Society Status officially begin as of 2014
Current Health Board of Directors:

- **Travis Hall**, HTC Rep, appointed position
- **Irene Brown**, Elders Rep, appointed position
- **Marilyn Hall** (Co-Chair), elected position
- **Pauline Gladstone** (Co-Chair), elected position
- **Alida Reid**, elected position
- **Vanessa Gladstone**, elected position
- **Earl Newman**, HTC Rep, appointed position
## Hailika’as Heiltsuk Health Centre Society Organization Chart (as of April 1st, 2016)

### Administration
- **Team Leader:** IT Department Manager
- Finance Manager (Finance Team Leader)
- Office Manager/Accreditation Coordinator
- Receptionist
- Office Assistant/Visiting Professional Liaison
- Finance Assistant
- Finance Clerk (PT)
- Community Telemedicine Coordinator (PT)
- Janitor
- Maintenance Worker
- Dentist
- Dental Manager

### Patient Transportation Program
- **Team Leader:** Program Manager
- Patient Clerk (PT)

### Home & Community Care Program
- **Team Leader:** Program Manager
- Home & Community Care Nurse
- Licensed Practical Nurse
- Personal Care Attendant 1
- Personal Care Attendant 2
- Personal Care Attendant 3
- Cook
- Elders Van Driver
- Janitor / Equipment Manager
- Elders Advocate (PT)

### Community Wellness Program
- **Team Leader:** Counsellor 1
- Child/Youth Program Coordinator
- Counsellor 2
- Fitness Centre Supervisor
- Fitness Centre Worker (PT)
- Youth Worker 1
- Youth Worker 2
- Youth Worker 3
- Youth Worker 4

### Healthy Families Program
- Sasum House Team Leader: Head Start Program Coordinator
- Dental Team Leader: Dental Program Manager
- AHS ECE Assistant 1
- AHS ECE Assistant 2
- AHS ECE Assistant 3
- Community Health Nurse (CDC)
- Diabetes Prevention Worker (vacant)
- Diabetes/Chronic Disease Nurse (vacant)
- Maternal Child Health Hnis’u 1
- Maternal Child Health Hnis’u 2
- Maternal Child Health Nurse (Vacant)
- Sasum House & Youth Centre Janitor (PT)
Hailika‘as Heiltsuk Health Centre Society

**Contracted Services:**

- Dentists
- Physiotherapist
- Occupational Therapist
- Speech & Language Pathologist
- Audiologist
- Optometrist
- Optician
- Paediatric Occupational Therapist
- Acupuncturist
- Dietician
- Pharmacist
- Ultrasound Tech.
Hailika’as Heiltsuk Health Centre

What are the services provided to Heiltsuk?

• Administration
• Patient Transportation
  • Non-Insured Health Benefits – non-transferred
• Home & Community Care
  • Nursing
  • Personal Care Attendant/Home Support Workers
  • Occupational Therapy
  • Physio Therapy
  • Elders Advocate
  • Drop ins, Luncheons, Breakfast Club, Meals on Wheels
• Healthy Families
  • Aboriginal Head Start – center based model
  • Maternal Child Health – family home visiting
  • Pre/Post Natal
  • Heiltsuk Language Nest Program
• Dental
• Communicable Disease Control – Public Health Nursing – Immunizations
• Environmental Health – Water Samples, Food Safe
• HIV/AIDS
• Aboriginal Diabetes Initiative
What are the services provided to Heiltsuk? Continued

- Community Wellness Program
  - Counselling
- Child/Youth Services:
  - Youth Voice
  - Arts & Crafts
  - Young Chefs
  - Nights Alive
  - Sports
- Fitness Centre
What is the Mandate and Role of the Organization?

Administration Mandate
To be efficient and effective in providing the best possible support services to the Health Centre.

Community Wellness Mandate
Non-legislated voluntary program.

Healthy Families Mandate
To offer and promote well-being of community members through the implementation of holistic healthy families programs.

