circle:** During the spring 2018 Regional Caucus, the FNHDA hosted Mentorship Circles as a forum for peer-to-peer mentorship that supports Health Directors in their work in communities and in their personal wellness. Health Directors provided feedback on refreshing the [FNHDA Strategic Plan \(2019-2022\)](#) and shared community-based best practices.

**FNHDA Board Perspectives on the Social Determinants of Health:** At the spring 2018 Regional Caucus, FNHDA Board regional representatives shared their thoughts on the social determinants of health from a Health Director perspective. Health Directors have an important role to play in delivering health services in our communities and supporting the FNHC to advance improvements that contribute to the social determinants of health, which include culture, language, land, governance, physical environment, employment, and social support networks.

**Health and Wellness Planning:** The fall 2018 Regional Caucus Technical Advice Day included a session on health and wellness planning. The FNHDA Board regional representatives served as emcees and introduced members of the FNHA who presented an overview of the draft *FNHA Health and Wellness Planning: A Toolkit for BC First Nations* to Health Directors. This toolkit was created with feedback from Health Directors and other health stakeholders during previous Regional Caucuses and FNHDA engagement sessions. The toolkit is a great resource that contributes to quality improvement and will help Health Directors feel supported and confident in their role on the ground.



Following the FNHA presentation, a Health Director presented on a regional community-based wise practice and lessons learned related to health and wellness planning. The FNHDA would like to extend a heartfelt thank-you to the following Health Directors for sharing their wise practices:

- **Vancouver Coastal Region:** Rosemary Stager-Wallace, FNHDA Board Vancouver Coastal regional representative and Health Director for the Southern St'at'l'imx Health Society
- **Northern Region:** Louella Nome, Health Director for Lheidli T'enneh First Nation
- **Interior Region:** Maria Reed and team from Westbank First Nation
- **Fraser Salish Region:** Kimberley Laing, Health Director at Sumas First Nation
- **Vancouver Island Region:** Kim Roberts, FNHDA Board regional representative for the Kwakwaka'wakw family and Health Director with Kwakiutl District Council Health

**FNHA Health Benefits Discussion:** At the fall 2018 Regional Caucus, the FNHA Health Benefits team and FNHDA Board representatives co-presented on the upcoming transition of Dental, Vision, Medical Supplies & Equipment Health Benefits. FNHDA Board representatives, who serve as members of the FNHDA Programs Committee, shared their experience working with FNHA Health Benefits to co-develop the engagement plan and survey for Health Directors. The FNHA reported back on what we have learned to date regarding these benefit areas and held focus group engagement sessions to seek technical advice on priority-setting and community engagement processes. As Members of the FNHDA, we appreciate our ongoing collaboration with our First Nations health governance partners – the FNHA and FNHC – at these regional sessions.



# FNHDA TECHNICAL ADVICE PROTOCOL

*In 2018–2019, we continued our journey of advancing the FNHDA’s Strategic Plan Goal 2: Support health care system transformation through effective participation of the FNHDA in the First Nations Health Governance Structure and providing quality and timely technical advice.*

Since 2008, the First Nations health governance partners – FNHC, FNHA, and FNHDA – have engaged with First Nations Chiefs, Health Directors, and Leaders through the First Nations engagement structure, which includes local, regional, and provincial gatherings. Within this Health Governance Structure, the FNHDA is responsible for providing technical advice for health policies and programs informed by community-based health and wellness knowledge and supporting professional development. Since establishing the FNHDA in April 2010, First Nations Health Directors have been active participants in the review of policies, programs, and processes related to First Nations health services in BC, and the feedback received to date is foundational to the continuous improvement and transformation of quality health services for First Nations in the province.

In 2019, the FNHDA developed an enhanced Technical Advice Protocol (TAP) to reflect the current realities of the evolving engagement structure and provide guidance to the engagement process with the FNHDA Board of Directors, Board Committees, and Health Directors, regionally and provincially.

## **Key objectives of our enhanced TAP include:**

- Assisting in building respectful relationships and partnerships that recognize the role of the FNHDA to support health system transformation by participating in the First Nations Health Governance Structure and providing quality technical advice. It is important that an engagement strategy be written into the early phases of the health partners’ project plans to build the relationship with the FNHDA Board of Directors, Committees, and Health Directors.
- Identifying the meaningful roles of FNHDA Board regional representatives in TAP processes – from pre-planning through the reporting and implementation phases – to support regional and provincial engagement work.
- Establishing a process for identifying and communicating regional and provincial matters with First Nations governance partners, including the FNHA regional offices.



- Identifying opportunities for shared engagement to advance program transformation and quality improvement of health services that align with FNHDA strategic priorities: mental wellness, traditional wellness, FNHA Health Benefits, and the social determinants of First Nations health.
- Identifying opportunities for the FNHA regional offices to engage directly with FNHDA Board regional representatives and Health Directors to support operational and strategic planning within their respective regions. Regional Health and Wellness Forums are a key venue for information sharing and targeted health service engagement with Health Directors and Community Caregivers.

- Identifying opportunities for high-level provincial planning, engagement, and technical advice to be co-developed with the FNHDA Board of Directors and Board Committees to advance program transformation and quality improvement. Engagement can take place during quarterly FNHDA Board meetings, Committee meetings, the FNHDA AGM and Conference, and the provincial FNHA health services summit, among other forums.

Ongoing evaluations and feedback gathered from Chiefs, Health Directors, and Leaders will inform the evolving engagement structure. We look forward to learning how we can continue to evolve and improve our technical advice process.



