

FNHDA ANNUAL REPORT 2019 - 2020



In the early 2000s, Health Directors across BC called for the creation of a professional association to support their work delivering health services in communities. They recognized the need for a circle of support as a forum to share stories, wise practices and better address community health and wellness needs. The Association would ensure the voice of Health Directors was central to the transformation of the delivery of health services to First Nations in BC.

By Health Directors, For Health Directors



First Nations Health Directors Association

Sharing experience for community wellness

FALL 2008

Inaugural First Nations Health Directors Forum

APRIL 2010

FNHDA registered as legal entity (BC Society), develops constitution, bylaws and policies and holds first meeting of the FNHDA Board of Directors.

SEPTEMBER 2011

Honouring Celebration at inaugural FNHDA AGM and Conference. Designed to support and encourage personal well-being, the honouring celebration recognized all 67 First Nations Health Directors and is the foundation for the annual Inspiration Awards.

NOVEMBER 2012

FNHA-FNHDA Memorandum of Understanding developed (signed in 2013) setting out processes of collaboration between the FNHDA and FNHA, including provision of Secretariat support.



2015

Head to Heart campaign launched for Health Directors with website and tools featuring mental health and wellness resources for self-care and mutual support.

FEBRUARY 2017

Declaration of Commitment: Lateral Kindness jointly signed by the FNHDA and its governance partners, the FNHC and FNHA.



NOVEMBER 2009

Health Directors vote to create FNHDA at Gathering Wisdom III

MAY 2011

At Gathering Wisdom IV, Chiefs and leaders adopt the Consensus Paper and Resolution 2011: BC First Nations Perspectives on a New Health Governance Arrangement:

FNHDA acknowledged as one of four governance pillars created to support the transformation of the delivery of health services to First Nations in BC

NOVEMBER 2012

FNHA-FNHC-FNHDA Relationship Agreement signed, acknowledging the roles, responsibilities, and mutual accountabilities of each partner to collectively implement key aspects of the health plans and agreements to advance health care transformation for First Nations in BC.

SEPTEMBER 2014

FNHDA members vote to create a made-in-BC Certification Program as part of the commitment to offer culturally safe and relevant educational opportunities for Health Directors, including standards of excellence grounded in Member feedback.

Members also vote to accept the FNHDA: A Call to Action Towards a Zero Tolerance of Lateral Violence.

MAY 2018

FNHA-FNHC-FNHDA Relationship Agreement renewed to reflect Lateral Kindness Declaration of Commitment and each partners' current mandate and role in relation to engagement planning.

10

FALL 2020

FNHDA acknowledges 10th anniversary milestone



First Nations Health Directors Association

Sharing experience for community wellness

FIRST NATIONS HEALTH DIRECTORS ASSOCIATION

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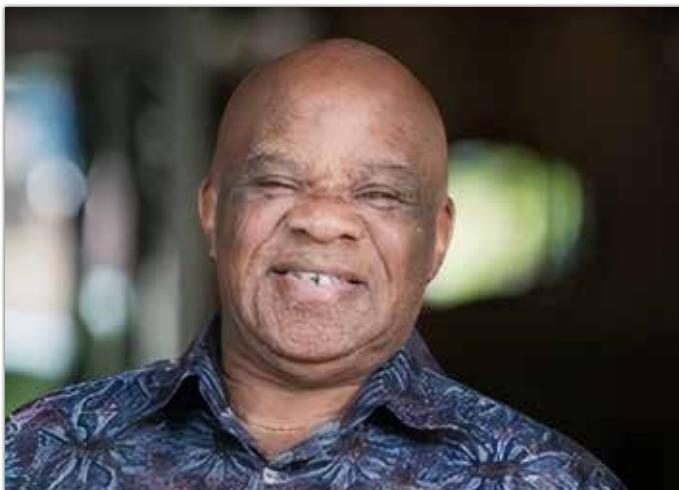
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MESSAGE FROM THE PRESIDENT



“Health Directors are the voice of community – essential to transforming the health care system for BC First Nations. As we reflect on how far we have come as an Association since our creation 10 years ago – we celebrate all that’s been accomplished to improve health services for First Nations in BC.”

Greetings FNHDA Members,

As we reflect on 2019-2020 – which marks 10 years since the FNHDA was formally created – I’m proud to highlight many shared successes. This year, the FNHDA Board of Directors and Committees provided technical advice to many FNHA initiatives with an eye to continuous quality improvement and transformation of the health care system.

1. We launched a new Orientation Video at the 2019 AGM that shares the story of our role in BC’s First Nations health governance structure and shows a “day in the life” of a Health Director.
2. We advanced work on the made-in-BC FNHDA Certification for Health Directors by securing funding for a Learning and Development Director position to support development of the shared learning centre and Certification program.
3. We enhanced governance relationships by participating in the First Nations Primary Care + Mental Health & Wellness Summit in May 2019 and Gathering Wisdom for a Shared Journey X in January 2020.

These are significant milestones for the FNHDA – reflecting work completed this year and the culmination of efforts made in our first 10 years. I extend much gratitude to my fellow FNHDA Board members and our governance partners at the FNHA and FNHC for their continued collaboration with FNHDA in support of our shared vision.

With the March 2020 declaration that COVID-19 is a global pandemic, we’ve all been dealing with extreme challenges for communities, especially those that are rural and remote. As part of its pandemic response, the FNHDA Board initiated a number of new initiatives – including nine additional Board meetings and multiple Town Hall meetings for Health Directors with FNHA and other experts. As technical leads within their communities, FNHDA Board Regional Representatives play a vital role in emergency planning, encouraging adoption of evolving public health guidelines, and delivering timely messaging to communities.

During COVID-19, the FNHDA Board has recognized the additional stress for Health Directors. The Board believes supporting Health Directors to stay informed and stay strong in mind, body and spirit is more critical than ever. To help keep grounded during this uncertain time, the FNHDA encourages Health Directors to practice our FNHDA Head to Heart tips for wellness: Honouring the Land, Powering Down, and Weaving Networks of Support. In March 2020, self-care packages with traditional medicines were mailed to each Health Director to help support holistic health and wellness. The Membership Services team held 1:1 “check-in” calls with members to learn what kinds of supports were needed.

I honour all FNHDA Board of Directors – past and present – for taking the time away from their communities to bring important issues forward to the provincial level. I express our shared gratitude to the FNHC-FNHDA Shared Secretariat team for their excellent work to support our Board gatherings and strategic plan priorities – and for keeping a focus on our members’ needs.

In wellness,

Keith Marshall

Health Director, Hailika’as Heiltsuk Health Society
President, FNHDA Board of Directors

MESSAGE FROM THE EXECUTIVE DIRECTOR



“I believe prioritizing Lateral Kindness and balance are among the most powerful things we can do for our own wellness, and therefore, for the wellness of our families and communities.”

