

Guiding our Future Leaders

Using Culture to Plan for Future Generations

ANNUAL REPORT 2022-2023



First Nations Health
Directors Association





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Directors Association

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Inspired by Our Vision

The FNHDA, as a technical advisory body, ensures Health Director expertise and specialist knowledge informs every policy decision taken by the made-in-BC First Nations Health Governance Structure in pursuit of culturally safe health systems servicing BC First Nations individuals, families, and communities. This report tells the story of your important work as Health Directors and describes the work of the FNHDA to support you from April 1, 2022 to March 31, 2023.

Health Directors work through extraordinary challenges, such as responding to the ongoing fallout of the COVID-19 pandemic and toxic drug supply crisis, public health emergencies and extreme weather events including heat-waves, droughts, wildfires, and floods. Incalculable hours are spent away from family, on the

frontline, providing leadership, hope and aid to communities often grappling with complex or concurrent health events or crises. Each one of you plays an integral role in fostering community wellness and resilience, and your presence and compassion are appreciated and comforting to so many in their time of need. We recognize your work can be both emotionally and mentally taxing due to systemic barriers and anti-Indigenous racism in the healthcare system. Persevering through such barriers requires stamina and strength, and we are humbled by your unwavering and enduring commitment to your work and communities.

Together, we are reclaiming the history of what it means to be well, a story our next generations of helpers and healers will continue telling long into the future.

MESSAGE FROM OUR PRESIDENT

KEITH MARSHALL

Greetings Health Directors.

As we reflect on this year's Annual General Meeting theme: Guiding Our Future Leaders: Using Culture to Plan for Future Generations, our future leaders represent hope. The important work we do today paves the way for their tomorrow. I appreciate and honour your tenacity, energy, and commitment.

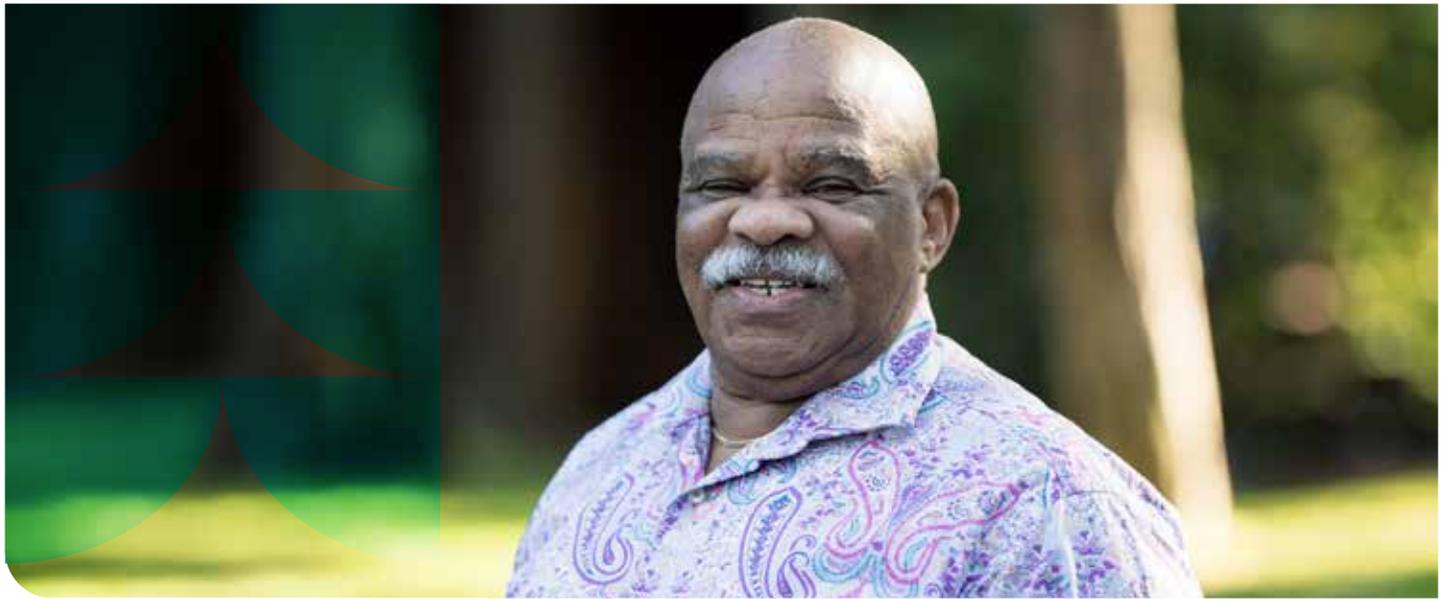
The First Nations Health Directors Association (FNHDA) Board is grateful for all you do in your communities to ensure your members have access to the services they require to keep them strong and healthy. Your love and passion is clearly illustrated by the hard work you perform every day. We continue to work hard to fulfill our shared vision to become Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities. We raise our hands to you for your dedication.

The FNHDA renewed its 3-year Strategic Plan for 2023-2026 and it outlines three goals: People, Process and Partnerships. The Strategic Plan aligns with the FNHDA's commitment to advance our four strategic priority areas: Mental Wellness (Toxic Drug Supply & Poisoning Crisis), Traditional Wellness (Cultural Safety & Humility), Health Benefits (Medical Transportation), and the Social Determinants of Health (Anti-Racism).

As one of our core strategic goals, our Association is committed to improving mental wellness by addressing the

overdose crisis and toxic drug supply. This crisis continues to have a devastating impact on the health and wellness of First Nations people in BC, with First Nations people over-represented in drug poisoning deaths and events. Health Directors continue to demonstrate resilience, employing unique, community-driven, and culturally safe approaches to support harm reduction. Health Directors deliver traditional treatment and healing services, land-based healing initiatives, and mental health programs and services to support our community members working to overcome a substance use disorder.

Townhall meetings with First Nation Chiefs, leaders and Health Directors were held to share information and set direction on the toxic drug supply crisis. When we envisage our future, the main goal is to develop a wide range of innovative solutions. We will do this by drawing on the inherent strengths of our Indigenous cultures, wisdom, and ways of being to strengthen community resilience, and move from surviving to thriving across many aspects of individual and community wellbeing. The FNHDA will



continue working with our First Nations health governance partners, the First Nations Health Authority (FNHA) and the First Nations Health Council (FNHC), to support communities in planning, designing, and delivering programs and services which keep our vulnerable loved ones safe.

We continue to be devastated by the growing number of unmarked graves discovered across the country. Families who have faced unjust treatment and are impacted by residential school experiences have been further traumatized with the uncovering of these graves. Health Directors working in communities continue to work with individuals and families to help them cope with the grief and losses they face.

With climate change, Health Directors have prioritized emergency management. Our communities continue to be impacted by floods, fires, and other extreme weather events. Families have been displaced for long periods of time because of the dangerous consequences of these natural disasters. Health Directors took the lead and worked together with other partners to ensure families had what they needed to survive through these crises. The FNHDA Board acknowledges and respects the resolve you have demonstrated to keep your communities safe. As a result of climate change impacts the FNHA, FNHDA and FNHC will continue working with federal, provincial, and local governance partners to develop an Indigenous-centered response that is rooted in cultural safety and humility and accessible to all.