# FNHDA TRAINING SUMMARY 2018-2019

*Health Directors working in First Nations communities are critical partners in the creation of viable and appropriate approaches to providing quality care for community members. The FNHDA supports our Members in their role as community-based Health Directors by working to promote culturally strong, experienced, and professionally trained Health Directors.*

One way we aim to achieve our mission is by providing training support for community Health Directors to advance **FNHDA Strategic Plan Goal 1**: “Provide professional development, networking and support services for Health Directors, supporting their well-being and success in their community roles, and enabling their participation in the improvement of the broader health system.”

As we reflect on the FNHDA Three-Year Training Plan (2015-2018), we are thrilled that we have offered 106 training, engagement, and information-sharing opportunities since 2015 in the following seven core training priorities identified by FNHDA Members:

1. Community Health & Wellness Planning: 21
2. Community Health Services & Programs, Health Knowledge, & Wellness: 24
3. Cultural Competency & Cultural Safety: 15
4. Communications: 4
5. Financial Management: 4
6. Human Resources: 15
7. Governance, Transformation, & Community Leadership: 23

## Key FNHDA Training Highlights for 2018-2019

This year, back by popular demand, the FNHDA hosted two additional three-day Lateral Kindness Train-the-Trainer sessions: one in Prince George in June 2018 for Northern Health Directors and a provincial session in Kelowna in July 2018. In the previous year, FNHDA hosted six regional Lateral Kindness sessions. These training sessions are an inspiring way to put into action the *FNHDA Position Statement Towards Zero Tolerance of Lateral Violence* and implement the joint *Declaration of Commitment: Lateral Kindness* signed by the FNHDA, FNHC, and FNHA in February 2017. In total, 128 FNHDA Members attended Lateral Kindness Train the Trainer sessions from July 2017 to July 2018.

During the 2018 FNHDA AGM and Conference in September 2018, four concurrent breakout streams were offered, focused on training, technical advice process, Head to Heart, and mentorship. Our AGM and Conference provides an annual opportunity for Health Directors to build skills, support each other to learn and grow, and collectively set the stage to advance the professional development aspect of the new [FNHDA Strategic Plan \(2019-2022\)](#).



In the spirit of partnership, the FNHA and FNHDA co-sponsored 23 FNHDA Members from across the province to attend the BC Quality Forum held in Vancouver on February 26-28, 2019. This forum, hosted by the BC Patient Safety and Quality Council, brings together over a thousand professionals working in British Columbia's health care system to discuss and share ways to improve health care quality and patient safety.

In March 2019, the FNHDA held three-day Trauma Training for Health Directors and other community caregivers in each region, with a total of 112 participants benefiting from this highly sought-after training. The training sessions raise awareness of the impacts of trauma and empower Health Directors to recognize its signs and symptoms, and develop the skills to appropriately respond within their role. The FNHDA was honoured to partner with Dr. Patricia Vickers, the Director of Mental Wellness Services at the FNHA, to develop and deliver this valuable training opportunity.

We look forward to offering more training opportunities that enable our FNHDA Members to continue building the skills that will support their success in their community roles and their participation in the improvement of the broader health system.

The FNHDA has supported ongoing professional development by hosting a number of free web-based learning sessions in 2018-2019 that covered topics including: Can-SOLVE chronic kidney disease screening project; proposed changes to the [FNHDA Constitution & Bylaws](#); finding self-regulation to calm the nervous system and find spiritual balance; compassion inspired eating; and a five-part human resource webinar series co-hosted by the FNHA and FNHDA.

Looking forward, the FNHDA is excited to continue providing opportunities for professional development guided by a new FNHDA Training and Engagement Plan that will be refreshed based on feedback provided by our Health Director Members.



# 2018 ANNUAL GENERAL MEETING & CONFERENCE

*We were excited to welcome 102 Health Director Members to the FNHDA AGM and Conference held September 18–20, 2018, on the unceded traditional territory of the Sts’ailes Nation at Harrison Hot Springs Resort. The theme of this year’s Conference was “Mental Health and Wellness – Maintaining Balance,” which aligns with the FNHDA Head to Heart mental wellness campaign.*

A highlight was the 19 breakout sessions that focused on technical advice, training, Head-to-Heart wellness activities, and mentorship – a new offering for this year. Many thanks to our fellow Health Directors who presented wise practices on topics such as decolonizing your health plan, traditional healing, lateral kindness, bringing health care services into the community, and Letse’mot services offered by Sts’ailes Nation.

First Nations across all regions have consistently identified mental health and wellness as a top priority. During the plenary panel on Transforming the Mental Health and Addictions System in BC, Deputy Minister Neilane Mayhew shared that the Ministry of Men-

tal Health and Addictions is seeking the advice, wisdom, and perspectives of Health Directors on the new Provincial Mental Health and Addictions Strategy, and Grand Chief Doug Kelly provided an update on FNHC’s work to transform the mental health system. During the keynote on Key Collaborations, FNHA Chief Operating Officer Richard Jock presented an update on the FNHA’s Quality Improvement Agenda and FNHA Senior Medical Officer Dr. Nel Wieman outlined the health considerations emerging from the legalization of cannabis in Canada that took place on October 17, 2018. We heard a commitment from all presenters to ground this work in the principles of lateral kindness and cultural humility and safety.



On the evening of day two, we kicked off our annual Inspiration Awards celebration with a traditional feast on the traditional territory of the Cheam First Nation. The Semoya Dancers from the Cheam and Sts'ailes First Nations shared a cultural performance and entertained the crowd, followed by the honouring of seven award recipients during the Inspiration Awards Ceremony held in the Cheam Longhouse, which grounded the work in culture and spirit in a beautiful sacred space. On the third day of the Conference, Years of Service Pins were presented to Health Directors in the following categories: one year, five years, 10 years, 15 years, 20 years, and 25 years or more.

