

Vancouver Coastal Caucus

Terms of Reference

***Ratified by the Vancouver Coastal Caucus
on October 23, 2014***

TERMS OF REFERENCE: VANCOUVER COASTAL CAUCUS

Vancouver Coastal Caucus Terms of Reference

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Glossary

AHOC:	Aboriginal Health Operations Council
AHSC:	Aboriginal Health Steering Committee
FNHA:	First Nations Health Authority
FNHC:	First Nations Health Council
FNHDA:	First Nations Health Directors Association
TFNHP:	Tripartite First Nations Health Plan
TWG:	Technical Working Group
VCRT:	Vancouver Coastal Regional Table
VCH:	Vancouver Coastal Health Authority

1.0 Preamble

In May 2011, First Nations in BC adopted *Resolution 2011-01* and the *Consensus Paper 2011: BC First Nations Perspectives on a New Health Governance Arrangement*. With this decision, First Nations in BC endorsed the *Tripartite Framework Agreement on First Nation Health Governance* and set out the standards and instructions for a new health governance arrangement.

In May 2012, First Nations in BC adopted *Resolution 2012-01* and the *Consensus Paper 2012: Navigating the Currents of Change*. With this decision, First Nations in BC established the fundamental standards, structures and stages to manage transition and achieve health systems transformation.

In May 2012, First Nations in the Vancouver Coastal region and the Vancouver Coastal Health Authority entered into the Vancouver Coastal Partnership Accord. The Accord affirms a commitment to improve health outcomes by achieving greater service integration through sharing decisions on planning and engagement, service delivery, and accountability and evaluation of First Nations and Aboriginal culturally appropriate, safe, and effective services and systems.

In December 2012, BC First Nations, the Government of Canada and the Province of British Columbia signed the Health Partnership Accord. The Accord affirms a commitment to work toward the shared vision of a building a better, more responsive and integrated health system for First Nations in BC.

First Nations in BC have established a new First Nations health governance structure that includes:

- I. The First Nations Health Authority is responsible for planning, management, service delivery and funding of health programs.
- II. The First Nations Health Directors Association acts as the technical advisory body to the First Nations Health Authority and the First Nations Health Council and supports education, knowledge transfer, professional development and best practices for health directors.
- III. The First Nations Health Council provides political leadership for the implementation of tripartite commitments and supports BC First Nations to achieve their health goals and priorities.
- IV. The Tripartite Committee on First Nations Health is a forum to coordinate and align programming and planning of the First Nations Health Authority, Provincial and Regional Health Authorities, the BC Ministry of Health and Health Canada.

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- V. The Regional Caucuses and Regional Tables provide an opportunity for Community-driven, Nation-based processes that support First Nations to set strategic direction on regional health matters, develop Regional Health and Wellness Plans and implement Regional Partnership Accords.

First Nations of the Vancouver Coastal region have established structures and processes to better coordinate the planning, design and delivery of health programs and services. These structures and processes are described in greater detail in these Terms of Reference.

2.0 Shared Vision, Values and Purpose:

The following will guide the work of the Vancouver Coastal Caucus, Sub-Regional Caucuses and Regional Table.

2.1 Vision:

The Vancouver Coastal Caucus shares the vision of the FNHA, FNHC and FNHDA of healthy, self-determining and vibrant BC First Nations children, families and communities.

2.2 Values:

The Vancouver Coastal Caucus conducts our efforts in accordance with our shared values:

- Respect
- Discipline
- Relationships
- Culture
- Excellence
- Fairness

2.3 Directives:

The Vancouver Coastal Caucus will abide by the directives established by the Chiefs in Assembly at Gathering Wisdom for a Shared Journey IV with the endorsement of Consensus Paper 2011 and Resolution 2011-01.

- **Directive #1:** Community-Driven, Nation-Based
- **Directive #2:** Increase First Nations Decision-Making and Control
- **Directive #3:** Improve Services (*Consistent with the Principle of Comparability*)
- **Directive #4:** Foster Meaningful Collaboration and Partnership
- **Directive #5:** Develop Human and Economic Capacity
- **Directive #6:** Be Without Prejudice to First Nations Interests
- **Directive #7:** Function at a High Operational Standard

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2.4 Purpose:

The purpose of the Vancouver Coastal Caucus Terms of Reference is to describe the roles and responsibilities of the Vancouver Coastal Caucus, Sub-Regional Caucuses and Regional Table in support of the shared vision and values described above. The structures and processes established by First Nations of the Vancouver Coastal region provide an opportunity for a Community-driven, Nation-based planning and decision-making process within the First Nations health governance structure.