As someone who has been part of the journey to improve BC First Nations’ health for a decade, I still find it hard to believe that 2020 marks FNHDA’s 10th anniversary. We marked this milestone together at the January 2020 Gathering Wisdom for a Shared Journey forum – acknowledging and honouring the role Health Directors play in health system transformation for our collective health and wellness.

Our COVID-19 Response. That Gathering Wisdom forum seems a lifetime away with our lives now upended by the COVID-19 pandemic – at work, home, and in community. We continue to deal with uncertainty as a shared experience – and I’m grateful for how each and every one of you have been resilient and helped each other while continuing to serve your communities with compassion. I recognize what a burden of the response has fallen to Health Directors on the front lines, and join the FNHDA Board of Directors in sharing my deep gratitude for your dedication and commitment.

Modelling Lateral Kindness. During the calls I’ve been on since the first stay-at-home order in March – whether with communities, Health Directors, Chiefs or partners – I’ve often heard leaders speak about the need to be mindful of our emotions and how we show compassion and kindness to ourselves and our families. Several speakers have shared personal stories of their own journey during COVID-19, and I’m always moved by the opportunity to listen to caring and supportive people.

I believe prioritizing Lateral Kindness and balance are among the most powerful things we can do for our own wellness, and therefore, for the wellness of our families and communities. I use our FNHDA Head to Heart teachings to help maintain my own balance, and I urge all members to tend to your mental health and wellness with the help of Head to Heart as well. As FNHDA Board Vice President Janice George says in the orientation video, “The Health Directors Association is really like a family; one that is based on Lateral Kindness.”

Wise Practices for Health Transformation. The FNHDA Secretariat team features Wise Practices on the FNHDA website and weekly e-Blast. These Wise Practices have been submitted by Health Directors as examples of their innovative and creative responses to managing community health in a pandemic.

Beyond serving as a collection of ideas for others to adapt to the needs of their own people, Wise Practices are, to me, a concrete example of how Health Directors lead and transform health care for BC First Nations – building a better health system from the ground up. The progress made this year on the certification program is another step forward in realizing our shared vision of self-determination, supported by culturally strong, experienced and professionally trained First Nations Health Directors.

As we celebrate this 10th anniversary, I reflect on the FNHDA Board members, past and present, who provide guidance on the FNHDA’s direction with a focus on community and Member well-being. I acknowledge the talents and commitment of the Shared Secretariat team who work behind the scenes to support Health Directors and the FNHDA Board every day. Thank you for accompanying me on this journey over the past 10 years.

In wellness,

Christine Stahler
Executive Director
FNHC-FNHDA Shared Secretariat

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, 2019 to March 31, 2020

The FNHDA Board of Directors is a dedicated team of 15 Health Directors from each BC region committed to providing leadership and oversight to FNHDA activities and to advance its mission. Our Board comprises three Regional Representatives from each region who share their experience, technical advice, and wisdom with the Board and its advisory committees. The leadership of our Board of Directors is grounded in community and regional perspectives and 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.

Above all, the FNHDA Board of Directors is committed to culturally safe, fair, and transparent Board governance processes grounded in Lateral Kindness.

In 2019-2020, the FNHDA Board of Directors focused on:

- Working with the FNHA to secure funding for a Learning and Development Director position that will advance development of the shared learning centre and the Health Directors Certification Program.
- Improving Board governance through participation in two training sessions offered during the December 2019 and March 2020 quarterly Board meetings. Topics for these two full-day sessions included modes of governance, building trust in a Board setting, strategies for effective meetings, and holding challenging conversations.
- Providing technical advice to the FNHA on various items, including the cancer screening campaign and toolkit, health and wellness priorities for the urban and away-from-home population, and the proposed engagement approach for the FNHA's Medical Transportation review project.
- Participating in the First Nations Primary Care + Mental Health & Wellness Summit that took place in May 2019 and Gathering Wisdom for a Shared Journey X in January 2020, which marks 10 years since Health Directors voted to create our Association.

Technical advice opportunities at the provincial Board level in 2019-2020 included:

As described in the refreshed FNHDA Technical Advice Protocol, there are 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. Here are a few examples of First Nations health governance partners engaged with the provincial FNHDA Board during quarterly meetings to gather technical advice to advance transformation and improvement of provincial policy, plans, programs, services and processes:

The FNHDA Board provided technical advice to the FNHA on the enhanced Screen for Wellness campaign and toolkit to be launched during Gathering Wisdom in January 2020. Also, the FNHA conducted more than a dozen phone interviews with community Health Directors to review barriers to access, ideas on campaign components, and advice on how to secure volunteer voices of those who have had preventative cancer screenings. Health Directors are grounded in communities and provide an important voice to advance development of the Screen for Wellness campaign. This campaign is developed as part of implementing the Indigenous Cancer Strategy which is a multi-year partnership between the FNHA, BC Cancer, Métis Nation British Columbia, and BC Association of Aboriginal Friendship Centres.

The FNHDA Board provided technical advice to the FNHA on the future vision for supporting the health and wellness of the urban and away-from-home population, including the role of the FNHA and FNHDA. The Board has made a commitment to provide further technical advice to advance development of the urban and away-from-home vision and region-specific strategies.

The FNHA Health Benefits team and the FNHDA Board began collaborating to develop a proposed engagement approach for Health Directors and other community health leads to support the FNHA's Medical Transportation review project. Throughout 2020, there will be a focus on engaging community Health Directors and Patient Travel Clerks, ensuring both positions play a vital role in the process of transforming the provincial FNHA Medical Transportation program.



FNHDA Board of Directors reading the Oath of Office at the 2019 AGM

BOARD OF DIRECTORS

INTERIM ELDER ADVISOR
Virginia Peters



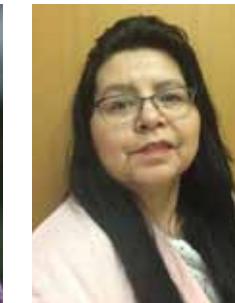
INTERIOR
Judy Maas
Shawn Scotchman
Shelley Lampreau
Jacki McPherson



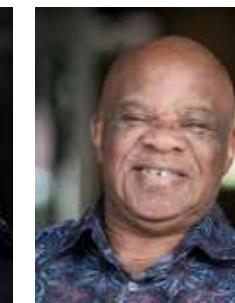
FRASER SALISH
Elizabeth Point
Janice George
Terrie Davidson



NORTHERN
Angie Prince
Charlene Webb
Tammy Baskin
Beverley Clifton Percival



VANCOUVER COASTAL
Coreen Paul
Rosemary Stager-Wallace
Keith Marshall



VANCOUVER ISLAND
Kim Roberts
Vanessa Charlong
Jennifer Jones
Charles Nelson



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 training opportunities for FNHDA Members at the 2019 FNHDA AGM and Conference, fall 2019 Regional Caucus meetings, Gathering Wisdom for a Shared Journey X, and the BC Quality Forum. A key highlight was the training session on conflict resolution as a crisis management tool offered at the fall Regional Caucus. This training was offered through a Lateral Kindness lens and provided tools for rethinking conflict and win-win problem solving. The various training opportunities support Health Directors learning, growing, and networking as envisioned by the FNHDA Standards of Excellence.
- Reviewed training priorities gathered from Health Directors during fall 2019 Regional Caucuses, and proposed several topics of focus. A new FNHDA Three-Year Training Plan will build on the Standards of Excellence and ensure Health Directors have opportunity to gain knowledge, skills, and experience in all seven areas.
- The Member Sustainability and Professional Development Supports Survey data provided valuable insight into retention issues experienced by Health Directors and suggested training and other supports Health Directors would like to see offered.
- In 2019, FNHDA's College of Indigenous Health Leadership was accredited, and is now poised to deliver the eight courses of the Health Director Certification Program. In partnership with the FNHA, the FNHDA secured funding for a Learning and Development Director position that will advance development of the shared learning centre and the Certification Program.