In June of 2022, the BC Cultural Safety and Humility Standard (CSHS) was released. This marked the 2-year anniversary of the release of the In Plain Sight report, and followed through on recommendation #8, which calls on all individuals and organizations responsible for health policy, services and care in BC to adopt an accreditation standard to eliminate Indigenous-specific racism. As a representative of the FNHDA, I worked alongside our governance partners and the Health Standards Organization on a committee which consulted with First Nations in BC to keep the work anchored in the needs and priorities of First Nations people as expressed by Chiefs and Health Directors. The CSHS is an important tool for Health Directors that sets a very clear standard of care for all residents of BC. It outlines that all residents, regardless of age, race, or sex, are to be treated with dignity and respect and have access to culturally grounded health care services.

This past year, we proudly celebrated the first 16 graduates of the Health Director Certificate Program launched in part-

nership with the Centre for Indigenous Health Leadership (CIHL). Graduates persevered through difficult times, overcoming obstacles through their hard work and dedication to achieve this incredible milestone and advance the goal of FNHDA as a leader in Indigenous Health Leadership education, paving the way for future generations of Health Directors.

The FNHDA Board and Health Directors were excited to witness the historic vote by Chiefs and leaders at Gathering Wisdom XII in March 2023. The decision was clear, with 84 per cent of the 173 BC Chiefs and leaders present at the assembly voting in favour of a resolution to adopt the 10-Year Strategy on the Social Determinants of Health: A Framework for the Future. This broad-based Strategy is important to Health Directors as it will focus on advancing the transformation of the health care system across diverse First Nations wellbeing indicators, beyond access to health services. For the FNHDA and its partners, transformation means access to culturally safe and appropriate services,



supporting the self-determination of First Nations people, and decolonization and Nation-rebuilding. This Strategy is based on feedback following several years of engagement with Chiefs, leaders, and Health Directors to ground the work in First Nations ways of being and knowing across BC. The Prime Minister, the BC Premier and several Ministers attended, and are committed to supporting the collaboration of FNHC and other First Nations health governance partners to advance this important work over the next 10 years.

In March 2023, the FNHDA bid farewell to Christine Stahler, who stepped away from her role as the FNHC/FNHDA Shared Secretariat Executive Director. Having started her journey with FNHA in 2012, we wish her well as she begins the next chapter in her career. We thank her for her positive leadership and impactful contributions to our health governance structure. Christine will be truly missed.

As an organization, we are dedicated to ensuring the collective voice of Health Directors is heard across the province and has a tangible positive impact on the delivery of health services for First Nations. By becoming an FNHDA Member you have taken a meaningful step for your community to engage with your peers, build relationships and gather resources. We would not be an Association without our Members, and it is important that our Members feel that the Association reflects their needs. Please know our doors and pathways are open to you and your ideas.

I look forward to continuing our work together to build a culturally safe health system from a community-driven, Nation-based perspective, advancing health planning and service delivery on behalf of all First Nations people, families, and communities.

In wellness,
Keith Marshall

MESSAGE FROM OUR A/EXECUTIVE DIRECTOR

NICOLE (MIGIZIKWE) HETU

Tansi (Greetings in Cree) Health Directors.

First, I must applaud the tremendous efforts of every single Health Director in this province. Health leads are often the first point of contact for all members within a given Nation. Frequently taking on the additional role of technical advisors to the Chiefs, Health Directors are the epicenter of wellbeing activity within community, regional spheres, and at provincial levels across all the Nations. Health Directors are central to the membership of our Association. With great compassion, Health Directors lead with their hearts, working relentlessly to make the lives of their community members healthier and safe.

This year's AGM theme: *Guiding Our Future Leaders: Using Culture to Plan for Future Generations*, chosen by the FNHDA Board, illustrates their position on cultural practice and protocol, and how culture is central to decolonizing healthcare. Often, we hear Health Directors share that a decolonized healthcare system (and indigenized) will ensure the health and safety of First Nations people. I see you advocating and speaking in good ways for, and on behalf of, members who may not be able to speak for themselves. FNHDA is your change-agent, carrying your voices through your FNHDA Board regional representatives who work tirelessly to identify the change needed to provide solutions to better meet the needs of First Nations people, communities, and Nations.

Lateral Kindness & Head to Heart

Lateral Kindness is a powerful tool in decolonization through utilizing our own Indigenous ways of knowing, being, and healing. FNHDA continues to develop Lateral Kindness training for Health Directors and we look forward to offering this exciting training and tools to learners this year to continue building a network of Lateral Kindness Champions across BC.

The FNHDA Head to Heart campaign was created to respond to the realities of stress and burnout experienced by Health Directors. Head to Heart offers four pillars: Honouring the Land, Powering Down, Weaving Networks of Support and Nurturing Spirit, each of which encourage Health Directors to make time for their personal wellness. By practicing self-care and adopting the philosophy of Head to Heart, Health Directors are able to shine brightly and continue to set an example as Lateral Kindness Champions.



Centre for Indigenous Health Leadership Graduation

The newly launched CIHL was created by Health Directors for Health Directors to build and enhance the skills, knowledge, and connection Health Directors require to confidently lead health services delivery in their communities. During Gathering Wisdom in February/March 2023, we honoured the first 16 graduates of the made-in-BC Health Director Certificate Program. Through culturally safe curriculum design, learners benefit from specialized healing principles whose practical strategies are rooted in stories of self-determination. The FNHDA and its Members recognize the significant intergenerational potential the CIHL represents, with education making positive ripple effects that can improve the wellbeing of individuals, families, and communities. The FNHDA is very proud of this exceptional achievement and looks forward to upholding its principles into the future.

FNHDA 3-year Strategic Plan for 2023-2026

With the expiry of the FNHDA Strategic Plan in December 2022, the FNHDA Board approved the renewed FNHDA 3-year Strategic Plan for 2023-2026. The Board worked extensively on updating the Association's Strategic Plan, with Health Director input gathered through conversation and engagement during the 2022 FNHDA AGM. Plan objectives are bundled under three goal categories: People, Process and Partnerships, which resonate with Health Directors.

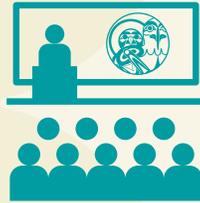
Central to the FNHDA's mandate is the technical advice needed by partners, most notably the FNHA and FNHC. The FNHDA's four priority areas for strategic engagement include: Mental Wellness (Toxic Drug Supply & Poisoning Crisis); Traditional Wellness (Cultural Safety & Humility); Health Benefits (Medical Transportation); and Social Deter-

A Year in Numbers



40

NEW MEMBERS
welcomed to the
FNHDA



89

HEALTH DIRECTORS
attended first
in-person AGM
since 2019



11

WELLNESS WEBINARS
between April 2022
and March 2023



93

**ONLINE
NEWSLETTERS**
distributed

FNHDA Strategic Plan 2023 – 2026

FNHDA MISSION

With humility and respect, the FNHDA strives to support Health Directors to be grounded within our 7 Standards of Excellence.