Through the Vancouver Coastal Caucus, First Nations will:

- Share information and develop common interests, perspectives and priorities
- Set strategic direction on regional health matters
- Receive reports from FNHA, FNHC, FNHDA and VCH
- Provide strategic direction to, and receive reports from, representatives to the FNHC, VCRT, AHSC and AHOC
- Nominate candidates for the regionally representative FNHA board member position
- Guide the development and implementation of the Vancouver Coastal Regional Health and Wellness Plan
- Guide the implementation of the Vancouver Coastal Partnership Accord in partnership with VCH

Regional and Sub-Regional Caucuses ensure that First Nations leadership provide strategic direction and advocacy in a manner that is Community-driven and Nation-based, which will directly feed into the work of the Regional Table.

3.0 Work Plan:

The Work Plan of the Vancouver Coastal Caucus will be informed by the Vancouver Coastal Regional Health and Wellness Plan, which identifies priorities and approaches for undertaking region-specific work and work with the FNHA and VCH. The Vancouver Coastal Caucus will review the Work Plan twice per year, and updates will be circulated quarterly to the Caucus, in order to provide guidance to the implementation of priorities and projects identified under the Vancouver Coastal Regional Health and Wellness Plan.

4.0 Operations of the Vancouver Coastal Caucus:

4.1 Vancouver Coastal Caucus Representative:

The Vancouver Coastal Caucus is represented by the First Nation communities that reside within the Vancouver Coastal Region, which is divided into three sub-regions:

South:	Musqueam, Sechelt, Sliammon, Squamish, and Tsleil-Waututh
Southern Stl'atl'imx:	Lil'wat, N'Quatqua, Samahquam, Skatin, and Xa'xtsa
Central Coast:	Heiltsuk, Kitsoo, Nuxalk, and Wuikinuxv

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Each First Nation/Nation/Indian Band will be represented by one political representative or proxy and one technical representative with one vote per First Nation/Nation/Indian Band. Decision rights rest with the designated First Nation representative or proxy as determined by the community.

First Nations/Nations/Indian Bands will inform the Vancouver Coastal Regional Team of changes to political or technical representation at meetings of the Vancouver Coastal Caucus or Sub-Regional Caucuses to ensure contact information and records are current.

New members to the Vancouver Coastal Caucus will be provided an orientation package to the Regional and Sub-Regional Caucus work to date.

4.2 Collective Roles and Responsibilities of the Vancouver Coastal Caucus:

The collective roles and responsibilities of the Vancouver Coastal Caucus are to:

- a) Engage with First Nations
- b) Provide guidance and leadership in the development and implementation of agreements and arrangements between Regional Tables and Regional Health Authorities
- c) Provide guidance and leadership in the development of regional perspectives and approaches on health and wellness
- d) Be efficient and sustainable with engagement, planning and operations

These roles and responsibilities are described in greater detail in *Appendix C*.

4.3 Representative Roles and Responsibilities of Vancouver Coastal Caucus Members:

The individual roles and responsibilities of Vancouver Coastal Caucus Members are:

- a) To abide by the Code of Conduct (*Appendix D*)
- b) Be informed and understand the processes of the FNHA
- c) To attend regular scheduled Vancouver Coastal Caucus and Sub-Regional Caucus meetings
- d) To take the message home by engaging, advocating and communicating with elected leadership, care providers, community members, youth and elders
- e) To bring forward informed interests, perspectives and priorities of respective communities
- f) Learn more about the First Nations health governance structure and seek to understand issues, activities and initiatives of the Vancouver Coastal Caucus
- g) To support effective, efficient and sustainable community engagement.
- h) To provide leadership and to actively participate in the business of the Vancouver Coastal Caucus and Sub-Regional Caucus
- i) To establish mechanisms to address issues of those Nations whose territories encompass more than one Regional Health Authority and recognize inter-jurisdictional collaboration;
- j) To provide input into regional perspectives and approaches on health and wellness
- k) To report, at a minimum, two times per year to their communities
- l) To be solution-orientated

4.4 Vancouver Coastal Caucus Meetings:

The Vancouver Coastal Caucus provides a forum for First Nations of the Vancouver Coastal region to share information, develop common perspectives and priorities, set strategic direction on regional

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health matters, nominate and appoint representatives to regional and provincial bodies, coordinate community and regional health and wellness planning, set direction for the implementation of the Vancouver Coastal Partnership Accord, and receive regular reports from the FNHA, FNHC, FNHDA and VCH.