During the AGM, Members accepted the 2017-2018 FNHDA Annual Report and Financial Statement, and they unanimously accepted two special resolutions to amend the [FNHDA Constitution](#) and replace the [FNHDA Bylaws](#), bringing the FNHDA into compliance with the BC [Societies Act](#). The FNHDA Board election results were announced, and we welcomed three re-elected and six newly elected regional representatives. Members passed a motion to approve the appointment of the six new individuals as Directors of the Association to conclude our official AGM business.

The FNHDA AGM and Conference is an exciting time for us to gather together, celebrate our successes, and share stories as we continue to grow, innovate, and collaborate to build a better health system from the ground up. We look forward to seeing all of you at the 2019 AGM and Conference being held in the Interior Region.

# 2018 INSPIRATION AWARDS

*Each year, FNHDA Members nominate and recognize the excellent work of their peers during the Inspiration Awards. The annual Inspiration Awards Ceremony honours community Health Directors and Health Leads in seven categories that represent the highest quality of care and passion that Members bring to their work.*

In 2018, the FNHDA presented seven awards to exceptional Health Directors or Leads in the following categories:

- Teresa Johnny *Grounding Work Within Culture and Tradition*
- Maria Reed *Providing Health and Wellness Leadership for the Community*
- Roberta Dendys *Providing Informed Technical Advice*
- Peggy Abou *Establishing and Maintaining Beneficial Partnerships*
- Monica Brown *Providing Effective Health Administration*
- Lee-Anne Hunsbedt *Being a Supportive Manager and Health Team Leader*
- Audrey Smith *Participating Actively in Professional Development and Continuous Learning*

The seven award recipients were honoured at the Inspiration Awards Ceremony held in the Cheam Longhouse. On behalf of our membership and Board of Directors, we extend warm congratulations to each of last year's winners.





**TERESA JOHNNY**

Health Director  
Tl'esqox (Toosey)



**MARIA REED**

Director of Community Services  
Westbank First Nation



**ROBERTA DENDYS**

Executive Director of Health & Community  
Services, Fort Nelson First Nation



**PEGGY ABOU**

Health Director  
Tsesk'iya (Crow) Clan



**MONICA BROWN**

Health Director  
Old Massett



**LEE-ANNE HUNSBEDT**

Health Manager  
Fraser Thompson Indian Services Society



**AUDREY SMITH**

Health Director  
Nuchatlaht First Nation





## JOINT PLANNING SESSIONS

*The First Nations health governance partners – the FNHC, FNHA, and FNHDA – hold a joint planning session twice per year to plan and coordinate on shared priorities, interests, and collaborative work that includes engagement priorities and processes.*

In May 2018, the *FNHC-FNHA-FNHDA Relationship Agreement* was amended to reflect the current context of the partners' health work, confirm expectations and roles in relation to engagement planning, and demonstrate the partners' commitment to the health transformation process within their respective roles.

The FNHC-FNHA-FNHDA Joint Planning Session held in August 2018 included presentations on each organization's strategic plans and priorities, as well as discussion of the new Tripartite Mental Health and Wellness funding, engagement planning for 2019, and breakout sessions to identify the shared goals and supports that each partner can provide.

The FNHDA looks forward to continuing to strengthen our First Nations Governance Partnerships through collaboration and planning sessions, which fulfil a key commitment within the *FNHC-FNHA-FNHDA Relationship Agreement*.

The FNHC-FNHA-FNHDA Joint Planning Session held in February 2019 included discussions on governance transformation, the *Relationship Agreement* evaluation, Regional Caucus evaluation findings and trends, the evolving engagement structure and process, and the evaluation of the FNHA Health Benefits Pharmacy Program. There was a commitment to provide leadership governance training and media training. Representatives from the FNHC, FNHA, and FNHDA also approved the proposed 2019-2020 Shared Engagement Plan.

# THE TRIPARTITE COMMITTEE ON FIRST NATIONS HEALTH

*The Tripartite Committee on First Nations Health (TCFNH) coordinates and aligns programming and planning efforts among the FNHA, FNHC, and FNHDA; BC regional and provincial health authorities; the BC Ministry of Health; Office of the Provincial Health Officer; and Indigenous Services Canada. The TCFNH meets twice a year to focus on hardwiring cultural safety and humility into the provincial health care system and the strategic resolution of policy barriers and systemic issues. More information can be found in the TCFNH Annual Report.*

At the fall 2018 meeting, the TCFNH discussed barriers to embedding First Nations health governance into the provincial Primary Care Network initiative, home and community care on-reserve, and access to traditional foods. Updates were provided on the provincial Mental Health and Addictions Strategy, Indigenous Cancer Strategy, the treatment centres capital investment plan, and population health and wellness indicators. The TCFNH endorsed a draft Change Leadership Strategy for Cultural Safety and Humility, designed to increase system-level supports and structures across the health system.

The FNHDA appreciates the opportunity to provide our perspective on provincial strategies. Our priorities reflect the needs and realities of First Nations communities through the lens of our community Health Directors and our organization.





**What is "Lateral Kindness?"**

Lateral kindness is an approach to address lateral violence based on Indigenous values that promote social harmony and healthy relationships. Lateral violence impacts people around the world, but it manifests in unique ways for Indigenous people because of the impacts of colonization, racism and intergenerational trauma. Lateral kindness has the ability to impact public health in a number of ways.