The Strategic Plan (2023-2026) was developed in collaboration with Health Directors. The FNHDA Board appreciates the valuable feedback and insights Health Directors provided to identify FNHDA priorities that reflect the interests of our Members.



First Nations Health
Directors Association

Sharing experience for community wellness

STRATEGIC PLAN

2023 – 2026

SHARED VISION

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

FNHDA MISSION

With humility and respect, the
FNHDA strives to support Health
Directors to be grounded within
our 7 Standards of Excellence.

FNHDA.ca

GOAL 1 PEOPLE

Foster professional development, training and mentorship for Health Directors to develop and enhance skills and support learning.

STANDARDS OF EXCELLENCE

STANDARD 2: Providing Health and Wellness Leadership for the Community

STANDARD 6: Being a Supportive Manager and Health Team Leader

STANDARD 7: Participating Actively in Professional Development and Continuous Learning

OBJECTIVE 1.1

Promote Health Director leadership through mentorship opportunities and support succession planning managed by Health Directors.

OBJECTIVE 1.2

Improve wage parity and retention rates of Health Directors through the collection and sharing of data, findings and Health Director experience with decision makers.

OBJECTIVE 1.3

Provide tools, training, supports and resources to increase the capacity of Health Directors to achieve excellence in their role.

GOAL 2 PROCESS

Support Health Directors in advancing equitable and regionalized health care system transformation to promote holistic health and well-being.

STANDARDS OF EXCELLENCE

STANDARD 1: Grounding Work within Culture and Tradition

STANDARD 5: Providing Effective Health Administration

OBJECTIVE 2.1

Support the decolonization of the health care system by collaborating with health partners to champion cultural safety and humility.

OBJECTIVE 2.2

Support Health Directors to advance the continuous improvement and quality in health care and health administration in communities.

OBJECTIVE 2.3

Improve First Nations' experience in the health care system to reduce incidents of anti-Indigenous racism by collaborating with health partners to champion cultural safety and humility in health care.

GOAL 3 PARTNERSHIPS

Strengthen the role of FNHDA as technical advisors within the First Nations Health Governance Structure.

STANDARDS OF EXCELLENCE

STANDARD 3: Providing Informed Technical Advice

STANDARD 4: Establishing and Maintaining Beneficial Partnerships

OBJECTIVE 3.1

Promote the value and role of Health Directors and the benefits of the FNHDA within the First Nations Health Governance Structure in British Columbia.

OBJECTIVE 3.2

Support the growth and development of the Centre for Indigenous Health Leadership governance structure.

OBJECTIVE 3.3

Be an equal pillar partner in the transformation of the First Nations Health Governance Structure by providing quality and timely technical advice to First Nations governance partners, First Nations leadership, communities and health professionals.

Highlights from 2022 - 23

April 1, 2022 to March 31, 2023

The FNHDA Board is grateful to all Health Directors for your continued hard work and dedicated service to communities across the province. You consistently show up with respect, humility, and determination to serve, support and uplift First Nations communities.

As FNHDA Board Directors, we continue to ensure that the Association remains aligned with the strategic vision and interests of Health Directors – the Association’s Members – through the implementation of the FNHDA Constitution and Bylaws, Mandate and Strategic Plan. Three regional representatives from each of the five health regions in BC are elected, and connect the Board and its work directly to Nations and communities across the province.

The Association continues on its path into the future as a professional and powerful organization. To support this work, the FNHDA Board:

- ▶ fosters professional development, training, and mentorship for Health Directors to develop and enhance skills and support learning;
- ▶ supports Health Directors in advancing equitable and regionalized health care system transformation to promote holistic health and well-being; and
- ▶ strengthens the role of FNHDA as technical advisors within the First Nations Health Governance Structure.



2022-23 FNHDA Board Activities

Throughout the year, the FNHDA Board participates in a number of activities to support the Association's mandate and the work of Health Directors across BC. FNHDA Board activities undertaken in 2022-23 include:

- ▶ **Hosting information sessions** with our partners to keep communities informed on the status of key initiatives such as the:
 - 10-Year Strategy on the Social Determinants of Health,
 - FNHDA Strategic Plan 2023-26,
 - FNHDA Health Director Salary Study Update, and
 - Public Health Emergency Response including COVID-19 and the toxic drug crisis.

- ▶ **Participating in Regional caucuses** in Spring 2022 and Fall 2022 to provide our partners with technical advice on topics such as:
 - emergency management,
 - regionalization,
 - health legislation, and
 - FNHDA's perspective on the FNHC 10-Year Strategy.

- ▶ **Refreshing the FNHDA Strategic Plan** for 2023-2026, and engaging Health Directors through an on-line survey and during the AGM on related implementation strategies.

- ▶ **Working with our Members to pass** Special Resolutions to amend the FNHDA Bylaws during the 2022 AGM.

- ▶ **Championing the FNHC 10-Year Strategy on the Social Determinants of Health** and encouraging Chiefs to vote yes on the resolution. The resolution was passed by historic consensus at Gathering Wisdom XII.

The FNHDA Board calls on our health governance partners to work collaboratively and honour the hard work of Health Directors, consider the compelling evidence of need, and commit to ensuring fair and adequate compensation for all Health Directors. This call to action supports the alignment of Health Director compensation with the values and compensation philosophies of each Nation in BC.

The FNHDA Health Director Salary Study Report: Pathways: An Offering to Communities in Determining Compensation for their Health Director informed the call for fair and adequate compensation. The study includes a Compensation Determination Tool and accompanying flowchart describing factors (e.g. organization type, operating budget size, health region, education level, and years of experience) to consider when creating a compensation package.

The FNHDA Salary Survey Study and First Nations Health Directors Job Description and Hiring Toolkit are complementary resources that support recruitment and retention strategies in First Nations communities. These tools offer a flexible approach to creating a job description and total compensation package that can be customized to meet the rich diversity and unique needs of each community.

FNHDA Board of Directors

ELDER ADVISOR

Shane Pointe
Vancouver Coastal Region



INTERIOR

Wanda Charleyboy
Secretary-Treasurer

Lori Sellars
(elected May 30, 2022)

Shelley Lampreau
(term expired September 2022)

Angie Pigeon
(elected September 2022 stepped away May 17 2023)



FRASER SALISH

Terrie Davidson

Janice George
Vice President

Nicole LaRock



NORTHERN

Charlene Webb

Crystal French

Thomasina Spike
(elected December 7, 2022)

Regina Thomas
(stepped away June 2022)

Renee Lomen
(stepped away November 10, 2022)



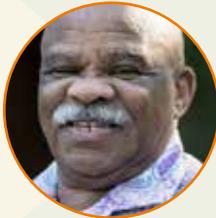
VANCOUVER COASTAL

Keith Marshall
President

Jessica Frank

Andrea Aleck

Coreen Paul
(stepped away June 10, 2022)



VANCOUVER ISLAND

Vanessa Charlong

Kim Roberts

Rose Dumont

Jennifer Jones
(term expired September 2022)



Professional Development

Central to the FNHDA Board's mandate is our commitment to providing members with the skills, training and capacity development opportunities that build on Health Director strengths and capacities. Effective programming is created for Health Directors navigating dynamic and complex challenges.