- a) **Meeting Frequency:** The full Vancouver Coastal Caucus will meet two times per year. The Chair of the Vancouver Coastal Caucus may call special meetings that can be held via teleconference.
- b) Members will be required to provide a signature of attendance upon arrival at Vancouver Coastal Caucus meetings.
- c) **Quorum:** For voting purposes, a quorum of the Vancouver Coastal Caucus will require a minimum of six (6) First Nation/Nations/Indian Bands with at least one (1) First Nations/Nations/Indian Band from each sub-region. The minimum number of 6 must also include at least one voting member from each First Nation/Nation/Indian Band.
- d) **Decision-Making:** The Vancouver Coastal Caucus will work to achieve consensus on issues identified and discussed – no common position or action is claimed unless caucus members can support the position or action. When consensus is not possible, the meeting minutes will reflect the dissenting points of views. If a decision is required, decisions will be made by a majority of votes where a quorum of First Nations is present and follow the decision-making framework described in *Appendix E*. In the event of a dispute, the affected parties will seek to resolve the dispute in accordance with processes described in these Terms of Reference or other processes determined by the affected parties following appropriate political protocol or custom. The Chair will ensure that those representatives who are present at meetings are in agreement of a decision before announcing decisions as approved.
- e) **Alternates:** When a voting representative is unable to attend a meeting, an alternate may be appointed for that meeting. The alternate must present a letter signed by elected leadership or a copy of a resolution passed by elected leadership designating them as the voting representative of that First Nation/Nation/Indian Band.
- f) **Observers:** Vancouver Coastal Caucus meetings shall be open to all First Nation community members and staff in the Vancouver Coastal Region as observers. The decisions and voting rights remain with designated First Nation/Nation/Indian Band representatives. Participants are required to register for the meeting for logistical purposes.
- g) **Meeting Records:** The meeting minutes will include a record of decisions, action items, summary minutes and attendance record to be distributed to members of the caucus and provided to the three Vancouver Coastal Caucus regional representatives for follow-up.
- h) **Meeting Dates and Agendas:** The meeting dates and agendas will be set by the Vancouver Coastal Caucus regional representatives and notices provided to caucus members at least one month in advance of the meeting dates. Sub-Regional Caucus meetings may be held at least 30 days prior to each Vancouver Coastal Caucus meeting to ensure sub-regional matters can be brought forward for further discussion at Vancouver Coastal Caucus meetings.
- i) **Reimbursement:** The travel costs for one political representative and one technical representative from each First Nation will be covered by the FNHA in accordance with applicable FNHA policies.
- j) When possible and requested, the use of video conference can be used for Vancouver Coastal Caucus meetings.

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4.5 Dispute Resolution Process:

In the event that the Vancouver Coastal Caucus cannot resolve a dispute or conflict between its members, the dispute will be resolved in accordance with processes described below.

If the dispute cannot be resolved within the Sub-Regional Caucus, the dispute will be brought to the Vancouver Coastal Caucus for resolution.

The final stage of dispute resolution would be that a member of the FNHC from outside the region would be sanctioned to mediate the discussion to reach an outcome using an issues based problem solving techniques.

4.6 Vancouver Coastal Caucus Chair:

Appointment of the Vancouver Coastal Caucus Chair:

The Vancouver Coastal Caucus will select one of the FNHC representatives as the Chair of the Vancouver Coastal Caucus. This decision will be recorded in the meeting minutes and will be reviewed annually based on the roles and responsibilities described below. The other FNHC representatives will act as alternate chairs, as required. The Chair does not have voting rights.

Roles and Responsibilities of the Vancouver Coastal Caucus Chair:

The Chair will take the lead role and will be responsible for:

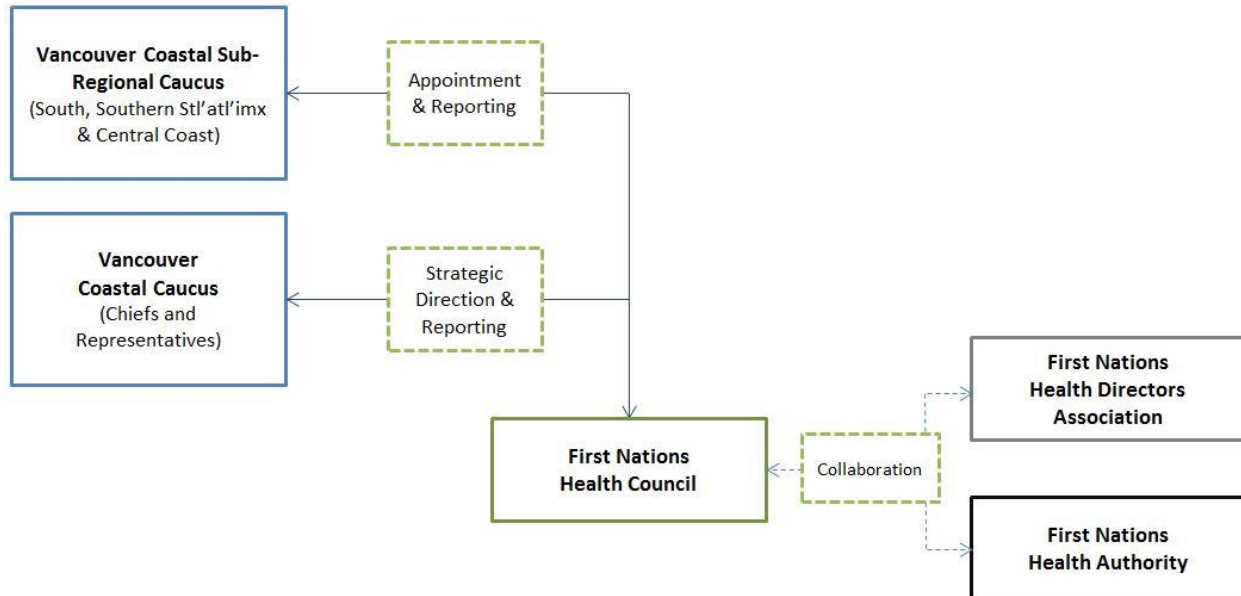
- a) Attending, leading and chairing all of the Vancouver Coastal Caucus meetings according to these terms of reference
- b) Collaborating on all Vancouver Coastal Caucus meeting agendas
- c) Providing leadership to carry out and/or assign work of the Regional Caucus, and Sub-Regional Caucuses
- d) Managing any and all unresolved disputes between Caucus Representatives and determine appropriate processes for the resolution of disputes
- e) Serving as the lead contact for all external organizations and FNHC