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.*

- Through the FNHDA Technical Advice Process, the FNHA engaged the FNHDA Board on the a) Screen for Wellness cancer screening campaign and toolkit; b) priorities for supporting the health and wellness of the urban and away-from-home population; and c) proposed engagement approach for the FNHA's Medical Transportation review project.
- The FNHDA Planning & Reporting Committee also provided technical advice on various items, including the First Nations Primary Care + Mental Health & Wellness Summit that took place in May 2019, and the process to share Regional Health Survey (RHS) data with community and opportunities to make the RHS data more useful to the community-health-planning cycle.
- In January 2020, over 70 percent of Health Directors participated in Gathering Wisdom for a Shared Journey X and shared feedback on the provincial population health and wellness agenda and key advocacy priorities identified by FNHC.
- FNHDA Programs Committee and FNHDA President Keith Marshall participated in the Joint FNHA-FNHC-FNHDA Evaluation Working Group and in focus group discussions to support the completion of the Evaluation of the British Columbia Tripartite Framework Agreement on First Nation Health Governance report released January 2020.

GOAL THREE

In line with Directive 7: Function at a High Operational Standard, the FNHDA Board of Directors continues working 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.*

- The FNHDA Board of Directors attended the FNHA-FNHC-FNHDA Joint Planning Sessions held in August 2019 and February 2020 to plan and coordinate on shared priorities, interests, and collaborative work moving forward.
- Presented the 2018-2019 FNHDA Annual Report to Members at the FNHDA AGM in September 2019, and distributed a revised 2018-2019 FNHDA Annual Report with a corrected FNHDA Statement of Operations table in October 2019.
- Held six FNHDA Regional Board elections in September 2019 and welcomed three new Board members to the family.
- Honoured seven amazing award recipients at our 2019 FNHDA Inspiration Awards Ceremony.
- Launched the FNHDA Orientation Video at the 2019 AGM, which provides an overview of our Association's role in the First Nations health governance arrangement in BC to orient our new Members and serve as a refresher for our current Members.
- Welcomed a new Board Executive in December 2019: Keith Marshall was appointed as President for the remaining term balance (until the Board meeting following the 2020 FNHDA AGM); Janice George was appointed as Vice-President for a two-year term; and Judy Maas was appointed as Secretary-Treasurer for the remaining term balance (until the Board meeting following the 2020 FNHDA AGM).
- Participated in the spring 2019 Regional Wellness Forums and the fall 2019 Regional Caucus sessions focused on mental wellness.
- Advanced development of a new FNHDA Peacemaking Policy which builds on the dispute resolution processes within the FNHDA Bylaws and Terms of Reference, and the FNHA-FNHC-FNHDA Relationship Agreement.
- 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 holistic wellness in ways that respect their customs, values, and beliefs. Recognizing each of our roles in this partnership enacts the pillars of our First Nations health governance structure, allowing us to embody practices of Reciprocal Accountability, Lateral Kindness, and Cultural Safety through Cultural Humility. The Board of Directors supports one another as a collective and strives towards Lateral Kindness with governance partners and Health Director colleagues to promote a culture of open communication. As we reflect on how far we have come as an Association, it is important that we celebrate all that we have accomplished together over the past 10 years to improve health services for First Nations in BC.

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.



18 Health Director speaking at the 2019 AGM

In 2019-2020, 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 includes:

The Programs Committee is proud of technical advice contributions made to two major FNHA accomplishments this year:

- We supported the FNHA's work to successfully transition the Non-Insured Health Benefit program (dental, vision, medical supplies and equipment, and pharmacy items not covered by PharmaCare) into a new service model with Pacific Blue Cross in 2019-2020. The Programs Committee worked with FNHA Health Benefits on: improving the engagement process, providing technical advice on a Health Directors survey to inform the transition of these Health Benefits, and providing recommendations on resolving challenges under FNHA Health Benefits Plan W. While there is more work to be done, we can be proud that our community members will benefit from an improved health benefits plan for dental, vision and medical supplies and equipment.

- We supported the creation of the Evaluation of the British Columbia Tripartite Framework Agreement on First Nation Health Governance report released January 2020. The Programs Committee and long-time Board Member Keith Marshall were members of the Joint FNHA-FNHC-FNHDA Evaluation Working Group and contributed to focus group discussions. This evaluation fulfilled a commitment in the British Columbia Tripartite Framework Agreement on First Nations Health Governance (2011) to consider the effectiveness of the First Nations health governance structure, as well as the roles and partnerships between First Nations, Canada and BC in improving health systems and services and health and wellness outcomes.

Looking ahead to 2020-2021, the Programs Committee will be collaborating with the FNHA Office of the Chief Nursing Officer to improve access to high-quality and patient-centred care in First Nations communities and to help strengthen the relationship between Health Directors and Nurses working in communities, among other objectives.

We would like to thank the following Board members for undertaking this important Committee work on behalf of the Association and all Health Directors: Shawn Scotchman (Interior); Tammy Baskin (Northern); Keith Marshall and Coreen Paul (Vancouver Coastal); Vanessa Charlton (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 2019-2020 included:

- Providing planning oversight to our AGM and Conference. This includes providing advice and recommendations on the agenda development, keynote speakers, breakout sessions, and wellness offerings. The Committee creatively came up with the theme “Healthy is the New Wealthy” for the 2019 AGM and Conference – an expression connected to the FNHDA’s mandate that celebrates that mental, emotional, spiritual, and physical health is more valuable than material wealth.
- Providing technical advice to the FNHA on the First Nations Primary Care + Mental Health & Wellness Summit that took place in May 2019 and brought together First Nations communities and partners to facilitate knowledge exchange on promising and wise practices in primary health care, including mental health and wellness and culturally safe and holistic models of care. Five Planning & Reporting Committee members volunteered to moderate the Summit’s panel presentations and dialogue sessions. Committee Member Rosemary Stager Wallace participated on the Integration of Wellness Promotion into Primary Care panel, presenting on the award-winning Kindness Project by Southern Stl’atl’imx Health Society.