“As the inaugural graduates of the program, you have shown exceptional leadership. You have completed a rigorous and challenging program and emerged as leaders in your field. Your achievements are a testament to your hard work, dedication, and unwavering commitment to enhance wellbeing in your communities and organizations.”

KEITH MARSHALL, PRESIDENT

Centre for Indigenous Health Leadership

First Nations Health Director Certificate program



Centre for Indigenous Health Leadership

In ceremony on February 27, 2023, the FNHDA and the Centre for Indigenous Health Leadership honoured the 16 inaugural graduates of the made-in-BC Health Director Certificate Program. Through successful completion of the program, graduates have gained essential knowledge and skills that support career progression, capacity development, and self-determination. During the ceremony, graduates were blanketed in recognition of their achievement.

In his opening remarks Keith Marshall, FNHDA President, invited Squamish Nation Hereditary Chief and Knowledge Keeper, Xalek Ian Campbell, to lead the honouring. The following witnesses were called: Jacki McPherson, CIHL instructor and former FNHDA President; Nauness Jan-



ice George, Sts'ailes First Nation and FNHDA Vice-President; Karsten Henriksen, former Director, Member Learning and Development; and Migizikwe Nicole Hetu, Cree of the Saulteaux Nation and A/Executive Director of the FNHDA Secretariat.

Celebrations continued during Gathering Wisdom for a Shared Journey XII when the graduates participated in honouring the collective progress towards our shared vision.

Congratulations graduates! We wish you success and fulfillment on your paths.

Health Director Certificate Program

Rooted in Indigenous ways of knowing, being, learning and leading, the *Health Director Certificate Program* aligns with the FNHDA's mandate to enhance the capacity of Health Directors as health champions and advocates. Based on a two-eyed seeing approach and guided by the Seven Standards of Excellence, the program empowers First Nations Health Directors to confidently serve as health and wellness leads in their communities and Nations.

The Centre for Indigenous Health Leadership was created to support the need for culturally relevant learning opportunities that support and build the capacity of First Nations health leaders which can lead to healthy, self-determining communities. Indigenous-designed and led, the Centre integrates learning from a decade of Indigenous health design and practice in Canada's only First Nations health governance model.

Member Services

Our Member Services team plays an important role in supporting FNHDA Health Director Members through a variety of programs and services. The team is responsible for creating and providing wellness webinars, mentorship initiatives, professional development and training opportunities, resources and tools, and Community Wise Practices.

Member Services ensures the Association's compliance with the BC Societies Act and the FNHDA Bylaws by maintaining an accurate FNHDA Member Registry. The team also tracks Health Director retention and recruitment rates to inform the development of future training and resources which supports Health Directors to achieve excellence in their roles.

This past year, our Member Services team welcomed 40 new members, celebrated with 89 Health Directors at the first in-person AGM and Wellness Gathering since 2019 and four additional Members who joined the AGM virtually. The team also delivered 11 webinars between April 2022 and March 2023, and distributed 93 online newsletters.

Wellness Packages

As frontline workers, the health and wellness of Health Directors is a priority for the FNHDA Board. Wellness packages continue to be a valuable way for us to connect with our Health Director Members. These packages encourage

self-care and acknowledge our commitment to support Health Directors as they work to promote the self-determination and wellness of First Nations people, families, and communities.

During the AGM & Wellness Gathering in September 2022, wellness packages were given to attendees. For those unable to attend the AGM, packages were also distributed during the fall Regional Caucus cycle so all 150 Health Director Members were included, recognized, and supported.

To commemorate the National Day of Awareness for Missing and Murdered Indigenous Women, Girls, and Two-Spirit people (MMIWG2S) on May 5, Health Directors were gifted beaded Red Dress pins. On May 5 and everyday, we stand in solidarity with Health Directors as you support the wellness of Matriarchs, mothers, grandmothers, sisters, daughters, aunts, nieces, and two-spirit people in your communities.



Wellness Webinars

Each year the FNHDA hosts Wellness Webinars to share perspectives on issues important to Health Directors and your work. This past year, topics included harm reduction and peer support, cultural safety and humility, Jordan's Principal, food sovereignty, the Regional Health Survey, infection prevention and control, and men's mental health. Recognizing the need to further support your mental health and wellness, we were happy to have an opportunity to connect through a Meditation Webinar to help keep Health Directors across the province grounded.

All webinar recordings and supporting documents are uploaded to the webinar library on the FNHDA website where they may be viewed or shared. We hope you find these resources informative and useful.

Guided by the FNHDA Training Plan, wellness webinars help to achieve FNHDA Strategic Plan 2023-26 Objective 1.3, that we will provide tools, training, support, and resources to increase your capacity as Health Directors so you can achieve excellence in your role.

Training Plan

The FNHDA Board approved a three-year training plan for our Members in December 2022. As we take our first steps in this post-pandemic era, we are planning delivery of in-person training for the first time since 2019. The FNHDA is very excited about the opportunity to connect and learn in person with you once again.

Communications

In 2022 – 2023, FNHDA Member Services circulated 93 online newsletters to Members. Newsletter topics included sharing surveys and information regarding funding and grant opportunities, the Medical Transportation Transformation Project, updates on the toxic drug crisis, and promotion of events such as the FNHDA Annual General Meeting (AGM), Gathering Wisdom XII, Healing our Spirit Worldwide, the Quality Forum, and the FNHA Health and Wellness Summit. We are committed to keeping Members informed and aware of emerging issues and information.



Mentorship and Connection

We recognize the benefit of connecting with other Health Directors and building relationships with peers to support mental health and wellness, learning, and engagement. We will continue supporting Health Directors to establish support networks and systems of connection.

The FNHDA's online mentorship community, hosted on MentorCity, provides an opportunity for Health Directors to connect with each other in a variety of ways, including discussion groups, individual and group mentoring opportunities, and resource sharing. The resource page is a space where you can access documents and information including FNHDA tools and tip sheets, Community Wise Practices, and FNHA and partner resources. Currently, one-third of the Association's Health Director Members are using the mentorship community to connect with their peers.

Virtual Regional Sharing Circles began in early 2022. These circles run monthly in each region and are guided by the FNHDA Safe Spaces Agreement. Sharing Circles provide Members with opportunities for peer support, check-ins to support personal wellness, open topic discussion, sharing of ideas, tips, and Community Wise Practices. These sessions are also an opportunity for you and your fellow Members to share ideas and feedback on FNHDA programs and services.