1. Lateral kindness works to address and end lateral violence in the workplace, families and communities as a public health issue impacting individual mental, physical, emotional and spiritual health.
2. Lateral kindness has the power to improve health services and address lateral violence in health organizations and systems, by shifting the cultural norms about interactions between patients, health service providers and partners within health services, lateral kindness helps create more safe, inclusive and culturally safe services.
3. Lateral kindness has the power to improve health services by increasing workplace safety, improve retention of health staff by setting values, standards and relationship practices; and to improve workplace safety and working relationships by building personal skills.

First Nations now have the tools to replicate the Lateral Kindness training to move to an environment rooted in Lateral Kindness.

## LATERAL KINDNESS

### A Decolonization Tool to Respond to Lateral Violence

INTRODUCTION

The First Nation Health Directors Association, based in what is now known as British Columbia, Canada, has supported the development of "lateral kindness" as a concept and now promotes this concept as a way to address lateral violence and improve First Nations health governance in BC.

This poster shares how First Nations health organizations in BC are championing lateral kindness in practice, policy, partnerships, and professional development in health services and how others can support promoting lateral kindness and ending lateral violence.

**#LATERALKINDNESS**  
*Paying it Forward*

**A Call to Action towards a Zero Tolerance of Lateral Violence**

The First Nations Health Directors Association Position Statement issued a decree of 13 actions (in remembrance of the phases of the moon). It calls all those who share the same values to take a stand against lateral violence and strive to ensure wellness in physical, spiritual, mental and emotional health on an individual and collective basis.

By fostering an environment based on our values of respect, discipline, relationships, culture, excellence and fairness, these 13 actions promote the end to lateral violence in the name of peace, productivity and prosperity and take advantage of the FNHDA's readiness for remedial interventions. The FNHDA calls upon everyone to action, to get involved and be a part of finding and determining solutions towards a zero tolerance of any form of lateral violence.

In response to the FNHDA Position Statement, the First Nations Health Directors Association, First Nations Health Council, and First Nations Health Authority committed as a collective to the joint Declaration of Commitment on Lateral Kindness. The three entities support one another as a collective and respond to lateral violence by using traditional teachings about respect, fairness and the importance of relationships, to create an environment built on the foundation of kindness.

As partners in our First Nation health governance structure, our journey of health transformation is guided by our shared vision and values. It is through our shared values and vision of "Healthy, Self-Determining and Vibrant BC: First Nations, Children, Families and Communities" that we seek to create transformative change in First Nations health and wellness.

First Nations Health Directors Association  
Sharing experiences for community well-being

**CONCLUSION**

The First Nations Health Directors Association, First Nations Health Council, and First Nations Health Authority jointly commit to zero tolerance of lateral violence in our work. Instead, we approach our work from the perspective of upholding our universal value of lateral kindness.



## LATERAL KINDNESS SHARED WITH THE WORLD: HEALING OUR SPIRIT WORLDWIDE 2018

*The FNHDA shared teachings of lateral kindness with over 1,200 Indigenous peoples from around the world at the eighth gathering of Healing Our Spirit Worldwide (HOSW), held in the traditional lands of the Cadigal, known today as Sydney, Australia, on November 26–29, 2018. The theme of this Gathering was the resilience of Indigenous peoples around the world, with participants sharing the experiences and challenges confronting Indigenous peoples and learning from this knowledge to ensure the future for our grandchildren’s grandchildren.*