- Providing technical advice to FNHDA Member Sustainability & Professional Development Supports Survey, intended to better identify the root causes of Health Director turn-over and inform the development of potential FNHDA services and supports for members to address the high turn-over rate and promote job sustainability.
- Providing technical advice to the renewal of the FNHDA Three-Year Training Plan and accompanying training priorities for 2020.
- Providing suggestions for increasing the reach of the FNHDA Mentorship Program.
- Providing technical advice to the FNHA Regional Health Survey (RHS) team on the process to share survey data with community and opportunities to make the RHS data more useful to the community-health-planning cycle.

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



FNHDA Planning & Reporting Committee members Shelley Lampreau, Charles Nelson, and Janice George

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.

Key work of the Bylaws & Policy Governance Committee in 2019-2020 included:

In December 2019, the FNHDA Board of Directors passed a motion to develop an all-encompassing dispute-resolution policy and process as it relates to managing workplace conflict at all levels. The FNHDA Bylaws and Policy Governance Committee was tasked to oversee its development. In February 2020, the Committee reviewed the first draft of the "FNHDA Peacemaking Policy," which establishes a culturally safe, fair, transparent, and timely process for addressing and resolving conflict that promotes respectful and responsible Board collaboration, healing, and Lateral Kindness. The work to further develop of the FNHDA Peacemaking Policy continues.

The Bylaws and Policy Governance Committee met in January 2020 to undertake a periodic review and propose amendments to the FNHDA Board of Directors' Terms of Reference. In March 2020, the FNHDA Board approved the proposed amendments to the Terms of Reference as follows: (1) to clarify the process to replace former Directors on FNHDA Board Committees; and (2) to clarify the role of the Secretary Treasurer to present the FNHA's expenditures on Health Director activities and operations to the FNHDA Board and Members for information purposes.

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: Shawn Scotchman (Interior); Tammy Baskin (Northern); Vanessa Charlong and Kim Roberts (Vancouver Island); Janice George (Fraser Salish); and Rosemary Stager-Wallace (Vancouver Coastal).



MEMBER SERVICES SUMMARY

Since the First Nations Health Directors Association was established in April 2010, our Member Services Team has been honoured to support First Nations Health Directors by providing exceptional customer service, professional development, resources, education and Wise Practices to our Members. Member Services supports all aspects of the FNHDA Membership including the attainment, 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 and Bylaws (2018) and maintaining an accurate Member registry. Member Services also maintains the FNHDA Gathering Space Members' Portal, which was developed in response to requests from Members to facilitate communication between Board representatives, Members, and the Association. Our Members Portal features FNHDA initiatives like the Mentorship, Professional Development, Head to Heart mental wellness campaign, videos, templates, and other resources and tools.

Key Member Services highlights from 2019–2020 include:

- We currently have 152 FNHDA Members across BC.
- We welcomed 45 new members who satisfied the membership criteria outlined in the FNHDA Constitution and Bylaws.
- We continually enhance our FNHDA Gathering Space Members' Portal to better serve our members through collaboration with FNHA IMIT on a refreshed website design. "Staying Connected through the Gathering Space" is a common portal; members have access to orientation materials, Membership Bylaws, Strategic Plans, and learning materials.

- We distributed 36 online newsletters to our Members to keep them informed of upcoming events and training opportunities, important membership notifications, service highlights, and other Member activities.

- FNHDA-wide project – after March 2020, many Health Directors and FNHDA staff worked from home due to COVID 19. In these challenging times, Membership Services reached out to Health Directors across BC to lend support through wellness check-ins, sent care packages, shared Health Directors' Wise Practices, and provided access to a virtual support line to Tsow-Tun Le Lum Cultural Support Counselling.



FNHDA Members at the 2019 AGM



Health Directors at the 2019 AGM



CERTIFICATION UPDATE

Quality Improvement, Health Planning, and supporting Cultural Safety are key functions of the role of a Health Director. Supporting Health Directors to be successful in their roles through building capacity, expanding knowledge through professional development, and encouraging retention are key functions of the First Nations Health Directors Association. The First Nations Health Director Certification program supports the professional development goals embedded in the FNHDA Mission Statement and Standards of Excellence, and assists in meeting the objectives of the FNHDA 2019–2022 Strategic Plan. As we transform the delivery of health services to First Nation communities in BC, it is important that we support and recognize Health Directors as professionals working in their communities and within BC's health system.

The First Nations Health Directors Certification program was created as part of the FNHDA's commitment to offering culturally safe and relevant educational opportunities to Health Directors. Guided by the vision and experience of Health Directors, the certification program provides training in the unique context of health governance in BC First Nations communities. In 2019, the Association began the process of accrediting the FNHDA College of Indigenous Health Leadership to deliver the eight courses of the Health Director Certification program: First Nations Culture and Protocol; BC First Nations Health System and the Creation of the First Nations Health Directors Association; Health Programs and Services; Human Resources; Health Administration – Financial Management and Budgeting; Health Management; Communications; and Legal Accountabilities. During the 2019 AGM, the FNHA announced a funding commitment for a Director position to advance development of a shared learning centre and the certification program.

This important work has been guided by our Health Director Members every step of the way. The project of developing a made-in-BC certification program was voted into action at the 2014 FNHDA Annual General Meeting and the creation of curriculum was guided by the Certification Focus Group consisting of members of the FNHDA Board. During the 2018 AGM, FNHDA Members passed a resolution that enabled the creation of the FNHDA College of Indigenous Health Leadership. The College was created to ensure FNHDA maintains ownership and control of training supporting Health Directors in BC, while being a leader in Indigenous Health Leadership Education.



Since March 2020, when the World Health Organization declared the COVID-19 novel coronavirus a global pandemic, life and work has looked very different for all of us. Although many communities already had plans for communicable disease emergencies (CDEs), a global pandemic is highly unusual, and many communities found their resources stretched as they worked to keep essential services operating even as staff adjusted to working from home. As there is currently no credit course available to support Health Directors to develop or update CDE plans, the FNHDA, in partnership with our Board of Directors and FNHA, is working to develop a one-credit “communicable disease emergency response (CDER)” course.

In the future, the CDER course will be moved under the umbrella of the College of Indigenous Health Leadership, in keeping with the College 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.

SUMMARY OF REGIONAL CAUCUS 2019

The Regional Caucuses are an opportunity for the FNHDA to bring our 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.