4.7 Accountability and Reporting of the Vancouver Coastal Caucus:

The Vancouver Coastal Caucus is to:

- a) Ensure that a record of decision is kept of caucus business and distributed to Caucus members
- b) Be accountable to all First Nations people within the region regardless of residency or community
- c) Ensure effective use of budget allocations
- d) Comply with financial policies and procedures set by the FNHA
- e) Implement the approved Vancouver Coastal Regional Health and Wellness Plan

5.0 FNHC Representatives and the Vancouver Coastal Caucus:



5.1 Appointment:

The three (3) Vancouver Coastal Regional Caucus representatives will be appointed to the FNHC by their respective sub-regions.

5.2 Termination:

A representative of the FNHC will cease his/her representation if:

- The representative resigns from the Vancouver Coastal Caucus
- The First Nations that they represent formally rescinds their appointment
- The representative fails to comply with the agreed upon Code of Conduct as stated in the Terms of Reference

In the event a representative resigns from the FNHC, the respective Sub-Regional Caucus will be notified and will undertake a nomination and appointment process in accordance with its Terms of Reference.

5.3 Accountability and Reporting to the Vancouver Coastal Caucus:

- a) Report on Vancouver Coastal Caucus activities to the FNHC and to the Vancouver Coastal Caucus on FNHC activities.
- b) To follow up on the direction provided through action items, motions or resolutions from respective Sub-Regional Caucus meetings
- c) Report as frequently as possible to their respective sub-regional Caucus Leadership
- d) Work in collaboration with community engagement coordinators and community health leads
- e) Work with the other two Vancouver Coastal Regional Representatives to the FNHC to develop a regional approach, with support and direction from the Vancouver Coastal Caucus

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- f) Ensure circulation of pertinent communications material/information to Caucus members
- g) When requested, meet with Vancouver Coastal First Nations Leadership and Health Leads to provide update on the work of the FNHC
- h) Uphold responsibilities collectively with the FNHC as defined in the FNHC Terms of Reference

6.0 Technical Support

The work of the Vancouver Coastal regional representatives will be supported by the FNHA Vancouver Coastal Regional Team and FNHA staff designated to support the work of the Vancouver Coastal Caucus, Sub-Regional Caucuses, VCRT, AHSC and AHOC.

The Vancouver Coastal Regional Team will coordinate meetings of the Vancouver Coastal Caucus, Sub-Regional Caucuses, VCRT, AHSC and AHOC. The FNHA will make available appropriate central support services related to policy, planning, research and communication to support work undertaken by the Vancouver Coastal Caucus, Sub-Regional Caucuses, VCRT, AHSC and AHOC.

7.0 Amendments and Review of Terms of Reference

The terms of reference may be reviewed at least once per year at a regular meeting of the Vancouver Coastal Caucus. The terms of reference will be maintained as a living document. Any member of the Vancouver Coastal Caucus may submit a formal motion for an amendment of these terms of reference. The formal motion for amendment shall be presented to the Vancouver Coastal Caucus for review and approval. Such amendments shall apply following the approval of the motion.

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Appendix A – Sub-Regional Caucus Terms of Reference:

1.0 Preamble

The Vancouver Coastal Sub-Regional Caucuses will operate in a fashion that is consistent with the Vancouver Coastal Caucus Terms of Reference.

Any areas that are not covered under this Appendix, the Sub-Regional Caucus will follow those of the Regional Caucus.