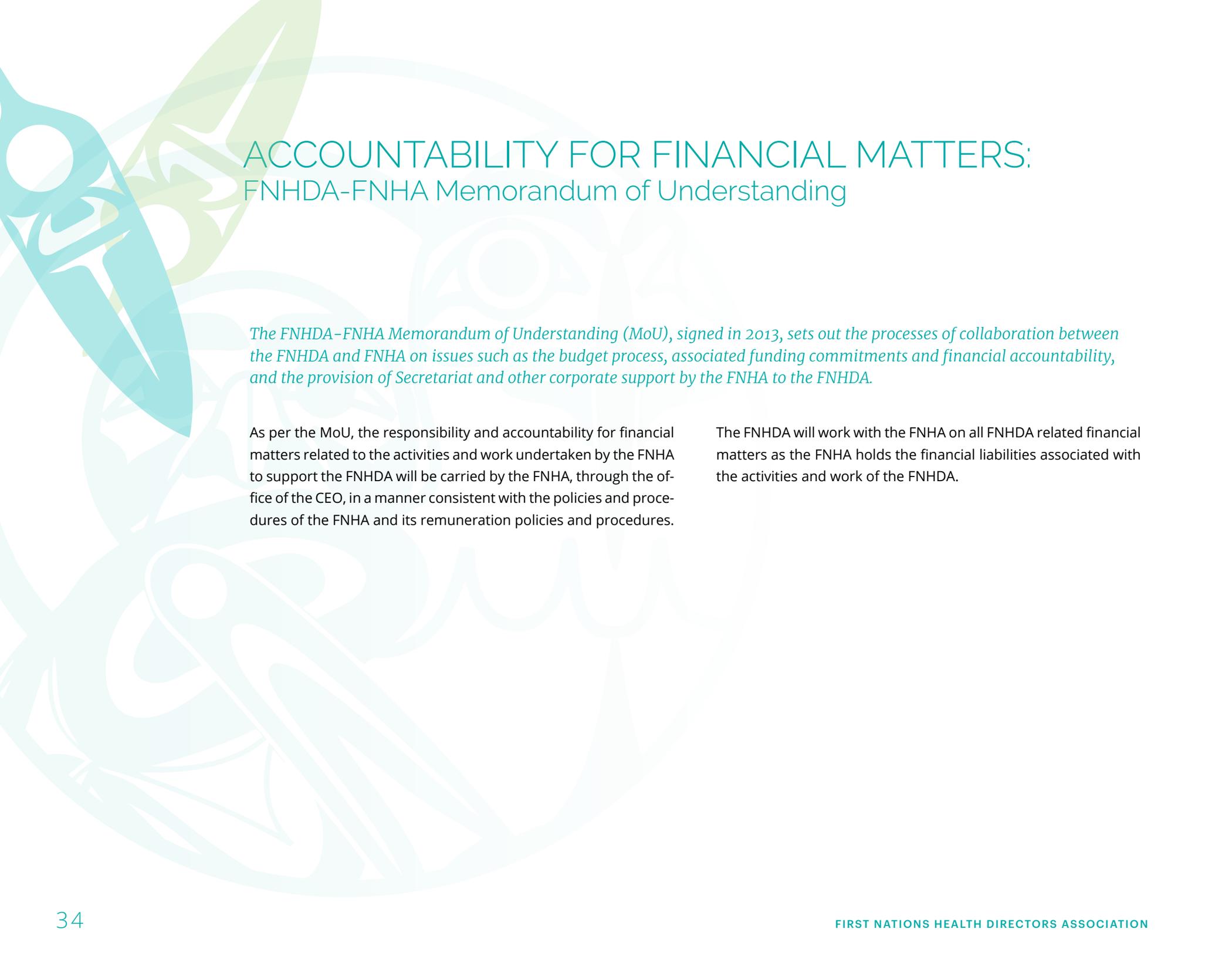
The FNHDA was humbled to be selected by HOSW to showcase the Association’s work on lateral kindness, which builds on [FNHDA’s call to action towards zero tolerance of lateral violence](#) approved by FNHDA Members during the 2014 AGM. FNHDA Interim Elder Advisor Virginia (Siyamex) Peters and Director Nicole (Migizikwe) Hetu had the honour of co-delivering an oral presentation and poster on lateral kindness, which is based on Indigenous values that promote social harmony and healthy relationships as an approach to address lateral violence.

Siyamex and Migizikwe shared key messages on lateral kindness as a powerful approach to practice and policy that has the ability to address a number of public health issues. Lateral violence in the workplace, families, and communities is a public health issue impacting individual mental and physical health. Lateral kindness has the power to create safer, more inclusive, and culturally safe health services and organizations by building personal skills and

setting values, standards, and relationship practices to improve workplace safety and working relationships.

Siyamex and Migizikwe also had the honour of joining the FNHA delegation on stage during the closing ceremony to share traditional songs and witness the FNHA announce its intention to host the ninth HOSW conference in Vancouver on the Coast Salish territories of the Musqueam, Squamish, and Tsleil-Waututh Nations in 2022.

Siyamex and Migizikwe were humbled and honoured to share FNHDA’s teachings on lateral kindness and celebrate the healing power of traditional Indigenous knowledge and cultures with Indigenous peoples at HOSW. The FNHDA looks forward to participating in the 2022 gathering in Vancouver.



## ACCOUNTABILITY FOR FINANCIAL MATTERS: FNHDA-FNHA Memorandum of Understanding

*The FNHDA-FNHA Memorandum of Understanding (MoU), signed in 2013, sets out the processes of collaboration between the FNHDA and FNHA on issues such as the budget process, associated funding commitments and financial accountability, and the provision of Secretariat and other corporate support by the FNHA to the FNHDA.*

As per the MoU, the responsibility and accountability for financial matters related to the activities and work undertaken by the FNHA to support the FNHDA will be carried by the FNHA, through the office of the CEO, in a manner consistent with the policies and procedures of the FNHA and its remuneration policies and procedures.

The FNHDA will work with the FNHA on all FNHDA related financial matters as the FNHA holds the financial liabilities associated with the activities and work of the FNHDA.

# FNHDA STATEMENT OF FINANCIAL POSITION

## Statement of Financial Position

Table 1 shows the FNHDA's Statement of Financial Position. The FNHDA maintains a bank account with the Royal Bank of Canada, and the offset is a payable in an equal amount to the FNHA. The account was required under the *BC Society Act* when the FNHDA was created, and although it is not required under the new *Societies Act*, which came into effect in August 2016, the FNHDA still keeps the nominal dollar amount in the account.

Table 1: FNHDA Statement of Financial Position

	2019	2018
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$100	\$100
	<b>\$100</b>	<b>\$100</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable & Accrued Liabilities	\$100	\$100
	<b>\$100</b>	<b>\$100</b>
<b>NET ASSETS</b>		
Invested in Property & Equipment	-	-
Internally Restricted	-	-
Unrestricted	-	-
	<b>\$100</b>	<b>\$100</b>

# FINANCIAL REPORT for the fiscal year ended March 31, 2019

*During the 2018–2019 fiscal year, the FNHA provided funding to the FNHDA to support activities as described in this report. As per the Memorandum of Understanding between the two entities, the FNHA provides financial and corporate support on an annual basis from the funding it receives from Indigenous Services Canada.*

## **First Nations Health Authority Audited Financial Statements**

The FNHDA financial results are included in the FNHA audited financial statements. This annual report provides a summary overview of the FNHDA fiscal 2018-2019 operations that are included in the FNHA audited financial statements for information purposes only. Inclusion of the FNHDA financial figures in the FNHA audited statements is required due to related-party accounting requirements. Issuing separate audited financial statements of the FNHDA would require additional expenditures.

