



# ALBERNI CLAYOQUOT HEALTH NETWORK

2018 ANNUAL REPORT

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## EXECUTIVE SUMMARY

The Alberni Clayoquot Health Network (ACHN) Annual Report is a tool to share our highlights from the year as well as increase information availability on the network mechanisms – read on to find out more!

The ACHN is a multidisciplinary network which aims to leverage the strengths of regional assets to ensure equitable participation throughout the region. Supporting community based initiatives already flourishing in our region, promoting collaboration, innovation and shared accountability. When no leadership is evident we have convened regional partners to address issues related to health in our area. We have employed and promoted a collective impact approach to sticky issues. We support organizations and initiatives which address social determinants of health and take leadership to convene regional partners around emergent regional issues. Attracting and engaging decision makers through our Table of Partners and presentations to leadership tables while supporting community groups and networks to highlight work, innovations and priorities of the region. Our mix of mechanisms and classic community development models has allowed us to remain nimble, learning and adapting our approach as we go.

2018 was a productive year for the ACHN seeing momentum in a variety of priority areas and further development of network processes in order to implement and better communicate the ways which we aim to promote social change.

### NETWORK DEVELOPMENT

- New Strategic Plan highlighting Network working principles and four priority areas
- Confirmation of three year contract with Island Health for Coordination funding
- Renewal of Coordinator Contract for two years
- Support development of Community Health Network model across Vancouver Island



### BUILDING REGIONAL PROSPERITY

- Signing of Poverty Reduction Protocol by five local governments
- January 19<sup>th</sup> Community Engagement
- Participation in Provincial Consultations and use of community feedback

### CONNECTED COMMUNITIES

- Support initiation and partner engagement for BC Transit Feasibility Study for Westcoast Communities
- Support and convene regional transportation conversations and initiatives



### KNOWLEDGE AND CAPACITY DEVELOPMENT

- Convene and support regional housing discussions and advocacy
- Support local information exchange and connections through formal and informal mechanisms
- Increased involvement from local government and decision makers

Thanks for all your support and participation in 2018, we look forward to working with you in 2019 and beyond to stimulate change in the Alberni Clayoquot Region!

## OUR STORY

The Alberni Clayoquot Health Network (ACHN) formed in 2012 through a series of three meetings in 2011 to gauge interest in establishing a health network for the Alberni Valley, Clayoquot and Barclay Sound region. This process was largely linked to political and leadership tables. The initial work of the ACHN was supported with a grant from Island Health in February 2012 and ACHN allocated a budget to enable this funding to be used over several years, developing a Memorandum of Understanding with the Alberni Clayoquot Regional District to be the fiscal host for these funds.

The Network hired their first Coordinator in June of 2012 and undertook a strategic planning process, setting five priorities – Network Development, Healthy Children and Youth, Transportation, Housing and Health Literacy - which would guide the network's work for the following 5 years. At the end of 2013 it became apparent that, in order for the group to be most successful in making progress on strategic priorities, more clarity in the role and function of the network, committees and coordinator was needed. A working group was formed to refresh the network structure, governance and vision, to link this work to the community groups and processes in the region.

A strong will for the ACHN to reach out and involve the community emerged; to ensure the community at large had an ability to bring forward issues, ideas, and concerns for consideration. The Network identified that actions are to be informed by:

- Stories, opportunities, planning, and evidence;
- Consultation and collaborative conversations that surface emerging issues;
- The timeliness of opportunities;
- And fit with ACHN's values.

Governance, operating practices and values for the Network were built to facilitate and strengthen these principles while enhancing the community development focus of the Network.

The ACHN started to work in 2015 with this new governance model; moving away from formal tools such as Terms of Reference to a more community based approach, formalizing their relationship with the ACRD through an MOU and creating the first Table of Partners to guide the work of the Network. From this point we have slowly worked through sticky issues, identifying areas requiring further clarification, definition or policy while employing new concepts and tools which assist us in defining and conducting the work we seek to do.

Employing these new practices we have gained momentum over the past two years. Supporting community based initiatives already flourishing in our region, promoting collaboration, innovation and shared accountability. When no leadership is evident we have convened regional partners to address issues related to health in our area. We have employed and promoted a collective impact approach to sticky issues. We support organizations and initiatives which address social determinants of health and take leadership to convene regional partners around transportation and other emergent regional issues such as poverty reduction. Attracting and engaging decision makers through our Table of Partners and presentations to leadership tables while supporting community groups and networks to highlight work, innovations and priorities of the region. Our mix of mechanisms and classic community development models has allowed us to remain nimble, learning and adapting our approach as we go.