2.0 Collective Roles and Responsibilities of the Vancouver Coastal Sub-Regional Caucuses

- a) Engaging with First Nations and Nations
- b) Informing First Nations and Nations of the work of the Vancouver Coastal Caucus
- c) Providing feedback and strategic direction to the Vancouver Coastal Caucus
- d) Informing the Sub-Regional Caucus of their respective community health activities
- e) Developing sub-regional perspectives and approaches on health and wellness
- f) Discussing issues and working toward a common voice in preparation of Vancouver Coastal Caucus meetings
- g) Providing sub-regional perspective and direction in the regional approach for engagement with the VCH
- h) Appointing sub-regional representatives to the Regional Table and FNHC
- i) Receiving reports from, and providing direction and guidance to, their regional FNHC representative

3.0 Representative Roles and Responsibilities of the Vancouver Coastal Sub-Regional Caucuses

The individual roles and responsibilities of the Vancouver Coastal Sub-Regional Caucuses are to:

- a) Abide by the Code of Conduct (*Appendix D*)
- b) Attend regular scheduled meetings
- c) Engage, advocate and communicate with their elected councils and communities
- d) Be informed of their respective community health activities
- e) Be responsible to keep current with all Caucus and FNHC issues, activities and initiatives
- f) Support community engagement
- g) Provide leadership and to actively participate in the activities of the Sub-Regional Caucus
- h) Inform leadership, staff and community members about the work of the Sub-Regional Caucus
- i) Provide input into sub-regional regional perspectives and approaches on health and wellness

4.0 Sub-Regional Caucus Meetings:

The Vancouver Coastal Sub-Regional Caucuses provide a forum for First Nations in the South, Southern Stl'atl'imx and Central Coast regions to share information, develop common interests, perspectives and

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priorities, appoint representatives to the FNHC and VCRT, and set direction on sub-regional health matters.

- a) **Meeting Frequency:** The Vancouver Coastal Sub-Regional Caucuses will meet a maximum of four times per year. Special meetings may be called by the Chair of the Vancouver Coastal Sub-Regional Caucus and held via teleconference.
- b) **Quorum:** For voting purposes, a quorum of the Vancouver Coastal Caucus will require a minimum of three (3) First Nation/Nations/Indian Bands represented from the Sub-Region.
- c) **Decision-Making:** The Vancouver Coastal Caucus will work to achieve consensus on issues identified and discussed – no common position or action is claimed unless caucus members can support the position or action. When consensus is not possible, the meeting minutes will reflect the dissenting points of views. If a decision is required, decisions will be made by a majority of votes where a quorum of First Nations is present and follow the decision-making framework described in *Appendix E*. In the event of a dispute, the affected parties will seek to resolve the dispute in accordance with processes described in these Terms of Reference or other processes determined by the affected parties following appropriate political protocol or custom. The Chair will ensure that those representatives who are present at meetings are in agreement of a decision before announcing decisions are approved.
- d) **Meeting Dates and Agendas:** The meeting dates and agendas will be set by the Vancouver Coastal Sub-Regional Caucus Chair and notices provided to caucus members at least one month in advance of the meeting dates. Sub-Regional Caucus meetings may be held at least 30 days prior to each Vancouver Coastal Caucus meeting to ensure sub-regional matters can be brought forward for further discussion at Vancouver Coastal Caucus meetings.
- e) When possible and requested, the use of video conference can be used for Vancouver Coastal Sub-Regional Caucus meetings.

5.0 Appointment of FNHC Regional Representatives:

Each Sub-Regional Caucus will appoint one representative to the FNHC for a three-year term effective at the time of appointment.

6.0 Chair:

The appointed representative to the FNHC will serve as the Chair of respective Sub-Regional Caucuses.

7.0 Accountability and Reporting of Sub-Regional Caucus:

The accountability and reporting of the Sub-Regional Caucus is to:

- Ensure that a record of decision is kept of Sub-Regional Caucus business and distributed to Sub-Regional Caucus Representatives
- Be accountable to all First Nations/Nations within the region regardless of residency or community
- Ensure effective use of budget allocations
- Comply with financial policies and procedures set by the FNHA

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Appendix B – Vancouver Coastal Regional Table

1.0 Preamble

The Vancouver Coastal Regional Table will operate in a fashion that is consistent with the Vancouver Coastal Caucus Terms of Reference,

Any areas that are not covered under this Appendix, the Regional Table will follow those of the Regional Caucus.

The Vancouver Coastal Regional Table will carry out the direction of the Vancouver Coastal Caucus. The representatives will be responsive to regional issues and will interface with regional health leads and senior staff and board members of VCH in the implementation of the Vancouver Coastal Partnership Accord.