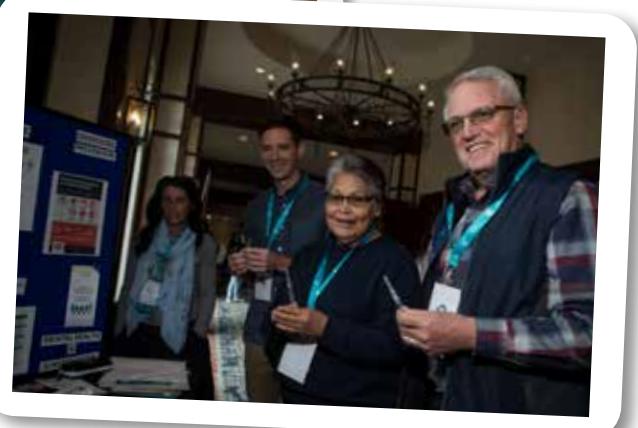
As described in the FNHDA Technical Advice Protocol, the FNHDA Board Regional Representatives have an important role to support the work in the regions. During the spring Regional Caucuses, the Regional Teams worked with their FNHDA Board Representatives to design the Regional Wellness Forums around the theme of mental wellness. Forum sessions included information and discussion on the approach to Jordan’s Principle, Trauma-Informed Practice, Harm Reduction and Overdose Response, and implementing planning activities and demonstration sites as part of the Memorandum of Understanding: Tripartite Partnership to Improve Mental Health and Wellness Services and Achieve Progress on the Determinants of Health and Wellness (MOU). Communities shared promising practices on culture- and land-based healing programs, self-care, and region-specific approaches to supporting mental, spiritual, emotional, and physical wellness.

During the Regional Caucuses in fall 2019, FNHDA offered a training session on conflict resolution as a crisis-management tool, facilitated by seasoned conflict-resolution advisor Keiron Simons. This training was offered through a lateral-kindness or trauma-informed lens and provided tools for rethinking conflict, communicating from conflict to collaboration, and win-win problem solving.

Health Directors learning about opioid overdose prevention

Additionally, the FNHDA and FNHA co-hosted updates on the MOU Statement of Readiness projects, and the following Health Directors offered presentations on the important work to support health and wellness in their communities:

- **Interior Region:** Personal and community stories about journeys with cancer shared by many Health Directors as part of the Indigenous Cancer Strategy discussion.
- **Northern Region:** Lake Babine Nation Statement of Readiness project presented by Emma Palmantier, Health Director.
- **Fraser Salish Region:** Diabetes and Healthy Life Choices presented by Janice George (Sts’ailes Health Director), Elizabeth Point (Seabird Island Health Services Health Director), and Inez Louis (Sto:lo Service Agency Strategic Operations Planner).
- **Vancouver Coastal Region:** Southern Stl’atlimx Health Society (SSHS) Statement of Readiness project presented by Rosemary Stager-Wallace, Health Director; and Fran Hopkins, Project Manager.
- **Vancouver Island Region:** Ahousaht First Nation Statement of Readiness project presented by Julia Atleo, Health Director.



FNHDA TECHNICAL ADVICE PROTOCOL

In 2019–2020, 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.



FNHDA Board member Shelley Lampreau speaking at the FNHDA AGM

Within the First Nations 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. The technical advice Health Directors have provided to date is foundational to the continuous improvement and transformation of quality health services for First Nations in BC.

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. In April 2019, the FNHDA Board of Directors approved the refreshed TAP in principle, with the understanding that it is an evergreen document. Key objectives of our enhanced TAP include:

- To assist in building respectful relationships and partnerships in recognition of 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 and Committees and Health Directors.

- To identify the meaningful roles of FNHDA Board Regional Representatives in TAP processes –from pre-planning through reporting and implementation phases – to support engagement work provincially and regionally.
- To establish a process for identifying and communicating regional and provincial matters with First Nations governance partners, including the FNHA Regional Offices.
- To identify opportunities for shared engagement to advance program transformation and quality improvement of health services that align with the FNHDA strategic priorities: mental wellness; traditional wellness; FNHA Health Benefits; and the determinants of First Nations health.

Throughout this report, there are many examples of the FNHDA Technical Advice Protocol being implemented regionally and provincially. Evaluations and feedback will be gathered from Chiefs, Health Directors, and Leaders on an ongoing basis to inform the evolving engagement structure. We are looking forward to hearing how we can continue to evolve and improve our technical advice process.

- To identify 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.
- To identify opportunities for high-level provincial planning, engagement, and technical advice to be co-developed with 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 Conferences, and the provincial FNHA health services summit, among other forums.

FNHDA TRAINING SUMMARY 2019-2020

Culturally strong, experienced, and professionally trained Health Directors are a vital component of the First Nations health system in British Columbia. The FNHDA is committed to supporting Health Directors to achieve excellence in their roles delivering quality care in their communities. The seven Standards of Excellence recognize the wide scope of a Health Director's work and provide avenues for professional development across the spectrum of Health Director responsibilities, from grounding work within culture and tradition to providing effective health administration and health wellness leadership for their communities.

Professional development and training is integral to the FNHDA Mission, as expressed by Goal 1 of the FNHDA Strategic Plan (2019-2022): "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."

FNHDA Training Highlights for 2019-2020

Opportunities for Health Directors to gather to learn and share take place throughout the year. During the FNHDA AGM and Conference in September 2019, four breakout streams were offered, focused on Training, Informational, Head to Heart, and Mentorship. Training sessions explored a variety of topics, including boundary setting and soul retrieval, traditional diet and diabetes, health service delivery law, and surplus/escalator planning in health-funding agreements. Attendees of our AGM and Conference have told us they value this annual opportunity to network with peers, learn with and from each other, and build skills while contributing to the transformation of BC's First Nations health and wellness system.

The FNHDA once again collaborated with the FNHA to co-sponsor 12 FNHDA Members from across the province to attend the BC Quality Forum on February 26-28, 2020 in Vancouver, BC. This forum, hosted by the BC Patient Safety and Quality Council, brings together over 1000 professionals working in British Columbia's health care system to discuss and share ways to improve health care quality and patient safety.

During the fall 2019 Regional Caucus meetings, Health Directors were asked to provide input on training priorities as part of refreshing the FNHDA Three-Year Training Plan. Province-wide priorities include cultural safety and humility, Lateral Kindness, mental health supports, strategic planning, preparing for difficult conversations, relationship building and collaboration, reporting and evaluation, grant and proposal writing, budgeting, change management, and ethics and the law.

We are committed to continuing to support the learning journeys of our Health Director Members. Supporting excellence while navigating an ongoing communicable disease emergency remains our focus in the short-term, and we look forward to unveiling a new three-year training plan in the near future.



2019 AGM & CONFERENCE



Sage Hills performing at the 2019 AGM

“Healthy is the New Wealthy” theme grounds 2019 AGM and Conference

We warmly welcomed 78 Health Director Members to our FNHDA AGM and Conference held on the unceded traditional territory of the Tk'emlups te Secwepemc at Skwelkwek'welt at Sun Peaks Resort from September 25-27, 2019.