The 2018 ACHN Strategic Plan provided the network with an opportunity to further define network mechanisms and ways of working while increasing alignment to community needs. We look forward to sharing our work with you and engaging in 2019.

## OUR PRINCIPLES

### *Healthy & Connected People & Places*

#### OUR MISSION

To speak with a collective voice on regional and local health issues by facilitating dialogue and understanding amongst citizens and stakeholders. The Network is a community driven mechanism that helps to build partnerships and capacity; share concerns, ideas and resources and create innovative solutions that impact the social determinants of health and work towards sustainable healthy communities.

#### OUR VALUES

1. **Inclusion:** We are open to anyone that wants to be involved and recognize, encourage and value each other's contributions.
2. **Learning:** we share knowledge, listen to each other, explore new ideas and apply information in ways that generate new understanding and solutions.
3. **Compassion and Respect:** We have compassion for all people with whom we interact and are mindful and respectful of differing opinions.
4. **Hishuk ish tswalk:** We embrace the Nuu-Chah-Nulth world view that everything is one and all is interconnected and health is holistic in nature.
5. **Connection, Collaboration and Sharing:** We cultivate relationships, connect people to each other, promote a culture of participation and sharing of resources in order to better serve our communities and advance the common good. Together we are better.
6. **Sustainability:** We are accountable with the resources entrusted to us, strive for cost-effectiveness and efficiencies and aim towards sustainability of solutions and initiatives.
7. **Innovation:** We want to constantly find better and more efficient ways to serve our communities.

#### OUR GUIDING PRINCIPLES

In all that we do, we:

- A. **Employ** a population health approach that focuses on improving the health and well-being of the entire population of the region and across the lifespan.
- B. **Focus** on the social determinants of health and address policies that impact health inequities.
- C. **Believe** that health is a shared responsibility and that collaboration leads to innovation.
- D. **Are** solution oriented & committed to building on community assets, strengths, efficiencies, social capital and reduce duplication.
- E. **Utilize** approaches that build knowledge, health literacy, capacity and citizenship.
- F. **Acknowledge** that local realities, population demographics, socio-economics and health indicators can vary significantly (remote, rural, and urban).
- G. **Recognize** that the Health Network exists within the ha'houlthee (chiefly territories) of the Nuu-chah-nulth First Nations. We strive to find new, better and culturally appropriate ways to collaborate, plan and work together that legitimize traditional knowledge.

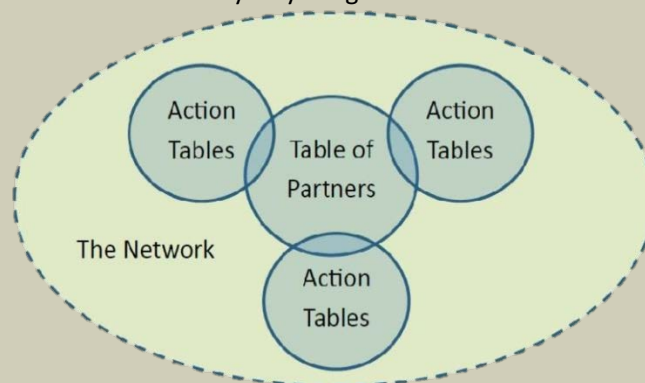
## OUR OPERATIONS

The ACHN utilizes collective impact principles to identify and define their role in social change and regional initiatives. We commit to acting as a supporting resource to leverage assets, information and partnerships for local initiatives, projects and priority areas. When no convening organization is evident we have made the commitment to convene dialog, planning and facilitate the leadership around priorities influencing social determinants of health and the promotion of upstream health interventions.

To facilitate better community connections with decision makers at the Table of Partners, action tables and local government the ACHN identified the following mechanisms aimed at increasing benefit to network partners and interaction with local communities and organizations.

- Network communications – Community presentations, newsletters, Facebook and updates
- Sponsoring regional education events and quarterly networking gatherings
- Open invitation for community presentations to the Table of Partners
- Partnership on community events and opportunities aligning with strategic priorities
- Other opportunities which align with our strategic direction as they arise

Join us to build as we go – bring forward ideas, proposals, presentations, join an action table, the newsletter or Facebook page... there are so many ways to get involved!