2.0 Collective Roles and Responsibilities:

The collective roles and responsibilities of Vancouver Coastal Regional Table are to:

- a) Develop and implement agreements and arrangements with VCH
- b) Engage, advocate and communicate with respective leadership and First Nations/Nations
- c) Engage Aboriginal partners, as appropriate
- d) Develop Regional Health And Wellness Plan
- e) Collaborate with community engagement coordinators, community health leads, FNHA and VCH to implement the Vancouver Coastal Regional Health and Wellness Plan
- f) Plan the engagement of First Nations/Nations in the region
- g) Carry out work directed by the Vancouver Coastal Caucus

3.0 Representative Roles and Responsibilities:

The individual roles and responsibilities of Vancouver Coastal Regional Table are to:

- a) Responsible to attend regular scheduled meetings
- b) Be informed of their respective community health activities
- c) Be responsible to keep current with all Vancouver Coastal Caucus and FNHC issues, activities and initiatives
- d) Support community engagement
- e) Provide leadership and to actively participate in the activities
- f) Inform leadership, staff and community members about the work of the Regional Table
- g) Provide input into regional perspectives and approaches on health and wellness
- h) Abide by the Code of Conduct (*Appendix D*)

4.0 Appointment of Regional Table Representatives:

The Regional Table will be comprised of the three (3) FNHC regional representatives and one (1) representative appointed from each Sub-Region.

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The three (3) FNHC regional representatives will serve as Regional Table representatives for a three-year term in accordance with their appointment as regional representatives to the FNHC. Each Sub-Regional Caucus will also appoint one technical representative to the Regional Table for a two-year term effective at the time of appointment.

5.0 Chair:

The Regional Table will select one of the FNHC representatives as the Chair of the Regional Table. This decision is to be recorded in the meeting minutes and will be reviewed on annual basis. The other FNHC representatives will act as alternate chairs, as required.

6.0 Technical Working Groups:

The Regional Table may strike technical working groups who will be responsible for working on issues referred by the Regional Table.

The technical working group will be the primary technical support for the Regional Table and may meet in person, online, or teleconferences as needed if issues emerge that require immediate input and feedback. The technical working group will ensure communication throughout their area of responsibility on issues and discussion of the technical working group in-between meetings of the Regional Table. Terms of Reference must be established and approved for each technical working group by the Regional Table prior to its establishment.

7.0 Accountability and Reporting:

- a) Report to the Vancouver Coastal Caucus on Regional Table activities
- b) Follow up on the direction provided by Vancouver Coastal Caucus
- c) Report as frequently as possible to respective Sub-Regional Caucuses
- d) Work in collaboration with community engagement coordinators and health leads
- e) Work collaboratively to develop a regional approach, with support and direction from the Vancouver Coastal Caucus
- f) Ensure the circulation of pertinent communications material/information to the VCC Representative
- g) Ensure effective use of regional envelopes
- h) Comply with financial policies and procedures set by the FNHA

Appendix C – Collective Roles and Responsibilities of Vancouver Coastal Caucus

A. Engage with First Nations

- Implementing a “Make Room for Everyone Strategy”, which is to politically reach out to First Nations that have not been a part of the process to date.
- Promoting unity, support collaboration and relationship building among First Nations.
- Implementing effective and efficient communications with all First Nations in that region.
- Planning and undertaking engagement with First Nations in the region through sub regional caucuses, community engagement hubs and other mechanisms.

B. Provide guidance and leadership in the development and implementation of agreements and arrangements between Regional Tables and Regional Health Authorities

- Enabling First Nations to have greater influence over relevant program, service, planning and funding decisions of the VCH
- Enabling greater leveraging of resources.
- Setting out a shared agenda and actions for improving First Nations health.
- Appointing and directing the work of the Regional Tables.

C. Provide guidance and leadership in the development of regional perspectives and approaches on health and wellness

- Promoting and/or advocating for health programs, services and initiatives which can be delivered by and serve the needs of the First Nations people in the region.
- Providing guidance in the roll-up of community health planning and priorities into regional health plans and collaborate with the FNHC, FNHA, community engagement coordinators and community health leads and VCH to implement those plans.
- Supporting a framework for regional data, evidence gathering, and review.

D. Be efficient and sustainable with engagement, planning and operations

- Promoting sustainable and regionally representation.
- Operating with approved and transparent Terms of Reference, conflict of interest and dispute resolution policies and processes.
- Ensuring that all planning considers efficiency and effectiveness in all development.
- Making efficient and effective use of assigned resources for operating.
- Ensuring caucus members are well informed and skilled for their roles in accordance with section 4.3.

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Appendix D – FNHC Code of Conduct

The Vancouver Coastal Regional and Sub-Regional Caucuses, Regional Table, and Working Group representatives must keep in mind that their direction comes from First Nations communities; therefore, the representatives must always remain committed to carrying out his/her roles and responsibilities in a transparent, open and accountable manner. In order to maintain a high standard of work and build trust and confidence, the representatives has developed the following Code of Conduct to guide its work going forward.