The AGM and Conference theme was “Healthy is the New Wealthy” – an expression connected to the FNHDA’s mandate, which recognizes that mental, emotional, spiritual, and physical health is more valuable than material wealth. As the FNHDA Board said, “We know that self-determination and increased decision-making power over our own health and the health of our communities leads to better health outcomes. When we invest in our health, we have more options available to ourselves.” And as FNHDA President Charles Nelson said, “When you think about it, community-building is really Nation-building.”

The agenda included plenary presentations, small-group breakout sessions on specific health issues, professional-development opportunities, and an array of wellness activities. Attendees chose from sessions across four streams: Training, Informational, Head to Heart, and Mentorship. Our Amazing Race challenge offered an opportunity to have fun, explore the outdoors, and meet other Health Directors.



FNHDA Board members Janice George and Terrie Davidson

Cultural elements were woven throughout the conference to nurture and uplift hearts, minds, and spirits. An Elder from Splatshin First Nation provided prayers and traditional teachings throughout the conference. New to this year’s conference, energizers and movement activities were offered during wellness breaks. Health Directors were treated to a variety of wellness services, cultural supports by the Indian Residential School Survivors Society, interpretive storytelling with Kenthen Thomas, and a cultural performance by Sage Hills.

FNHDA Board Members described the AGM and Conference as “an annual celebration of our incredible community of Health Directors and Managers working in First Nations health in BC.” The Board thanked the Health Director Members who were able to attend and participate – and noted that 40 new Members have joined the Association since the 2018 AGM.



Day 1 opened with prayers from Elder Julianne Alexander of Secwepemc Nation and Elder Virginia Peters of Sts’ailes, the FNHDA’s interim Elder Advisor and Knowledge Keeper. Following welcoming remarks from FNHDA President, Charles Nelson, FNHA interim Chief Executive Officer Richard Jock provided health delivery updates. These included the recent launch of expanded First Nations Health Benefits coverage administered by Pacific Blue Cross and reporting models based on strength-based indicators that reflect Indigenous cultural models alongside Western medical models. Richard Jock also shared progress on development of a joint FNHA-FNHDA “Learning Centre,” and made a commitment for two staff including a Director and Coordinator to advance development of this important initiative.

Keynote presentations covered such issues as cardiovascular health, Indigenous health, and mental health and wellness. Dr. Jeff Reading, FNHA Chair in Heart Health & Wellness at St. Paul’s Hospital presented on Indigenous health research, the intergenerational impacts of diabetes and food as medicine. Dr. Nadine Caron, Associate Professor for UBC’s Northern Medical Program, spoke from the perspective of a First Nations Endocrine surgeon as she explored the topic of “reinterpreting a crisis.” FNHA Mental Health & Wellness Advisor Duanna Johnston-Virgo from the Interior Region discussed resilience and pathways to optimal health.

FNHDA Members being recognized for their Years of Service as Health Directors



Images from 2019 AGM

1. Health and wellness planning
2. Honouring ceremony for outgoing FNHDA Board members
3. A walking group of FNHDA Members connecting to the land at the 2019 AGM
4. Ceremony to welcome new FNHDA Board members
5. Planning break out group
6. SisterClan performing at the Inspiration Awards Gala
7. Fara Palmer performing at the FNHDA Inspiration Awards Gala
8. Board Oath of Office
9. Sage Hills performing at the 2019 AGM
10. Cultural Storyteller Kenthen Thomas performing at the 2019 AGM
11. Sage Hills at the 2019 AGM





FNHDA Member celebrates winning the 2019 AGM Amazing Race



Community art piece co-created by FNHDA Members at the 2019 AGM

The Conference content streams gave attendees multiple options for learning and sharing:

- **Training** included sessions on Health Service Delivery Law by the FNHA's lawyers, Max Dokuchie and Grant Christoff; Keynote speaker Dr. Jeff Reading spoke about the power of traditional foods in diabetes prevention; and Dr. Patricia Vickers, former Director of FNHA's Mental Wellness Clinical Services, shared knowledge about regulating emotions, boundary setting and soul retrieval.
- **Mentorship** sessions included exploration of connections to the land and revitalizing relationships by Annie Williams, Health Director from the Xeni Gwet'in First Nation; a discussion about living with depression and using cultural strengths by Zachary George from Tsleil-Waututh Nation; and sessions on mitigating the effects of vicarious trauma and compassion fatigue and on the FNHDA mentorship program offering.
- **Informational** programming featured Health Director Planning & Reporting Champions on transformation of community wellness reporting; providing support to Health Directors with developing Statements of Readiness; and community success stories and wise practices for cannabis and harm reduction.
- **FNHDA Head to Heart** programming was highlighted through sessions on the partnership between Nurses and Health Directors; the use of

emotional freedom technique to alleviate physical pain and emotional distress; and creating art while engaging in conversation about wellness of mind, body and spirit.

On Day 2, the Inspiration Awards Ceremony recognized seven Health Directors nominated by their peers and communities for their contributions to First Nations health and wellness. To view the award winners, please check out the Inspiration Awards 2019 section within this Annual Report. The Years of Service Celebration recognized the Health Directors who have been dedicated to their communities and health champion roles and reached the years of service milestones from one to 25+ years. Attendees were gifted swag bags of cultural goodies prepared by members of the Xaxli'p First Nation. A performance by Saulteaux recording artist Fara Palmer and SisterClan closed out the evening.

The third and final day covered official AGM business. During the FNHDA Board presentation of the 2018-2019 FNHDA Annual Report to Members, it was noted that incorrect financial figures appeared in the FNHDA Statement of Operations table section. As a next step, the FNHDA will work with the FNHA Finance Department to review the FNHDA financial results and report back to Members. Next on the agenda, the Board announced results of the regional elections, welcomed three new Directors, and held an Oath of Office ceremony. The outgoing Board Members in attendance were honoured.

The event concluded with the FNHDA Board presenting drums made by Sasquatch Drums as a cultural offering to all Health Directors, sharing cultural teachings, and singing the "Women Warriors' Song." During our farewell networking lunch, we enjoyed videos by N'we'Jinan, a non-profit organization that develops, implements, and executes artistic and educational programs in First Nations, Métis, and Inuit communities and schools.

In October 2019, the FNHDA Board reported back to Members with a letter to apologize for typographical errors in the 2018-2019 Annual report that occurred during the graphic design production process. A revised version of the report, with the corrected FNHDA Statement of Operations Table, was distributed to Members for information purposes. The Board is committed to living FNHDA Strategic Plan Goal 3: Uphold high operational standards and seek to continuously improve, grow, and evolve the FNHDA.

While Vancouver Island was selected as the host region for the 2020 AGM, everything changed in March 2020 when the BC government declared a state of emergency due to the COVID-19 pandemic. As we adjust to our new reality, we encourage Health Directors to continue to treat ourselves with care and kindness, and model "Healthy is the New Wealthy" in our communities by making health our top priority – our own personal health, the health of our teams, and the health of our families and communities.

2019 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.