The FNHA auditors, KPMG LLP, have issued an unqualified or clean audit opinion that the “financial statements present fairly, in all material respects, the financial position of the First Nations Health Authority.” The audited financial statements were approved by the FNHA Board of Directors on June 27, 2019, and accepted by the Members of the FNHA at the Annual General Meeting on July 10, 2019.

## **FNHDA Financial Results Overview**

The FNHDA financial information, which has been extracted from the FNHA audited financial statements, is presented in Table 2. The table includes actual results for the year ended March 31, 2019, with prior year comparative figures. Additionally, Table 2 provides the fiscal 2018-2019 annual budget figures and variance of actual results compared to budget. The annual budget information is not included in the audited financial statements as the statements are in the format prescribed by the *CPA Canada Handbook* section for Not-For-Profit (Part III) organizations; Table 2 has been presented in this manner for the FNHDA, as per membership request.

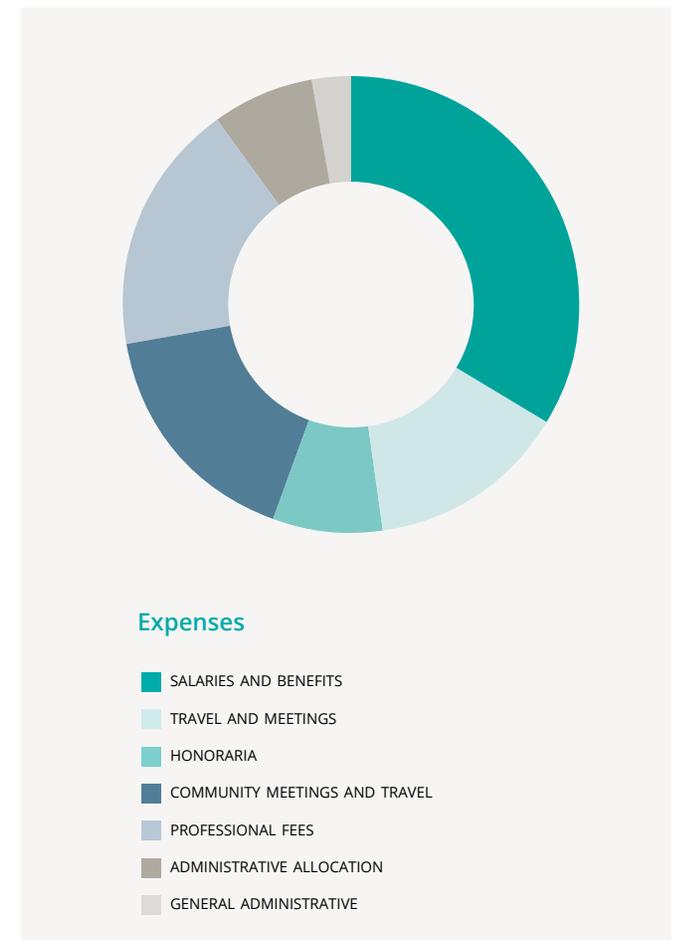
The net expenditures for fiscal 2019 were \$1,696,806 (fiscal 2018: \$1,579,583). When compared to the annual budget of \$1,621,212, there was an overall unfavourable variance of \$75,594.

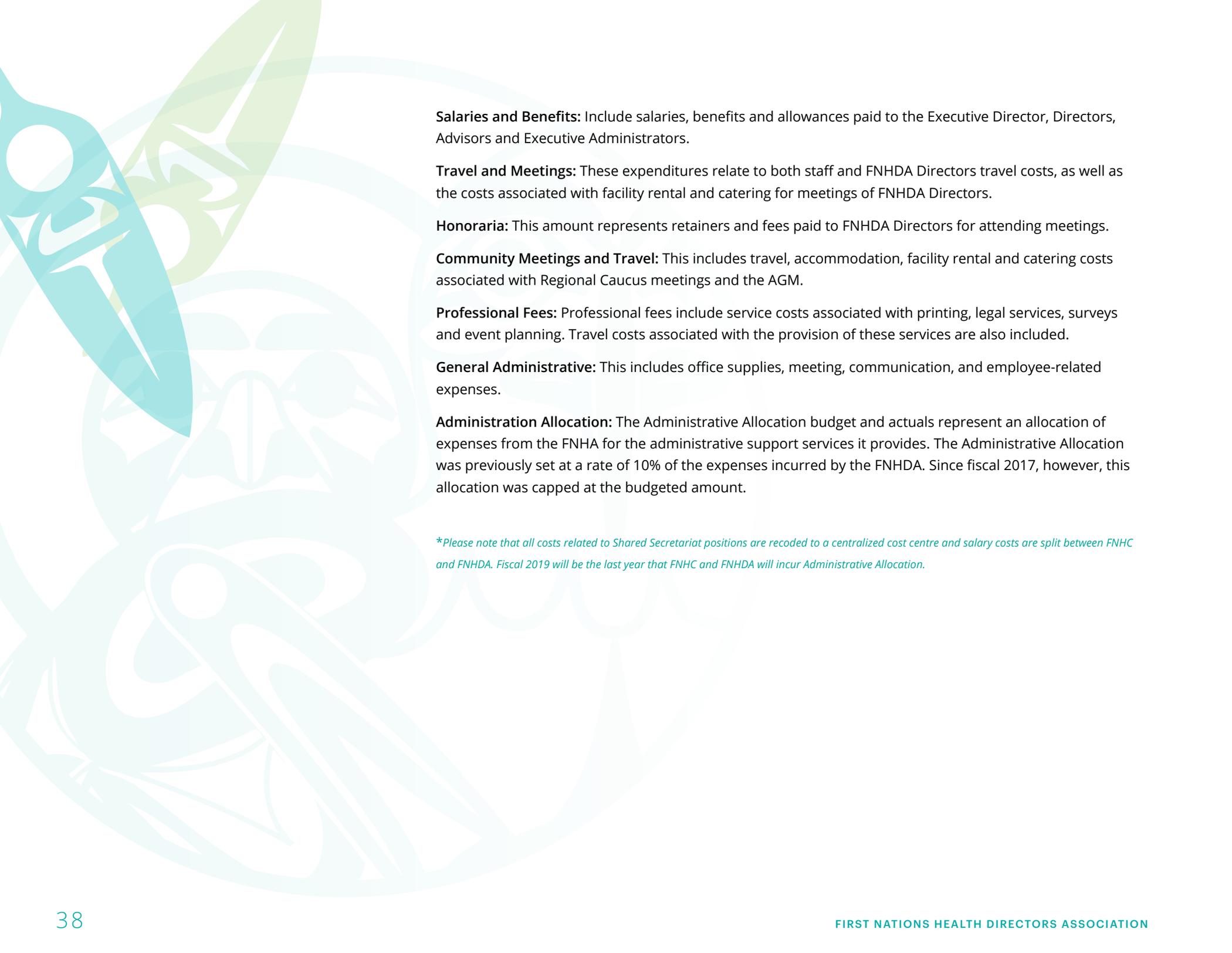
Table 2 provides a summary overview of the FNHDA fiscal 2018–2019 operations that are included in the FNHA audited financial statements, for information purposes only. The audited financial statements were approved by the FNHA Board of Directors on June 27, 2019, and accepted by the Members of the FNHA at the Annual General Meeting on July 10, 2019.