While serving as representatives of the Vancouver Coastal Caucus, Sub-Regional Caucus, Regional Table, and Working Group will:

- Make decisions that benefit all First Nations in British Columbia, regardless of where they live, and represent the collective views of all First Nations in British Columbia;
- Prepare for and attend all required meetings fully and be punctual;
- Ensure they have the time to commit to their roles and responsibilities and to completing any additional work that they have been given, which includes reviewing all background materials in preparation for meetings;
- Actively participate in discussion at all required meetings;
- Comply with all the policies, bylaws and other agreed rules and procedures that apply to the representatives, including the Terms of Reference and the FNHA Constitution and Bylaws;
- Fulfill their obligations and responsibilities competently and with integrity;
- Remain neutral and respect and acknowledge the cultural values, practices, and beliefs of all First Nations in British Columbia;
- Carry out their responsibilities honestly and in good faith, upholding the highest ethical standards in all that they do as Representatives;
- Keep First Nations communities informed of all Caucus, Sub-regional caucuses and FNHC progress and activities and ensure that all key documents that impact on First Nations communities are brought to First Nations communities for consideration and development;
- Treat fellow Representatives with respect and work with each other in a collaborative and consensus building manner;
- Maintain confidentiality regarding all FNHC and FNHA business deemed to be confidential;
- Arrange their affairs so that outside interests do not jeopardize their professional judgment, independence, integrity, impartiality or competence in decision-making;
- Refrain from participating in situations that give rise to an actual or perceived conflict or conflict of interest, such that the Representative's ability to serve all First Nations in British Columbia could be impaired, or the Representative's actions or conduct could undermine or compromise First Nations' confidence in the Representative's ability to discharge roles and responsibilities, or the trust that First Nations place in the Representative's service.

Breach of Code of Conduct

- Where there has been an alleged breach of this Code of Conduct, the Chair must be informed immediately. The identity of any person who reports a code of conduct breach involving a Representative will be held in strict confidence.
- When an alleged breach has been reported, the matter will be brought to the next Caucus meeting. At the meeting, the Representatives will review the complaint and discuss an appropriate response

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and resolution to the complaint. The Representative whose behaviour is in question will be given the opportunity to respond and clarify the situation. Following careful consideration of the issue, the FNHC will make a decision regarding the continued participation of the Representative.

Representatives may be dismissed from the Regional or Sub-Regional Caucuses for failure to abide by the FNHC Code of Conduct.

Caucus Member

Date

First Nations Community

Appendix E – Vancouver Coastal Caucus Decision-Making Framework

Scope of Decision-Making Authority:

The Vancouver Coastal Caucus undertakes discussions and decisions on issues along a spectrum from local to provincial levels:

- To **provide support locally** the Vancouver Coastal Caucus may call upon the FNHC representatives to support or advocate on local issues.
- To **provide strategic direction regionally** the Vancouver Coastal Caucus may provide guidance to the AHSC, AHOC and VCRT, amend and approve the Vancouver Coastal Regional Health and Wellness Plan, develop or amend regional governance structures, develop common interests and priorities, and provide strategic direction to region-specific initiatives.
- To **provide influence provincially** the Vancouver Coastal Caucus nominates a regionally representative director to the FNHA board and provides strategic direction and advice to the FNHC on health matters requiring advocacy at the most senior levels of government. In addition, the Vancouver Coastal Caucus provides influence provincially in the following ways:
 - When a decision is required on province-wide governance standards, structures, processes or agreements, the Vancouver Coastal Caucus participates in the Engagement and Approvals Pathway to ensure decisions are made at Gathering Wisdom for a Shared Journey are informed and consensus-based.
 - In certain cases, the Vancouver Coastal Caucus may discuss and provide direction on issues or priorities that require further discussion amongst Chiefs in Assembly at the Union of BC Indian Chiefs, First Nations Summit and Assembly of First Nations – the issues identified as a result of these decisions may require political advocacy in areas beyond the scope of the FNHA

Tools for Decision-Making:

The Vancouver Coastal Caucus has different tools to make decisions depending on the type of issue, who holds responsibility for implementation, and the expected timeframe for resolving the issue.

The Vancouver Coastal Caucus will work to achieve consensus on issues identified and discussed. If a decision is required, decisions will be made by a majority of votes where a quorum of First Nations is present. The Vancouver Coastal Caucus acknowledges that many issues can be resolved through regular communication and correspondence, community and regional planning, and working with the Regional Team, a more formal form of decision-making may be required to address or advance consensus interests, priorities or issues.

In these cases, the next step in the decision-making process is to identify potential solutions – these include:

- **Advocacy and Relationships:** Sharing information with appropriate representatives of the AHSC, AHOC, VCRT and FNHC for clarification and advancement.
- **Letter or Briefing Note:** An approved memorandum from the Vancouver Coastal Caucus that may contain analysis and advice and solutions, recommendations and specific courses of action.

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An approved memorandum is shared with the FNHA, VCH or other organizations as a means to support planning and decision-making.

- **Motion:** A motion is defined as a verbal proposal that is less formal than a resolution and generally more procedural and administrative in nature.
- **Resolution:** A resolution is defined as a written statement that provides advice and direction on region-specific issues – it has broad-based impact across the Vancouver Coastal region and serves as the mandating process on issues within the purview of the Vancouver Coastal Caucus.