Health Directors Orientation Guidebook

Over the years, you have requested orientation supports and tools. Early in 2023, the FNHDA began developing a comprehensive Health Director Orientation Guidebook. This guidebook aligns with our commitment to the Standards of Excellence to provide health and wellness leadership for the community.

This suite of tools is designed to be tailored to support new and experienced Health Directors in their roles. It will provide guidance to Health Directors who are interested in expanding their skills or who have increased areas of responsibility as their community health programs grow. We look forward to completing the guidebook and receiving your feedback to continuously improve upon it as you use it.

Lateral Kindness and the Head to Heart Campaign

FNHDA's commitment to supporting Health Directors to maintain balance and prioritize their own wellness is expressed in the Head to Heart campaign. Through the four pillars of Honouring the Land, Powering Down, Weaving Networks of Support and Nurturing Spirit, Health Directors are encouraged to remember to make time for themselves and their personal wellness.

Lateral Kindness is a powerful tool in decolonization and reclaiming our Indigenous ways of wellness. We are working to develop new lateral kindness training for Health Directors and look forward to offering this exciting learning opportunity in the coming months.

Technical Advice Protocol

The FNHDA Board is committed to providing informed, quality, and timely technical advice to our governance partners the FNHA and FNHC, and other health system partners. Guided by our front-line connection to First Nations communities, we provide essential perspectives on the development and design of research, policy, program planning, and health services that centre community and individual health and wellness.

Through the FNHDA Technical Advice Protocol (TAP), we have established pathways or processes to engage Health Directors and gather their advice and feedback, regionally and provincially. We thank you for raising provincial or regional issues for strategic resolution, for sharing and accessing technical advice, making critical decisions, and informing the Board so they can provide succinct and comprehensive technical advice with one voice.

In 2022-23, the FNHDA Board technical advice engagement priorities included:

- ▶ Mental Wellness: Toxic Drug Supply
- ▶ Traditional Wellness: Cultural Safety and Humility
- ▶ FNHA Health Benefits: Medical Transportation
- ▶ Social Determinants of Health: Anti-Indigenous Racism

In 2022-23, the FNHDA Board provided technical advice to the following partners and projects:

- ▶ FNHA Office of the Chief Medical Officer
- ▶ FNHA Office of the Chief Nursing Officer
- ▶ FNHA Medical Transportation
- ▶ FNHA Health Benefits team
- ▶ FNHA Health and Wellness Summit
- ▶ FNHC 10-Year Strategy on the Social Determinants of Health
- ▶ FNHA Urban and Away from Home (UAH)
- ▶ FNHA Long Term Care Continuum
- ▶ Healing Our Spirit Worldwide

Over the past year, the FNHDA Board provided technical advice to the FNHA Office of the **Chief Nursing Officer** on the transformation of nursing services in First Nations communities. We also provided technical advice to the FNHA Office of the **Chief Medical Officer** to support birthing closer to home. This work included exploring opportunities for regional health authorities to meaningfully create and fund capacity in communities to support pre- and

post-natal care, doulas, training community members in traditional midwifery, and transportation requirements for emergency evacuations.

The FNHDA Board worked in partnership with the **FNHA Health Benefits** Medical Transportation team to co-develop and advise on an engagement approach to advance the FNHA Medical Transportation Review Project.

Working closely with the FNHA and Shared Secretariat engagement leads, the FNHDA Board provided high-level technical advice and feedback on themes, presenters, breakout groups, and key-note speakers for the **FNHA Health and Wellness Summit**.

While the **FNHA** works to improve health and wellness supports for the **Urban and Away from Home (UAH)** population, the FNHDA Board continues providing critical technical advice to guide **UAH engagement**. Promoting Elder and youth participation at gatherings, encouraging engagement through social media, and informing audiences about how their input will be used to shape the UAH Engagement Framework would not be possible without the valuable advice and direction coming from each region. Thank you for your continued input and willingness to share your thoughts and experiences to support initiatives that promote healthy and self-determining First Nations communities in BC by including those living away from home.

To further strengthen the **FNHA's long-term care continuum** engagement, the FNHDA board provided advice on how to improve community services for people with care needs at all stages of life.

In September 2023, international delegations of Indigenous leaders and health care professionals will participate in ***Healing Our Spirit Worldwide (HOSW)***. The Ninth Gathering of HOSW takes place on the unceded and ancestral territory of the x̣ṃəθkẉəỵəm (Musqueam), Skwxwú7mesh (Squamish), and Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh) People at the Vancouver Convention Centre. Approximately 5000 people are expected to attend. It is hosted by the First Nations Health Authority (FNHA), First Nations Health Council (FNHC) and First Nations Health Directors Association (FNHDA) in coordination with the International Indigenous Council for Healing Our Spirit Worldwide. The theme is “Celebrating Resiliency”, and will honour Indigenous teachings and explore wellness, governance, and self-determination.

In addition to the technical advice given on the overall vision of this gathering, the FNHDA Board will deliver two plenary presentations on the topics of “Decolonizing Health Care” and “The FNHDA Story”.

FNHDA Committees

Bylaws and Policy Governance Committee

COMMITTEE MEMBERS: Keith Marshall, Janice George, Wanda Charleyboy

The Bylaws and Policy Governance Committee is mandated to provide technical advice and recommendations to the FNHDA Board on bylaw and policy matters relating to governance. The committee's responsibilities align with Goal 3 of the FNHDA Strategic Plan, to strengthen the role of FNHDA as technical advisors within the First Nations Health Governance Structure.

The Committee upholds our Association's high operational standard related to policy and governance. Following this standard, the committee reviews existing bylaws and other governance documents and provides valuable recommendations to the FNHDA Board on necessary revisions required to maintain compliance with the BC Societies Act.

The committee met with legal counsel Morgan & Associates on May 10, 2022, to discuss:

- ▶ a review and proposed amendments to the FNHDA Bylaws,
- ▶ a review of the FNHDA Terms of Reference to align with proposed amendments to the Bylaws.

Programs Committee

COMMITTEE MEMBERS: Lori Sellars, Crystal French, Andrea Aleck, Vanessa Charlong, Terrie Davidson

The Programs Committee's work aligns with Goal 2, to support Health Directors in advancing equitable and regionalized health care system transformation to promote holistic health and well-being and Goal 3, to strengthen the role of FNHDA as technical advisors within the First Nations Health Governance Structure of the FNHDA Strategic Plan. Its technical advice supports the continuous quality improvement and transformation of health services related to health planning, policies, and programs. The committee also provides oversight and guidance for the development and implementation of the FNHDA Technical Advice Protocol with FNHDA Membership.

The committee met on March 9, 2023. The discussion included:

- ▶ providing technical advice to the FNHA Office of the Chief Nursing Officer on the transformation of nursing services,
- ▶ bringing birthing services closer to and at home with the FNHA Office of the Chief Medical Officer,
- ▶ reviewing the FNHDA Programs Committee Terms of Reference.