The seven award recipients were honoured at the Inspiration Awards Gala Ceremony held during the 2019 AGM and Conference on the unceded traditional territory of the Tk'emlups te Secwepemc at Skwelkek'welt at Sun Peaks Resort. On behalf of our membership and Board of Directors, the FNHDA extends heartfelt congratulations to each of the winners.

GROUNDING WORK WITHIN CULTURE AND TRADITION



Erica Marsden, Health Director, Gitanyow

PROVIDING INFORMED TECHNICAL ADVICE



Joanne Charles, Health Lead Semiahmoo First Nation

PROVIDING EFFECTIVE HEALTH ADMINISTRATION



Heather Hastings, Health Manager Tsartlip First Nation

ESTABLISHING AND MAINTAINING BENEFICIAL PARTNERSHIPS



Phyllis Peters, Health Director Tsal'ah - Rose Casper Healing Centre

PARTICIPATING ACTIVELY IN PROFESSIONAL DEVELOPMENT AND CONTINUOUS LEARNING



Desira John, Health Director Little Shuswap Lake Band

PROVIDING HEALTH AND WELLNESS LEADERSHIP FOR THE COMMUNITY



Vanessa Thevarge, Health Director, Bonaparte Indian Band

BEING A SUPPORTIVE MANAGER AND A HEALTH TEAM LEADER



Dean Wilson, Health Director Gwa'sala-'Nakwaxda'wx First Nations



2019 Inspiration Award winners in attendance at the AGM: Heather Hastings, Desira John, Vanessa Thevarge, and Phyllis Peters

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 moving forward that includes engagement priorities and processes. As governance partners, FNHC, FNHA and FNHDA are guided by the First Nation Perspective on Health and Wellness and our shared vision and values on our collective journey in health transformation. Recognizing each of our roles in this partnership enacts the pillars of our First Nations health governance structure, allowing us to embody practices of Reciprocal Accountability, Lateral Kindness, and Cultural Safety through Cultural Humility.

The FNHDA Board of Directors attended the FNHA-FNHC-FNHDA Joint Planning Session held in August 2019. Together, the three entities reviewed and approved the FNHA-FNHC-FNHDA Relationship Agreement Evaluation; developed joint priorities and action plans for 2019-2021; developed a joint process for engagement and fall 2019 Shared Caucuses; and discussed preparations for Gathering Wisdom X. Participants also had the opportunity to participate in a drum-making workshop and cultural brushing.

The FNHA-FNHC-FNHDA Joint Planning Session held in February 2020 included a debrief of Gathering Wisdom X, shared engagement planning, highlights of the evaluation reports for the FNHA Evaluation and BC Tripartite Framework Agreement Evaluation, the renewal



of FNHA's Multi-year Health Plan, and identification of regionalization priorities. A presentation on Workplace Safety and Lateral Kindness and tabletop discussions to identify shared partnership priorities was a key highlight for the FNHDA Board of Directors. A key outcome of the joint planning session included a commitment to the 18-month engagement plan as outlined in the FNHC Reclaim Governance Guidebook unveiled at Gathering Wisdom X.

The FNHDA looks forward to continuing to enhance our First Nations Governance Partnerships through collaboration and planning sessions, which fulfill a key commitment within the FNHDA-FNHA-FNHC Relationship Agreement. The Board of Directors will support one another as a collective and strive towards Lateral Kindness with governance partners, external partners, and Health Director colleagues.

TCFNH UPDATE

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. Bi-annual meetings of the TCFNH 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.



The spring 2019 TCFNH included discussions on: operational governance; integrating First Nations-Led Primary Health Care projects within provincial Primary Care Networks; updates on the overdose response, the FNHA Mental Health & Wellness Policy and the Provincial Mental Health & Addictions Strategy; and social determinants of health including housing strategies.

At the fall 2019 meeting, the TCFNH discussed integrating cultural safety in primary care policy, the First Nations-Led Primary Health Care Initiative, results of the Tripartite Evaluation Report, the Population Health and Wellness Agenda Baseline Report, and priorities in Home & Community Care and Mental Health and Wellness. The FNHDA President provided technical advice on the activities of the TCFNH.

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 as a whole.

GATHERING WISDOM FOR A SHARED JOURNEY

First Nations braved winter storm conditions to gather at Gathering Wisdom for a Shared Journey X, hosted by the First Nations Health Council on January 14-16, 2020 on unceded traditional territories of the Coast Salish peoples in Vancouver, BC. The theme for the health forum centred on reclaiming the wellness of our people, traditional teachings, and culture. The intentions for Gathering Wisdom X were: to celebrate the 10th anniversary of Gathering Wisdom; to share cultural programming; to present on key priorities, including the provincial population health and wellness agenda, tripartite evaluation report, advocacy priorities for the next 10 years; and to launch the FNHC's Governance Guidebook.



Charlene Webb speaking at Gathering Wisdom X

As Chiefs and other political leads, health and social caregivers come together in the regions and at provincial forums like Gathering Wisdom, we are reminded of the important work before us to improve health services and wellness outcomes of First Nations in BC based on the direction provided by communities.

Gathering Wisdom X represented a special milestone for Health Directors. Over 10 years ago, Health Directors called for the creation of a professional association to support their work delivering health services in communities. The signing of the Tripartite First Nations Health Plan in 2007 provided the political support and the financial resources to create our Association. It was during Gathering Wisdom 2009 that Health Directors voted to create our Association. The 2011 and 2012 Consensus Papers and Resolutions by Chiefs set the Association's mandate to provide professional development and training for Health Directors and their role as technical advisors to our health governance partners.

As Health Directors are the voice of community, we have an important role in building a better health care system for First Nations in BC. Over 70 percent of our FNHDA Members participated in Gathering Wisdom X. At the "fireside chat" on the first day of the forum, the FNHDA President provided opening remarks along with the FNHC Chair and FNHA Board Chair, and reflected on the Association's accomplishments, current state,

and aspirations. The President highlighted the Association's Lateral Kindness initiatives and Head to Heart campaign, as supports provided to Health Directors to stay well and balanced with work and life and provides support for their work, improving health care in their communities.

During this gathering, we heard from the First Nations Health Council on the continuing work to support communities to reclaim our connections over the next 10 years with the launch of the Governance Workbook to advance development of the 10-year strategy on the social determinants of health.

We heard from the First Nations Health Authority about evaluation outcomes and the steps along the path to continue making improvements to health services including mental health and wellness, health benefits, primary health care, cultural safety and humility strategy, response to the opioid crisis, and the regionalization of programs and services. In particular, we heard a commitment from the FNHA to prioritize transformation of medical transportation, based on the challenges and concerns raised by communities.

We heard concerns from community regarding good governance and dispute resolution. Our Association is committed to ensuring the FNHDA Board of Directors uphold good governance practices and model

Lateral Kindness with our colleagues and governance partners.

Gathering Wisdom was an opportunity to get together and reflect on how far we have come. It is important that we celebrate all we have accomplished over the years to improve health services for First Nations in BC. The Board and Members of the First Nations Health Directors Association look forward to working with our First Nations governance partners to continue to move this work ahead.