**Table 2: FNHDA Statement of Operations**

	2019			2018
	ANNUAL BUDGET	ACTUAL	VARIANCE FAV / (UNFAV)	
<b>EXPENSES</b>				
Salaries and Benefits	\$472,093	\$573,508	\$(101,415)	\$441,534
Travel and Meetings	215,210	237,200	(21,990)	211,435
Honoraria	160,574	133,702	26,872	133,529
Community Meetings and Travel	327,315	285,443	41,872	346,585
Professional Fees	272,637	301,835	(29,198)	281,935
Administrative Allocation	118,200	118,200	-	118,200
General Administrative	55,183	46,918	8,265	46,365
<b>TOTAL EXPENSES</b>	<b>\$1,621,212</b>	<b>\$1,696,806</b>	<b>\$(75,594)</b>	<b>\$1,579,583</b>

The types of expenses included in the major expense categories in Table 2 are listed on the following page.





**Salaries and Benefits:** Include salaries, benefits and allowances paid to the Executive Director, Directors, Advisors and Executive Administrators.

**Travel and Meetings:** These expenditures relate to both staff and FNHDA Directors travel costs, as well as the costs associated with facility rental and catering for meetings of FNHDA Directors.

**Honoraria:** This amount represents retainers and fees paid to FNHDA Directors for attending meetings.

**Community Meetings and Travel:** This includes travel, accommodation, facility rental and catering costs associated with Regional Caucus meetings and the AGM.

**Professional Fees:** Professional fees include service costs associated with printing, legal services, surveys and event planning. Travel costs associated with the provision of these services are also included.

**General Administrative:** This includes office supplies, meeting, communication, and employee-related expenses.

**Administration Allocation:** The Administrative Allocation budget and actuals represent an allocation of expenses from the FNHA for the administrative support services it provides. The Administrative Allocation was previously set at a rate of 10% of the expenses incurred by the FNHDA. Since fiscal 2017, however, this allocation was capped at the budgeted amount.

*\*Please note that all costs related to Shared Secretariat positions are recoded to a centralized cost centre and salary costs are split between FNHC and FNHDA. Fiscal 2019 will be the last year that FNHC and FNHDA will incur Administrative Allocation.*

## Remuneration of Directors

For the 2019 fiscal year, the total remuneration of \$133,702 (fiscal 2018: \$133,529) was paid to Directors. Remuneration paid to Directors is listed in Table 3 below. The format of the information presented in Table 3 is similar to the corresponding disclosure published by the FNHA.

**Table 3: FNHDA Remuneration of Directors**

POSITION	NAME	MEETING FEES	TOTAL REMUNERATION
President	Kim Brooks (Resigned September 2018)	\$10,500	\$ 10,500
President	Charles Nelson (Appointed December 2018)	4,850	4,850
Vice President	Keith Marshall	13,250	13,250
Secretary/Treasurer	Lauren Brown (Term ended September 2018)	4,000	4,000
Secretary/Treasurer <sup>1</sup>	Beverley Clifton Percival (Resigned September 2019)	1,250	1,250
Board Member	Frances Alec	8,000	8,000
Board Member	Vanessa Charlong	11,500	11,500
Board Member	Georgia Cook (Term ended September 2018)	2,500	2,500
Board Member	Terrie Davidson	9,500	9,500
Board Member	Janice George	10,750	10,750
Board Member	Patricia Hoard (Resigned October 2018)	5,500	5,500
Board Member	Jennifer Louise Jones (Resigned October 2018)	1,750	1,750
Board Member	Kimberley Laing (Resigned April 2019)	4,000	4,000
Board Member	Genevieve Martin (Term ended September 2018)	2,750	2,750
Board Member	Jacki McPherson	12,250	12,250
Board Member	Louella Nome (Resigned January 2019)	1,750	1,750
Board Member <sup>1</sup>	Shelley Lampreau	9,750	9,750
Board Member	Coreen Paul	1,250	1,250
Board Member	Kim Roberts	4,750	4,750
Board Member	Rosemary Stager	10,750	10,750
			<b>\$ 130,600</b>
Director CPP			3,102
<b>TOTAL</b>			<b>\$133,702</b>