FNHDA Planning and Reporting Committee

COMMITTEE MEMBERS: *Kim Roberts, Rose Dumont, Keith Marshall, Jessica Frank, Wanda Charleyboy, Thomasina Spike, Charlene Webb, Janice George, Nicole LaRock*

The Planning and Reporting Committee works to advance Strategic Plan Goal 1, to foster professional development, training and mentorship for Health Directors to develop and enhance skills and support learning. Its mandate is to manage FNHDA engagement, training, and planning priorities, and provide recommendations and spending options to ensure the Association continues to be a good steward of financial resources on behalf of the FNHDA Board.

Key initiatives on the planning side include the AGM and Wellness Gathering, provincial and regional engagement sessions, the FNHDA training plan, strategic FNHDA communication, as well as engagement and collaboration with FNHA departments and external organizations. The committee met on:

- ▶ **May 16, 2022**, to review new FNHDA Member applications, discuss the FNHA Community Health & Wellness Planning Reporting Transformation Project, provide feedback on the First Nations Perspective on Quality + Pathway for Quality Improvement, and consider planning updates for the FNHDA 2022 AGM and Wellness Conference and a provincial Health and Wellness Forum.
- ▶ **November 25, 2022**, to review new FNHDA Member applications, discuss the FNHDA 2023-2026 Training Plan, the FNHA Reporting and Evaluation Toolkit, reporting from the 2022 FNHDA AGM, and planning for the 2023 FNHDA AGM.
- ▶ **March 7, 2023**, to provide an evaluation update for the FNHDA Director of Engagement, an update on the planning for the FNHA Mental Health & Wellness Summit, review new FNHDA Member applications, and discuss the FNHDA 2023 AGM & Wellness Gathering, the FNHDA Training Plan for 2023-2024, the FNHDA Orientation Guide, and the Planning & Reporting Committee Terms of Reference.

External Partner Committees

Tripartite Committee on First Nations Health

FNHDA COMMITTEE MEMBER: *Keith Marshall*

The Tripartite Committee on First Nations Health provides a forum for discussion on the progress and implementation of health plans and agreements from 2006 to present. It also promotes effective partnership among BC First Nations, federal and provincial governments and regional Health Authorities.

Health Standards Organization Cultural Safety and Humility Standard Development Technical Committee

FNHDA COMMITTEE MEMBER: *Keith Marshall*

The Health Standards Organization and the FNHA launched a national public review of the draft BC First Nations, Métis and Inuit Cultural Safety and Humility (CSH) standard in 2021. The Standard aims to counter racism, discrimination, and stigma towards Indigenous peoples, working to make the health care system safer, more accessible, and more respectful.

The final BC First Nations, Métis and Inuit CSH standard was released in the spring of 2022.

Healing our Spirit Worldwide Governance Committee

FNHDA COMMITTEE MEMBER: *Keith Marshall*

The committee works in coordination with the FNHA and the International Indigenous Council for Healing Our Spirit Worldwide to provide direction on the planning and implementation of the gathering. The committee met on August 23, 2022 and February 10, 2023.

Partner Collaborations

The FNHDA partners with aligned organizations, partners, and colleagues to promote First Nations community health and wellness. Together, we foster and encourage new ways of empowering First Nations to lead their health journey.

External Partner Committees

- ▶ FNHA Accreditation Program Working Group
- ▶ BC Cultural Safety and Humility Standard Technical Committee
- ▶ FNHA Technical Advisory Committee on First Nations Health and Wellness Indicator Development in British Columbia Project
- ▶ Healing Our Spirit Worldwide Working Group
- ▶ First Nations Regional Health Survey Advisory Committee
- ▶ In Plain Sight Task Team

FNHA-FNHC-FNHDA Partnership

Joint Planning Committee

We are proud to highlight the work of the FNHDA's partnership with FNHA and FNHC to address the toxic drug crisis and decriminalization through a partnership advocacy agenda and strategic engagement approach. This important work was discussed when the Joint Planning Committee met on June 14-15, 2022.

The Joint Planning Committee met again on January 25-26, 2023 to review the outcomes from the previous meeting, and reflect on shared priorities for 2023-24. The session involved discussions on the upcoming Gathering Wisdom for a Shared Journey XII, considerations for implementation of the 10-Year Strategy following Gathering Wisdom XII, furthering the Traditional Wellness Framework, and data governance and sovereignty.

Gathering Wisdom XII - 10-Year Strategy Vote

During the townhall on January 20, 2023, FNHDA Board President Keith Marshall presented the Association's perspective on the proposed FNHC 10-Year Strategy on the Social Determinants of Health. The townhall provided an opportunity for Health Directors to review the 10-Year Strategy ahead of Gathering Wisdom XII. As a roadmap, the strategy will focus on transforming the health care system in BC. For the FNHDA and its partners, transformation means:

- ▶ Healthy, Self-Determining and Vibrant First Nations Children, Families, and Communities.
- ▶ Access to culturally safe and appropriate services.
- ▶ Supporting the self-determination of First Nations people.
- ▶ Decolonization and Nation-rebuilding.

Working closely with FNHDA, FNHA, and other health system and government partners, the FNHC's 10-Year Strategy on the Social Determinants of Health passed by consensus at Gathering Wisdom XII.

Health Directors have their finger on the pulse of their communities and are uniquely qualified to provide timely technical advice to Chiefs and leaders. We recognize the important feedback and technical advice Health Directors continue to provide. Thank you to all Health Directors that participated and answered the call to champion the strategy. As the 10-year Strategy moves forward, your feedback is vital to the planning and implementation process on the path to transforming the health care system in BC.

FNHA-FNHC-FNHDA Townhalls

Several townhalls with FNHA, FNHC and FNHDA were delivered over the past year to provide updates, information and share feedback with Chiefs, Health Directors, and community leaders.

During virtual townhalls on April 7, 2022 and March 17, 2023, FNHDA Board President Keith Marshall provided opening and closing remarks. The townhalls included updates and information for First Nations Chiefs, leaders, and Health Directors in British Columbia to better respond to and heal from the impact of the toxic drug crisis. Information was also shared on the toxic drug data release, mental health and wellness supports, and decriminalization and expanded initiatives across the province. Space was provided for storytelling, sharing, questions, input, and feedback.

FNHDA Board President Keith Marshall also provided opening and closing remarks during a virtual townhall on September 1, 2022. First Nations Chiefs, leaders and Health Directors were updated on BC's toxic drug crisis, including data overview and emergency response efforts, and information was shared about ongoing COVID-19 vaccination efforts. There was an opportunity for participants to ask questions, share input and feedback.

On December 2, 2022, FNHDA Board president Keith Marshall led a townhall focused on public health. First Nations Chiefs, Leaders and Health Directors had an opportunity to hear about the current state of the spike in respiratory illness and medication shortages and to ask questions, share input and feedback.



FNHA-FNHC-FNHDA Joint Statements on Residential School Findings

We recognize the impact the discovery of our buried relatives has on Health Directors, families, and communities. We are walking this healing journey together. The FNHDA continues to share supports, resources and healing paths. We encourage you and your community members to access these services.