Home & Community Care Mandate
Services will promote independence and respect by providing a safe environment, which reflects the Heiltsuk culture, which is to maintain holistic health and well-being for all.

Patient Travel Mandate
Provide medical transportation benefits to access medically required health services to the nearest appropriate facility to the clients in accordance with the NIHB General Program Directive, NIHB Medical Transportation Directive, NIHB Medical Transportation Policy Framework and regional guidelines.
Describe current situation of the organization...

Fully accredited through Accreditation Canada (since 2009)
Overview of Hailika’as Heiltsuk Health Centre Policies:

- AGM Code of Conduct
- Board of Directors Policy – 2012
- Catering Policy - 2015
- Children in the Workplace Policy – 2015
- Code of Conduct
- Code of Ethics for New Staff Policy
- Communication Plan – general
- Communication Plan – patient travel
- Communications Plan Policy – 2015
- Community Compliant Policy – 2015
- Community Emergency Response Plan - 2016
- Community Service Policy – 2009
- Computer Purchase Policy – 2012
- Confidentiality Policy – Nov. 2012
- Confidentiality Policy – 2009
- Conflict of Interest Policy – 2007
- Credit Card Policy – 2003
- Dress Code Policy – 2009
- Elders Building Policy – 2005
- Electronic Resources Policy – Nov. 2012
- Email Internet Email Usage Policy – 2007
- Employee Email Usage Policy – 2007
- Employee Internet & Email Usage Policy – 2007
Overview of Hailika’as Heiltsuk Health Centre Policies (continued):

- Employment Posting Policy – 2010
- Exit Interview Policy/Procedure – Nov. 2012
  - Update: Credit Cards – 2009
  - Update: Signing Authority – 2010
  - Update: Levels of Authority – 2010
  - Update: Insurance Coverage – 2010
- Harassment Policy – Nov 2012
- Health Centre Van Policy – 2003
- HHB Committee Terms of Reference – 2011/2012
  - Personnel
  - Housing
  - Special Projects
  - Finance
  - Risk Management/Quality Improvement
  - Health & Safety
- HHHC Paygrid – 2003
  - Senior Management Paygrid – 2010
- Housing Policies - 2012
- In-Camera Documents Policy – 2003
- Incident Report Policy/Procedure
- Infection Control Policy – 2009
  - Updated 2012 includes:
    - Food check list
    - Infection control review checklist
    - Facility cleaning & disinfecting checklist
    - Hhhc facility checklist
- Influenza Policy – 2008
  - Updated 2012 Includes:
    - Mask requirements policy
- IT Asset Control & Disposal Policy Guide – Nov 2012
  - Fixed Asset Transfer/Surplus List – Nov 2012
  - Computer Release Form – Nov 2012
Overview of Hailika’as Heiltsuk Health Centre Policies (continued):
 Lump Sum Bonus Policy – 2003
 Medical Equipment Loans Policy – 2003
 Mental Health (Counselling) Policy Manual – 2002
 Musti’muhw Policies – 2007
 Oath of Office
 Office Space Policy – 2003
 Orientation Plan – general
 Orientation Plan – team lead
 Pandemic Influenza Plan – 2007
  o Updated Jan 2012
 Portable Storage Device Policy – 2007
 Privacy Policy – nov 2012
 Release of Information Policy – nov 2012
 Remuneration of Health Board Members – 2010
 Sharps Disposal Policy – 2007
  o Updated 2012
 Smoke Free Policy – 2008
 Team Leader Retention Bonus Policy – 2011
 Temporary Promotion Policy – 2003
 Video Conference Policy – 2007
 Weight Room (Fitness Centre) Policies – 2007
 Whistle blowing Policy
 Wireless Community Policy – 2007
 Worker Safety Policy – 2003
Overview of Hailika’as Heiltsuk Health Centre Policies (continued):