Gathering Wisdom X

ACCOUNTABILITY FOR FINANCIAL MATTERS: FNHDA-FNHA MEMORANDUM OF UNDERSTANDING

The Memorandum of Understanding (MOU) signed by the First Nations Health Directors Association (FNHDA) and the First Nations Health Authority (FNHA) in 2012, 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 FNHA is responsible and accountable for financial matters related to the FNHA's expenditures on First Nations Health Directors' activities and operations, including the FNHDA Board meeting fees, in a manner consistent with FNHA policies and procedures. The FNHA Annual Reports and audited financial statements include the FNHA's expenditures on First Nations Health Directors' activities and operations.

The FNHDA Board of Directors' Terms of Reference, which was amended and approved in March 2020, clarifies that the FNHDA Secretary-Treasurer is responsible to present, with the support of the Executive Director of the FNHC/FNHDA Shared Secretariat, financial reports on:

- FNHA's expenditures on First Nations Health Directors' activities and operations to the Board and Members for information purposes;
- FNHDA's revenues and expenditures to the Board for approval; and
- FNHDA's revenues and expenditures to Members and others for information purposes.

FINANCIAL REPORT for the fiscal year ended March 31, 2020

During the 2019-2020 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

FNHA's expenditures on First Nations Health Directors activities and operations are included in the FNHA audited financial statements. This annual report provides, for information purposes only, a summary overview of the FNHA fiscal 2019/20 First Nations Health Directors activities and operations that are included in the FNHA audited financial statements. Inclusion of these financial figures in the FNHA audited statements are required due to related party accounting requirements. Issuance of 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 19, 2020, and accepted by the Members of the FNHA at the Annual General Meeting on August 5, 2020.

First Nations Health Directors Activities and Operations Financial Results Overview

The FNHA's expenditures on First Nations Health Directors activities and operations financial information, which has been extracted from the FNHA audited financial statements, is presented in Table 1. The table includes actual results for the year ended March 31, 2020, with prior year comparative figures. Additionally, Table 1 provides the fiscal 2019-2020 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 2020 were \$1,560,487 (fiscal 2019: \$1,696,806). When compared to the annual budget of \$1,711,934 there was an overall favourable variance of \$151,447.

Table 1: FNHA's Expenditures on First Nations Health Directors Activities and Operations

EXPENSES	2020			2019
	ANNUAL BUDGET	ACTUAL	VARIANCE FAV / (UNFAV)	
Salaries and Benefits	\$686,016	\$697,404	\$(11,388)	\$573,508
Travel and Meetings	215,210	214,929	281	237,200
Honoraria	160,573	162,192	(1,619)	133,702
Community Meetings and Travel	327,315	301,227	26,088	285,443
Professional Fees	267,637	155,880	111,757	301,835
Administrative Allocation	-	-	-	118,200
General Administrative	55,183	28,855	26,328	46,918
TOTAL EXPENSES	\$1,711,934	\$1,560,487	\$151,447	\$1,696,806

Details of the types of expenses included in the major expense categories in Table 1 are listed on the following page.

Expense Definitions

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 Directors, 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 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.

Administrative Allocation: The Administrative Allocation represents an allocation of expenses from the FNHA for the administrative support services it provided. In the current year, these costs were not allocated to the FNHDA and are accounted for as a part of corporate operations on the FNHA financial statements.

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

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

	2020	2019
ASSETS		
CURRENT ASSETS		
Cash	\$100	\$100
	\$100	\$100
LIABILITIES		
CURRENT LIABILITIES		
Accounts Payable & Accrued Liabilities	\$100	\$100
	\$100	\$100
NET ASSETS		
Invested in Property & Equipment	-	-
Internally Restricted	-	-
Unrestricted	-	-
	\$100	\$100

Remuneration of Directors

For the 2020 fiscal year, the total remuneration of \$162,192 (fiscal 2019: \$133,702) was paid to FNHDA Directors. Remuneration paid to Directors is listed in Table 3 below, attributed to Board meetings, Executive Meetings, and FNHDA Committees and Working Group Meetings. 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	TOTAL REMUNERATION
President	Keith Marshall (Appointed December 11, 2019)	\$ 19,350
President	Charles Nelson (Resigned November 20, 2019)	10,200
Vice President	Janice George (Appointed December 11, 2019)	12,250
Secretary/Treasurer ¹	Beverley Clifton Percival (Resigned September 4, 2019)	6,250
Secretary/Treasurer	Judy Ann Maas (Appointed December 11, 2019)	5,250
Board Member	Frances Alec (Term expired September 27, 2019)	5,750
Board Member	Vanessa Charlong	11,250
Board Member	Terrie Davidson	12,250
Board Member	Jennifer Louise Jones (Appointed January 14, 2020)	4,000
Board Member	Kimberley Laing (Resigned May 3, 2019)	1,250
Board Member	Jacki McPherson (Term expired September 27, 2019)	6,250
Board Member ¹	Shawn Scotchman	4,750
Board Member ¹	Shelley Lampreau	9,000
Board Member	Coreen Paul	11,500
Board Member	Kim Roberts	10,250
Board Member	Rosemary Stager	10,750
Board Member	Angie Prince	9,500
Board Member	Charlene Webb (Appointed January 14, 2020)	1,250
Board Member	Elizabeth Point	6,500
Board Member	Tammy Baskin	-
Director CPP		4,642
TOTAL		\$162,192

¹ paid to Band

SHARED SECRETARIAT SUPPORTS

FNHC-FNHDA SHARED SECRETARIAT SUPPORT FOR THE 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 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 or by phone at 604-693-6555.



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 analyses, and prepares documents to support work relating to the FNHDA Strategic Plan. Sara can be reached by email at Sara.Binns@fnha.ca or by phone at 604-699-3125.



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 or by phone at 604-661-3858.



Karen Howse: Member Services Coordinator, FNHC-FNHDA Shared Secretariat

Karen has worked with the Shared Secretariat since October 2019. In her role as FNHDA Member Services Coordinator, she is responsible for all aspects of the FNHDA membership including the acquisition, support, and retention of Members. She also provides coordination for FNHDA activities related to membership inquiries/supports, the membership database, training logistics, and election processes. Karen can be reached by email at Karen.Howse@fnha.ca or by phone at 604-693-6594.

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 or by phone at 604-693-6500.



Amber Oates
Executive Administrator
FNHC-FNHDA Shared Secretariat



Jolyn Redhead
Executive Assistant
FNHC-FNHDA Shared Secretariat



Aiyana Gonzales
Administrative Assistant
FNHC-FNHDA Shared Secretariat

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

Sharing experience for community wellness

FIRST NATIONS HEALTH DIRECTORS ASSOCIATION

Coast Salish Territory
501 - 100 Park Royal South
West Vancouver, BC
Canada V7T 1A2

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