<sup>1</sup> paid to Band

# SHARED SECRETARIAT SUPPORTS

FNHC-FNHDA Shared Secretariat Support for the First Nations Health Director Association (FNHDA)



**Nicole (Migizikwe) Hetu:** Director, FNHC-FNHDA Shared Secretariat

Nicole has worked with the Shared Secretariat since 2013 (and with the FNHA since 2010). In her role as Director, Nicole is responsible for providing executive and management support to the Shared Secretariat and Executive Director, including guiding the FNHDA team to effectively deliver all work-plan accountabilities per the FNHDA Strategic Plan. Nicole oversees the development and implementation of policy research and analysis, and provides strategic advice to the FNHDA Board and membership related to the mandate of the FNHDA. Nicole can be reached by email at [Nicole.Hetu@fnha.ca](mailto:Nicole.Hetu@fnha.ca) or by phone at 604-693-6536.



**Valerie Birdgeneau:** Senior Advisor, FNHC-FNHDA Shared Secretariat

Valerie has worked with the Shared Secretariat since September 2011. In her role as Senior Advisor, Valerie works closely with the Director to provide strategic advice, guidance, and support to the FNHDA Board and Members. She also develops policy research and analysis, prepares documents to support work relating to the FNHDA Strategic Plan, and supports the regional FNHDA Board election processes. Valerie can be reached by email at [Valerie.Birdgeneau@fnha.ca](mailto:Valerie.Birdgeneau@fnha.ca) or by phone at 604-693-6555.



**Kimberley Laing:** Senior Specialist, Member Services and Programs, FNHC-FNHDA Shared Secretariat

Kimberley has worked with the Shared Secretariat since May 2019. In her role as Senior Specialist, Member Services and Programs, Kimberley provides professional peer support services and leadership to the FNHDA and its Members. Kimberley works with new and existing Members to support orientation to the FNHDA and respond to Members' needs and concerns. Kimberley can be reached by email at [Kimberley.Laing@fnha.ca](mailto:Kimberley.Laing@fnha.ca) or by phone at 604-661-3858.



**Sara Binns:** Advisor, FNHC-FNHDA Shared Secretariat

Sara has worked with the Shared Secretariat since July 2018 (and with the FNHA since 2014). In her role as Advisor, Sara works closely with the Senior Advisor and the Director to provide coordination and policy support for FNHDA Board and Committee meetings. She also develops policy research and analysis and prepares documents to support work relating to the FNHDA Strategic Plan. Sara can be reached by email at [Sara.Binns@fnha.ca](mailto:Sara.Binns@fnha.ca) or by phone at 604-699-3125.

# FNHC-FNHDA SHARED SECRETARIAT ADMINISTRATIVE TEAM

The Shared Secretariat administrative team provides administrative services to both FNHDA and FNHC Members as well as to the Shared Secretariat team members. The Administrative Team coordinates logistics for all meetings, including making travel arrangements, keeping track of financial items, processing travel claims, and coordinating logistics for meetings, including shipping, meeting packages, travel arrangements, accommodations, meeting supplies, and on-site support. Members of the administrative team can be reached by email at [SharedSecretariat@fnha.ca](mailto:SharedSecretariat@fnha.ca) or by phone at 604-693-6500.



**Amber Oates**  
Executive Administrator



**Jolyn Redhead**  
Administrative Assistant

# 5 THINGS YOU SHOULD KNOW ABOUT THE FNHDA

## **1. We are a flexible and practical resource for our Members.**

As an association, we support our Members in their role as First Nations Health Directors. We remain flexible and practical to help them meet the evolving health needs of their communities. We do this through training, information sharing and by facilitating collaborations.

## **2. We lead with tradition and culture.**

Our work embeds the ancestral teachings and spirituality of First Nations and our Members acknowledge and respect the local traditions and cultures of the communities they serve. We act with courage, supported by the conviction that we can improve lives through these cultural practices.

## **3. We are connected to our communities.**

Through our Members, we are in the community; everything we do is dedicated to improving the health and well being of community members. We are also the health and wellness voice of our communities, helping our partners understand the needs and challenges of the individuals and families with whom we work.

## **4. We are a values-driven organization.**

As an organization, we are inclusive, resourceful, respectful and act with integrity in everything we do. Our work is grounded in the values that are guiding the transformation of First Nations health care services: respect, discipline, relationships, culture, excellence and fairness.

## **5. We are advisors and partners in Aboriginal health care.**

We are partners with the First Nations Health Authority and the First Nations Health Council and we collaborate with regional health authorities, other health care providers and professional associations. We seek to use our experience to help improve the health care system and contribute to its transformation.



FIRST NATIONS HEALTH DIRECTORS ASSOCIATION

Coast Salish Territory

501 - 100 Park Royal South

West Vancouver, BC

Canada - V7T 1A2

[www.fnhda.ca](http://www.fnhda.ca) | [fnhda@fnha.ca](mailto:fnhda@fnha.ca)

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# First Nations Health Directors Association

Sharing experience for community wellness

**FIRST NATIONS HEALTH DIRECTORS ASSOCIATION**

Coast Salish Territory  
501 - 100 Park Royal South  
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