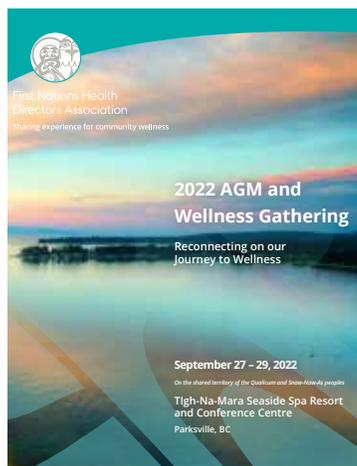
To honour and support each Nation's findings, FNHA, FNHC and FNHDA released joint statements. On May 24, 2022, a joint statement was released to mark the one-year anniversary of Tk'emlúps te Secwépemc's announcement confirming the burial of missing children in unmarked graves at the former Kamloops Indian Residential School site. Another statement was released in solidarity on February 23, 2023, after Tseshaht First Nation announced investigation findings on the former Alberni Residential School site.

These discoveries are not easy. They confirm what our people have known for generations, and can bring up many emotions for ourselves and our families. The FNHDA and its partners will continue offering support to all who are impacted and will help in acknowledging and listening to the truth telling of the First Nation's communities we live in and work with.

Annual General Meeting 2022

Reconnecting on Our Journey to Wellness

In 2022, the FNHDA celebrated 12 years of supporting the work of Health Directors delivering health services to their communities. For the first time since 2019, we were able to meet in person, and were pleased to welcome 93 Health Director Members to our eleventh AGM on September 27, 2022. Following the lifting of COVID-19 pandemic restrictions, we were excited to share this opportunity to connect in-person with all of you.



The AGM and Wellness Gathering theme was “Reconnecting on our Journey to Wellness”. The focus of the event was on wellness and self-care for Health Directors. Each day, local Elder Barb Bartrop from Snaw-Naw-As Nation led the opening prayer to start the day in a good way. Members that attended had the opportunity to participate in workshops, events and activities aimed at personal wellness and staying well in the face of multiple personal and community health challenges. Workshops available for Members to take part in included learning about medicinal teas and plants, sound bath meditation, wellness services, and guided nature walks, among many others.

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As a part of the AGM, Members were invited to cast their ballot to appoint new Directors to the FNHDA Board. One hundred (100) per cent of Members supported the resolution to appoint the following Directors:

- ▶ **Fraser Salish:** Janice George (re-elected) and Nicole LaRock (re-elected)
- ▶ **Interior:** Angie Pigeon
- ▶ **Vancouver Coastal:** Andrea Aleck
- ▶ **Vancouver Island:** Rose Dumont, Vanessa Charloug (re-elected) and Kim Roberts (re-elected)
- ▶ **North:** Charlene Webb (re-elected), Crystal French, Renee Lomen

Members voted on five special resolutions to amend the FNHDA Bylaws. To ensure members were adequately informed on the matters of the resolutions, FNHDA hosted webinars in July and August. These webinars, led by FNHDA legal counsel, provided Members with details and a rationale chart related to the proposed Bylaw changes.

Under the FNHDA Bylaws, Special Resolutions require a two-thirds majority (67 percent) to pass. The five special resolutions voted on during the AGM were:

- ▶ **Special Resolution #1:** to amend the FNHDA Bylaws by updating Membership Registration to enable the FNHDA Board to remove individuals who are no longer Health Directors from the FNHDA Member Registry. 100 per cent of Members in attendance voted in favor of this resolution.
- ▶ **Special Resolution #2:** to amend the FNHDA Bylaws so that the threshold for removing a Board Director is to be based on the number of meetings missed, rather than missing two consecutive meetings, and to provide an option to restrict electronic participation under certain circumstances. 95 per cent of Members in attendance voted in favor of this resolution.
- ▶ **Special Resolution #3:** to amend the FNHDA Bylaws to expand the authority of the FNHDA Board to remove a Board Member who has breached their Oath of Office (Oath). The Board amended the Board Terms of Reference in March 2022 to include a progressive series of consequences for addressing alleged breaches of the Oath. 100 per cent of Members in attendance voted in favor of this resolution.
- ▶ **Special Resolution #4:** to replace the requirement to provide 30 days' notice of any Board meeting to FNHDA Board with a requirement for 5 days' notice. 97 per cent of Members in attendance voted in favor of this resolution.
- ▶ **Special Resolution #5:** to amend the FNHDA Bylaws with miscellaneous editorial amendments including gender neutral language and removing inconsistencies in language/terms. 99 per cent of Members in attendance voted in favor of this resolution.

The FNHDA Board is pleased with the significant support for these amendments to the Bylaws, which took effect when the Bylaw alteration application was filed with the Registrar of Companies in late 2022.

The refreshed FNHDA Head to Heart campaign video was launched at the AGM. The video highlights various wellness tools and resources and features the new fourth pillar, *Nurturing Spirit*.

Concluding the AGM, FNHDA Board Members were covered in shawls and wore cedar headbands while reciting and signing the FNHDA Oath of Office to indicate their agreement and commitment to serve as Board Directors.

The 2022 AGM and Wellness Gathering was an enormous success. Those who participated left feeling rejuvenated and recharged! We look forward to seeing you at the next AGM in September 2023.

Accountability for Financial Matters

Financial report for the fiscal year ended March 31, 2023

During the 2022-2023 fiscal year, the First Nations Health Authority (“FNHA”) provided funding to the First Nations Health Directors Association (“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 2022-2023 operations that are included in the FNHA audited financial statements. 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 22, 2023. A request to accept the audited financial statements is expected to be presented to the Members of the FNHA at the FNHA Annual General Meeting on September 28, 2023.

FNHDA Financial Results Overview

The FNHDA financial information, which has been extracted from the FNHA audited financial statements, is presented in Table 1 below. The table includes actual results for the year ended March 31, 2023, with prior year comparative figures. Additionally, Table 1 provides the fiscal 2022-2023 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 1 has been presented in this manner for the FNHDA, as per membership request.

The net expenditures for fiscal year 2023 were \$2,325,228 (fiscal 2022: \$1,728,884). When compared to the annual budget of \$2,666,969, there was an overall favourable variance of \$ 341,741.

Table 1: FNHDA Statement of Operations

| | 2023 | | | 2022 |
|-----------------------------|---------------------|---------------------|------------------------|---------------------|
| | ANNUAL BUDGET | ACTUAL | VARIANCE FAV / (UNFAV) | |
| EXPENSES | | | | |
| Salaries and Benefits | \$ 1,443,472 | \$ 1,136,466 | \$ 307,066 | \$ 1,179,210 |
| Travel and Meetings | 270,210 | 300,162 | (29,952) | 37,450 |
| Honoraria | 160,574 | 120,016 | 40,558 | 102,224 |
| Community Meetings & Travel | 327,315 | 330,258 | (2,943) | 30,378 |
| Professional Fees | 415,215 | 393,261 | 21,954 | 316,659 |
| General Administrative | 50,183 | 45,065 | 5,118 | 62,963 |
| TOTAL EXPENSES | \$ 2,666,969 | \$ 2,325,228 | \$ 341,741 | \$ 1,728,884 |

Details of the types of expenses included in the major expense categories in Table 1 are listed below.