### THE NETWORK

- The most important voice in determining priorities and actions
- Inclusive of community members, organizations and regional partners
- A means to gather and distribute information, stories, and to capture the voices of the communities
- To build relationships, helping people and organizations to find commonalities to take action to improve health outcomes in the region.
- To connect people with information and resources.

### ACTION TABLES

- Small committees of regional representatives and topical experts tasked with moving work on priorities forward
- Utilize a regional lens to approach locally identified actions and needs that advance the ACHN Strategic Plan.
- Roles include framing issues in ways that are inclusive, respectful and that bring people together.

### THE TABLE OF PARTNERS

- Made up of regional decision makers and representatives with strong ties to communities and identified priority groups
- Exists to support the work and priorities of the ACHN and link with Action Tables.
- Look at evidence, facilitate strategic thinking and planning and seek resources as needed.
- Ensure feedback is collected from Network members and ensure that work on identified issues and agreed upon actions is moving forward.



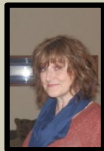
The ACHN Table of Partners is the leadership table for the Network. These local decision makers and knowledge holders are charged with enhancing the communications and decision making capacity of the Network for a minimum two year term. We are lucky to have such a great group of community members to guide the work.



**Penny Cote (Chair)**  
Alberni-Clayoquot Regional District  
Sproat Lake Director



**Dan Schubart**  
Alberni Valley Transition Town Society



**Marie Duperreault**  
Director for Port Alberni/West Coast  
Communities for Island Health



**Laurie Bird**  
Instructor at North Island College  
Board member of the Ucluelet Food  
Bank



**Josie Osborne**  
Mayor of Tofino  
Vice chairperson of the Alberni-  
Clayoquot Regional District



**Julie Miller-Rushton**  
Regional Manager for Early Years  
initiatives with SBY6/United Way  
Central Northern Vancouver Island



**Wes Hewitt**  
Executive Director of the Port Alberni  
Shelter Society



**Stefan Ochman**  
Bamfield Representative  
Bamfield Huuayaht Community Forest  
Society



**Sandra Tate- Se cuk'lt'uulth**  
Nuu-chah-nulth Community  
Engagement Coordinator with First  
Nations Health Authority (FNHA)



**Jeff Kizuk**  
Director of Operations for the MCFD  
Port Alberni, West Coast and  
Parksville/Oceanside



**Anna Lewis**  
Chair of the ACRD Air Quality Council  
Agricultural Support Worker, ACRD  
Farm Manager, Hupacasath First  
Nation



**Willa Thorpe**  
Director of Parks Recreation and  
Heritage, City of Port Alberni



**Esther Pace**  
Mangaer of Public Health, Port Alberni,  
West coast and Parksville/Oceanside  
Island Health

## HIGHLIGHTS

In 2018 the ACHN adopted a new strategic plan, this process provided the Network with an opportunity to reflect on the work accomplished since 2014 - to celebrate the successes and examine the factors which contributed to success and relationship building. The resulting plan is better aligned with our principles, defines the way we strive to work within the region and identifies the priorities we heard from our community partners.

### NETWORK PRINCIPLES AND FOCUS OF WORK

- Systems Change and Collective Impact
- Developmental Evaluation Model
- Social Determinants of Health
- Focus on Upstream Interventions

### STRATEGIC PRIORITIES

- Network Development
- Building Regional Prosperity
- Community Connectedness
- Knowledge and Capacity Building

The ACHN has already begun reaping the rewards of the new plan, seeing movement around ongoing priority areas and building momentum in the communities to address Social Determinants of Health. Moving forward we are looking forward to sharing the news of this year and planning further with you in 2019!

## 2018 KEY ACTIVITIES

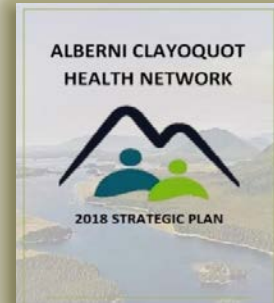
Over the past year the ACHN's capacity was well aligned with its priorities. The Networks role in convening, supporting and moving forward initiatives was highlighted through the strong partnerships between the Table of Partners, Network stakeholders and Coordinator and some great work was accomplished.