Accreditation ROP’s
- Client Role in Client/Patient Safety – Policy & Procedure
- Client Safety – Prospective Analysis
- Human Resources Allocation for Safety Monitoring & Improvement
- Disclosure of Adverse Advents
- Reporting for Near Misses & Sentinel Events
- Policy Statement for Falls Prevention
- HHHC Client/Patient Safety Strategic Goal
- Client Safety Report – Root Cause Analysis
- HHHC Framework for Quality
- HHB Client/Patient Quarterly Reporting Guidelines
- Patient Safety Collaboration & Training
- Patient Safety Strategy/Goal
- Patient Safety Training
- Client Role in Patient Safety
- HHHC – Preventative Maintenance – Medical devices, equipment, technology
- Falls Prevention Program

Risk Management Practices
- Ethical Decision Making in the Workplace

Quality Improvement Practices
- Violence in the Workplace Policy
HHHCS - Encounters by Program 2014/2015

- HCC: 35%
- Youth: 15%
- CDC: 7%
- Counselling: 3%
- Dental: 5%
- Diabetes: 3%
- Fitness Centre: 12%
- Healthy Families: 0%
- IDP: 1%
- NIHB: 5%
- MCH: 6%
- ICH: 7%
- Womens: 0%
- Adult Health: 1%

Legend:
- Adult Health
- CDC
- Counselling
- Dental
- Diabetes
- Fitness Centre
- Healthy Families
- HCC
- IDP
- ICH
- NIHB
- MCH
- Womens
- Youth
HHHCS - Fitness Program by Year for Program Attendance

- 2003/2004: 1215
- 2005/2006: 1822
- 2006/2007: 4028
- 2007/2008: 5444
- 2008/2009: 2946
- 2009/2010: 1520
- 2010/2011: 3605
- 2011/2012: 3242
- 2012/2013: 2811
- 2013/2014: 3451
- 2014/2015: 3253
List any Partnership Agreements (any signed agreements by organization with other agencies or companies):

**Affiliations**
- Accreditation Canada
- Bella Bella Community School
- Bella Bella Medical Clinic
- First Nations Health Council
- First Nations Health Authority
- First Nations Health Directors Association
- Harris & Company
- Health Canada
- Heiltsuk Tribal Council
- Indian & Northern Affairs
- National Crime Prevention Centre
- R.W. Large Memorial Hospital
- Reid Hurst Nagy
- Vancouver Coastal Health
- Kaxla Child &Family Services
List any Protocol Agreements organization has with other organizations (i.e. MOU’s):

- Protocol Agreement with Heiltsuk Tribal Council
- Central Coast MOU
- Transfer Nursing MOU
- Medical Health Officer MOU

Methods of Communication used by the organization to report activities (newsletters, cable advertisements, etc.)

- Annual general meeting
- Annual financial audited statements
- Annual report
- Annual health fair
- Bi-monthly newsletter
- Website
- Ad channel advertisements
- Emailed advertisements
- Faxed advertisements
- Door to door advertisements
- Mail out advertisements
- VHF Announcements
- Posting throughout the community – posters, flyers, brochures, pamphlets
**VISION:**
The Heiltsuk Health Centre has a vision for a healthy community that respects equality and diversity. Together we will seek opportunities to improve the health of our people.

**MISSION STATEMENT:**
In the spirit of unity, the Heiltsuk Health Centre will strive to promote a community that is innovative and courageous in embracing our commitment to continual growth and healing.

**VALUES:**
- **Manaxs:** Equality: sameness
- **Xala:** Dignity: uphold
- **Gvilas Laxvai:** The concept that one should strive for; this means looking at the consequences before you do something
- **Pacua:** Ambitious & working hard, being independent, being reliable; we had great pride in ourselves and that is tied with being responsible for our own welfare again.
Management & Governance

Heiltsuk Hailika’as Health Centre Society guided by a dedicated Health Board pursuant to the motion passed at a duly convened Heiltsuk Tribal Council meeting of May 27, 1997, Pursuant to the Community Health Service Transfer Agreement dated March 1, 1998 (the "Agreement"). Council has authorized and delegated the Board the responsibility to deliver health services and programs to the Heiltsuk Community (the "Community") residing on reserve; Under the Terms of this Agreement, the Board is obligated to provide sound financial and program management for the efficient and effective delivery of health programs and services; The Heiltsuk Health Board is mandated by the Heiltsuk Tribal Council, through a Band Council Resolution (BCR) to plan, organize, and to ensure that the members of the Heiltsuk Community receive the best quality health care.