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

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

Honoraria: This amount represents fees paid to FNHDA Board Directors for attending meetings.

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

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

General Administrative: This includes office supplies, employee related expense, meeting and communication expenses. Unfavourable variance in general administrative expense is managed from the favourable variance in other expenditure groups.

Statement of Financial Position

Table 2 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 2: FNHDA Statement of Financial Position

| | 2023 | 2022 |
|---|--------------|--------------|
| ASSETS | | |
| CURRENT ASSETS | | |
| Cash | \$100 | \$100 |
| | \$100 | \$100 |
| LIABILITIES | | |
| CURRENT LIABILITIES | | |
| Accounts Payable & Accrued Liabilities | \$100 | \$100 |
| | \$100 | \$100 |
| NET ASSETS | | |
| Invested in Capital Assets ¹ | - | - |
| Internally Restricted | - | - |
| Unrestricted | - | - |
| | \$100 | \$100 |

Remuneration of Board Directors

For the 2023 fiscal year, the FNHDA paid total remuneration of \$120,016 (fiscal 2022: \$102,224) to Board Directors. Remuneration paid to Board Directors is listed in Table 3. The format of the information presented in Table 3 is similar to the corresponding disclosure published by the FNHA.

Table 3: FNHDA Remuneration of Board Directors

| POSITION | NAME | TOTAL REMUNERATION |
|---------------------|---|--------------------|
| President | Keith Marshall | \$ 33,600 |
| Vice President | Janice George (Reappointed September 27, 2022) | 11,250 |
| Secretary/Treasurer | Judy Ann Maas (Resigned April 12, 2022) | - |
| Secretary/Treasurer | Wanda Charleyboy | 6,750 |
| Board Member | Vanessa Charlong (Reappointed September 27, 2022) | 7,750 |
| Board Member | Terrie Davidson | 7,750 |
| Board Member | Jennifer Louise Jones (Resigned September 6, 2022) | 2,750 |
| Board Member | Angie Pigeon (Resigned May 17, 2023) | 3,750 |
| Board Member | Shelley Lampreau (Term ended September 27, 2022) ¹ | 2,250 |
| Board Member | Rose Dumont (Term began September 27, 2022) ¹ | 3,500 |
| Board Member | Andrea Aleck (Term began September 27, 2022) ¹ | 3,000 |
| Board Member | Coreen Reeta Paul (Resigned June 10, 2022) | 1,000 |
| Board Member | Thomasina Spike (Term began December 7, 2022) | 2,000 |
| Board Member | Crystal French (Term began September 27, 2022) ¹ | 1,750 |
| Board Member | Charlene Webb (Reappointed September 27, 2022) | 6,250 |
| Board Member | Regina Thomas (Resigned June 6, 2022) | - |
| Board Member | Kim Roberts (Reappointed September 27, 2022) | 8,000 |
| Board Member | Lori Sellars | 4,750 |
| Board Member | Jessica Frank ¹ | 4,250 |
| Board Member | Nicole LaRock (Reappointed September 27, 2022) | 7,500 |
| Director CPP | | 2,166 |
| TOTAL | | \$120,016 |

¹ Paid to Band

Shared Secretariat

Supporting the FNHDA Board to implement and achieve the vision and goals of the Strategic Plan are hardworking members of the Shared Secretariat. Our team works collaboratively with Health Directors and the FNHA to improve services and health outcomes across First Nations communities in BC.



Nicole (Migizikwe) Hetu
A/Executive Director, FNHDA
Secretariat

Nicole has worked with the Shared Secretariat since 2013 and with the FNHA since 2010. Nicole provides executive and management support to the Shared Secretariat. She also guides the FNHDA team to effectively deliver all work-plan accountabilities as 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 relating to the mandate of the FNHDA. Nicole is a proud member of Saúlteau First Nations – Treaty 8 BC.

Nicole.Hetu@fnha.ca / 604-787-5729



Valerie Birdgeneau
Senior Advisor, FNHDA

Valerie has been with the Shared Secretariat since September of 2011 and with the FNHA since 2010. She was the Acting Director, CIHL from August 2022 – June 2023. In her role as Senior Advisor, Valerie works closely with Nicole to provide strategic advice, guidance, and support to the FNHDA Board and Members. She also develops policy research and analysis, and prepares documents to support work relating to the FNHDA Strategic Plan. Valerie is Dene and a member of the Fort Nelson First Nation in Treaty 8 territory in BC.

Valerie.Birdgeneau@fnha.ca / 604-693-6555



Kimberley Laing
Senior Specialist,
Member Services
& Programs

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 is the staff lead for the FNHDA Mentorship Program and works with new and existing Members to support orientation to the FNHDA and respond to Members' needs and concerns. Kimberley leads the FNHDA Board election process.

Kimberley.Laing@fnha.ca
604-202-9405



Mishon Sutherland
Advisor

Mishon joined the Shared Secretariat in May 2023. As an Advisor, Mishon supports the A/Executive Director, Senior Advisor and team with the research and analysis necessary to advance the overall organizational needs and goals of the FNHDA. Mishon works closely with Nicole and her team to address strategic and operational issues related to applicable portfolios to ensure continuous transformation of services, programs, and initiatives.

Mishon.Sutherland@fnha.ca
604-704-1386



Jacqueline Kler
Senior Advisor
(Term position through August 2023)



Amber Oates
Office Manager

The Administrative Team consists of a small team of administrative professionals and provides administrative services to both FNHDA and FNHC Members, as well as to the Shared Secretariat team members. They also coordinate logistics for all meetings, including travel arrangements, keeping track of financial items, processing travel claims, and coordinating logistics like shipping, meeting packages, travel arrangements, accommodations, supplies and on-site support.

SharedSecretariat@fnha.ca / 604-693-6500

Centre for Indigenous Health Leadership

The Centre for Indigenous Health Leadership is an independent post-secondary institution which believes that compassionate, culturally grounded leaders in health and wellness are essential for building strong, self-determining First Nations in BC. Through learning programs and partnerships, we are creating Indigenous health leadership capacity for Nation-building and healthy, self-determining communities.



Nancy Ng
Director, Member Learning &
Development

Nancy joined the Shared Secretariat in May 2023. As Director of the Centre for Indigenous Health Leadership (CIHL), Nancy is responsible for implementing the vision of the made-in-BC Health Director Certificate Program, and future curriculum offerings and learning models built for Health Directors and health professionals working in First Nations communities in BC.

Nancy.Ng@fnha.ca / 604-836-7061.





**First Nations Health
Directors Association**

FIRST NATIONS HEALTH DIRECTORS ASSOCIATION
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