Any decision taken by Sub-Regional Caucuses or the Vancouver Coastal Caucus must be recorded in a record of decision. A record of decision should provide a description of the decision taken or action item identified, the date of the decision or action, and information relevant to the decision or action. Using a record of decision document ensures decisions or action items are tracked, progress to implement decisions or action items is reported, and interests or priorities of the Vancouver Coastal Caucus are communicated to the FNHC, FNHA, FNHDA and other partners.

Resolution Policy:

The Resolution Policy provides a framework for formal decision-making of the Vancouver Coastal Caucus. As resolutions have broad-based impact, a resolution must be based on common interests, perspectives and priorities. A resolution applies to issues within the purview of the Vancouver Coastal Caucus – this includes:

- The adoption of region-specific documents
- The provision of regional advice
- The nomination and appointment of individuals to regional and provincial bodies

Eligibility:

- Voting members (Chiefs or proxies) of the Caucus, as described in these Terms of Reference, are eligible to propose, move, or second resolutions at the Caucus, in accordance with this policy.
- All caucus resolutions are subject to this policy.
- Resolutions are intended to advance the work and interests of the region.
- Resolutions should be framed as recommendations and not direct, or purport to direct, the FNHA.

Form and Submission:

- A resolution is for the purpose of addressing important or complex issues in a formal way. Resolutions must always be provided in writing. If an issue is presented orally, it becomes a motion, not a resolution.
- It is desirable and preferable that a resolution be made up of two parts. The first part called the “Whereas” section is a statement of the problem or decision to be addressed, relevant and factual background information, and the reason(s) for the resolution. The second part is the “Therefore Be It resolved” section of the resolution, and states what is desired to bring about possible resolutions of the problem or decision to be addressed.

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- Voting members (Chiefs or proxies) of the Caucus may submit resolutions for consideration of the Vancouver Coastal Caucus to the Vancouver Coastal Regional Director.

Review of Resolutions:

The Vancouver Coastal regional representatives will review resolutions submitted in order to:

- Ensure all resolutions are eligible, correctly written, and in the proper form.
- Take steps to clarify and research resolutions received, including requesting clarification from the resolution proponent in terms of wording, intent, background information, or other matters as required.
- To work with the resolution proponent to include additions, make amendments or combine with other resolutions (if resolutions are of similar topic and intent).
- Support the drafting of resolutions as needed to productively advance and guide the work of the Caucus.
- Determine the order that the resolutions will be considered at the Caucus.
- Make copies of the resolutions available to the voting members of the Caucus.

Deadlines and Distribution:

- **Two weeks** prior to any scheduled Caucus meeting is the deadline for the submission of resolutions by any proponents. A resolutions committee or designated body, supported by staff, will review all draft resolutions submitted and if needed, correspond with the resolution proponent about any further information required.
- **One week** prior to any scheduled Caucus meeting, all resolutions received for that meeting would be circulated to Caucus members, to allow them to review these documents and prepare for the discussion.
- Resolutions submitted following the deadline will not be circulated to Caucus members in advance of the Caucus meeting; they will instead be provided at the meeting, and Caucus members will determine whether to consider the resolutions submitted after the deadline or defer them to the next Caucus meeting.

Debate and Discussion:

- Resolutions submitted for consideration of the Caucus shall be handled in accordance with the appropriate agenda item, or if unrelated to an agenda item of the Caucus, in numerical order as submitted by proponents.
- The meeting Chair shall read the “Therefore Be It resolved” portion of the resolution into the record, and call for a mover and a seconder.
- Each resolution shall be moved and seconded.
- The meeting Chair shall call on the mover to speak, then call the person that seconded the resolution to speak, followed by anyone else wishing to speak to the resolution. Speakers are encouraged to keep their comments to five minutes or less, and focused on their position on the resolution or proposed amendments. All speakers to any given resolution may only speak once to that resolution, with the exception of the mover and seconder, who may also speak to any amendments proposed to the resolution.
- The mover and seconder shall agree to any proposals to amend the resolution.
- Only voting members (Chiefs or proxies) of the Caucus, as described in the Caucus Terms of reference, are eligible to move, second, or speak to resolutions; however, the Chair may

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recognize a non-voting participant of the Caucus for the purpose of providing clarification to any resolution under discussion.

- All resolutions are passed or defeated by a simple majority of votes by the voting members (Chiefs and proxies) attending a duly convened meeting of the Caucus, in accordance with the Caucus Terms of reference.

Finalization and Follow-up:

- Resolutions carried at Caucus meetings will be formatted by the designated staff supporting the Caucus, circulated to the members of the Caucus and reviewed by the Vancouver Coastal regional representatives.
- The Vancouver Coastal regional representatives are responsible for working with appropriate staff and partners to coordinate and report to the Caucus on follow-up associated with Caucus resolutions.