The Heiltsuk Health Centre Society is a division of the Heiltsuk Tribal Council. The Health Centre has been mandated as stated in protocol agreement. (SEE APPENDIX) to manage the Health Centre operation (which include all Health Canada resources) at arms length.
The Health Centre has approved policy in which to govern the Health Centre. Those policies included are:

- Board of Directors Policy
- Personnel Policies
- Revised Personnel Policies (Amendment 2002)
- Code of Ethics
- Home and Community Care (Federal Policy) (Health Centre Policy)
- Community Counseling Services Policy
- Community Counseling Services Amendment (2002)
- Finance Policy
- Bi-Election Policy (Amended 2002)
- Fitness Centre Policy
- Housing Policy

A Community Health Board governs the Health Centre. The Health Board is made up of designated seats as well as elected seats. The Health Board holds elections every two years at the annual general meeting (or as stated otherwise in policy). The Health Board has chairpersons who meet with the Director of Health Services every two weeks. The Health Board manages to a staff of forty. The Health Board oversees all operations of the Health Centre.
The Heiltsuk Tribal Council agreed by motion and amendment to the Protocol Agreement (2001) to allow the Heiltsuk Health Centre to administer the Health Centre’s own finances. Therefore the Health Centre has operated as independent since 2001 with a central finance system. The Health Centre has employed a Finance Manager. The finances from Health Canada flow directly to the Health Centre but the Health Transfer agreement is still signed by the Heiltsuk Tribal Council. The Health Centre by having its own central finance has been able to move towards monthly finance statements, regular cash flow forecasts, and critical path for reporting requirements, manpower budget, and a standardized budget. The Health Centre does provide an annual general meeting to report on the audit in accordance with Health Canada guidelines.

The Hailika‘as Heiltsuk Health Centre Society Operations budget is the tool which helps maintain a focus on the forecasted goals for the future and stay within the financial parameters planned for the period being budgeted. The budget is approved by the health board under the mandate of Heiltsuk Tribal Council.

A finance policy manual outlines the guidelines for operations and parameters of all management and Health Board. The Health Board operates under the mandate of zero based budgeting.
The budget is divided into three basic sections:

**Manpower Budget:**
The manpower budget is normally by position and would usually not include individual names. New positions are usually highlighted with a justification for the new position being established. Each team leader will support the need for the positions requested and should have a job description available to further describe the activities covered. These requests will be brought forward to the Health Director who will then work with the finance manager to see if the funds are available. Once that is complete the Health Board will make the final decision.

**Operations Budget**
Each team leader should, using the tools provided to them by the finance manager, will then forecast their operations budget by expense category. The budgets need to be in accordance with approved work plans. Each manager should 0 base their budget. Budget templates will be provided to assist each team leader. If there are any major changes in the budget when compared to the historical costs, they should be highlighted with an explanation.

**Capital Budget**
Items that exceed $1,000, that have an enduring life greater than one year are capital expenditures. Each Team Leader is responsible for making a separate submission to the Health Director requesting the capital items that they wish to be considered. Each items needs to be justified and a short descriptive narrative should accompany the capital budget submission. The FNHIB MCARR requirements also fall under this category in compliance with the Health Transfer Agreement.
Once the above three budgets are completed, they are to be given to the finance to put them into draft budgets. That draft will be provided to Health Director to provide feedback or request additional information. Once this process is completed the budget will go forward to the Health Board for review. If the Health Board does not approve the budget, changes are to be made and the budget resubmitted. The Health Director is still directly accountable to Health Board to ensure the budget is adhered.