- Support the development of the Health Network model throughout Vancouver Island via presentations to interested regions, new coordinators and network supports, information, document and process sharing as well as participation in collaborative projects, learning and networking events.
- Signing of the Alberni Clayoquot Working Together to Reduce Poverty Protocol by five local governments.
- Convene a regional Housing meeting for Municipal Leaders and Planners, support subsequent information and UBCM delegation to the Minister.
- Served as a connector of ideas and resources by participation with local initiatives and presentations to the Table of Partners.
- Support the BC Transit Feasibility Study for West Coast Communities through convening, connections to local partners and ongoing communication with nations and local stakeholders.
- Promote a culture of inclusion and collaboration through the Table of Partners, Network model and participation in other local initiatives.
- Confirmed a three year agreement for ongoing annual funding with Island Health
- Confirmed two year contract for Coordination services



## NETWORK DEVELOPMENT

The ACHN aims to 'network the networks', working with local partners to develop a culture of collaboration and mutual accountability. We see this as an integral part of our role as a network and motivator for social change in the region. This includes but is not limited to activities which provide education, capacity development and opportunities to develop shared language and priorities internally to the Network as well as in the region with community partners.



## 2018 NETWORK DEVELOPMENT MILESTONES

### Communications

- Nine ACHN Presentations to Regional Decision Makers, Community Organizations and Networks
- Website updates, resource additions and new page development

### Development of Community Health Network (CHN) Model

- Support to Health Networks and new Coordinators across Vancouver Island – Waddington, Oceanside, Comox, Nanaimo and Capital Regional District.
- Co-Host the Annual CHN Gathering and Island Wide Learning Day
- CHN booth at Association of Vancouver Island and Coastal Communities Conference
- Participation in development of CHN Evaluation Framework and Alignment Mapping

### Table of Partners Development

- Increased information sharing and building of collaborative culture demonstrated through information sharing and connections created during ten annual monthly meetings
- Thirteen presentations from community partners at monthly Table of Partner meeting



## KNOWLEDGE AND CAPACITY DEVELOPMENT

We recognize a collective need to move forward on emergent regional issues through education, identification and planning. Regional priorities, such as housing, are complex with a wide range of needs depending on community and demographics. To identify and address these emergent issues we require strategies which combine resources, knowledge and capacity through shared learning, planning and implementation.

## 2018 KNOWLEDGE AND CAPACITY DEVELOPMENT MILESTONES

### Convene and support

- Regional Housing Meeting for Municipal Leaders and Planners
- Support UBCM Ministry Delegation and prepare briefing notes

### Participate, support and engage in knowledge exchange with

- Coastal Family Resource Coalition, membership on the Executive Committee and co facilitation of the Coastal Family Resource Coalition Coming Together Forum
- Port Alberni and West Coast Local Action Table for Child and Youth Mental Health
- Alberni Children First Network
- Opioid Working Groups in the Alberni Valley and West Coast
- Alberni Valley Community Stakeholders to End Homelessness
- Climate Change Adaptation Working Groups in Port Alberni and Ucluelet



## BUILDING REGIONAL PROSPERITY

Poverty is a complex issue which cannot be addressed by any one organization or initiative. The ACHN has made the commitment to convene leaders and local stakeholders to discuss, identify opportunities, action and evaluate efforts. Our efforts are aimed to ensure the conversation is building, awareness developed and solutions generated, implemented and evaluated in partnership with regional stakeholders.

## 2018 BUILDING REGIONAL PROSPERITY MILESTONES

### Alberni Clayoquot Working Together to Reduce Poverty Protocol

- January 19<sup>th</sup> Protocol Signing and Community Learning Event with Protocol endorsement by:
  - District of Tofino
  - City of Port Alberni
  - Alberni Clayoquot Region District
- February 5<sup>th</sup> Protocol Signing with community endorsement by:
  - Toquaht Nation
  - District of Ucluelet
- Ongoing work and support through MP Gord Johns and MLA Scott Fraser

### Provincial Poverty Reduction Strategy participation and support

- January 23<sup>rd</sup> Alberni Valley Community Consultation participation and facilitation
- February 7<sup>th</sup> Port Alberni Friendship Centre Community Consultation participation and facilitation
- Convening Ucluelet and Tofino community conversations
- Participation in BC Communities Reducing Poverty Community of Practice
- Attendance at June 2018 Cities Reducing Poverty Conference
- Review and tabulation of ACRD communities feedback in Provincial consultation to inform work moving forward





## COMMUNITY CONNECTEDNESS

Access to services, community infrastructure and recreation are all key factors in the building of healthy individuals and communities. Our aim is to increase equity in the way individual's access employment, education, healthy food, services and opportunities in the Alberni Clayoquot Region through transportation infrastructure as well as innovative social solutions.



## 2018 COMMUNITY CONNECTEDNESS MILESTONES

Supporting community transportation champions

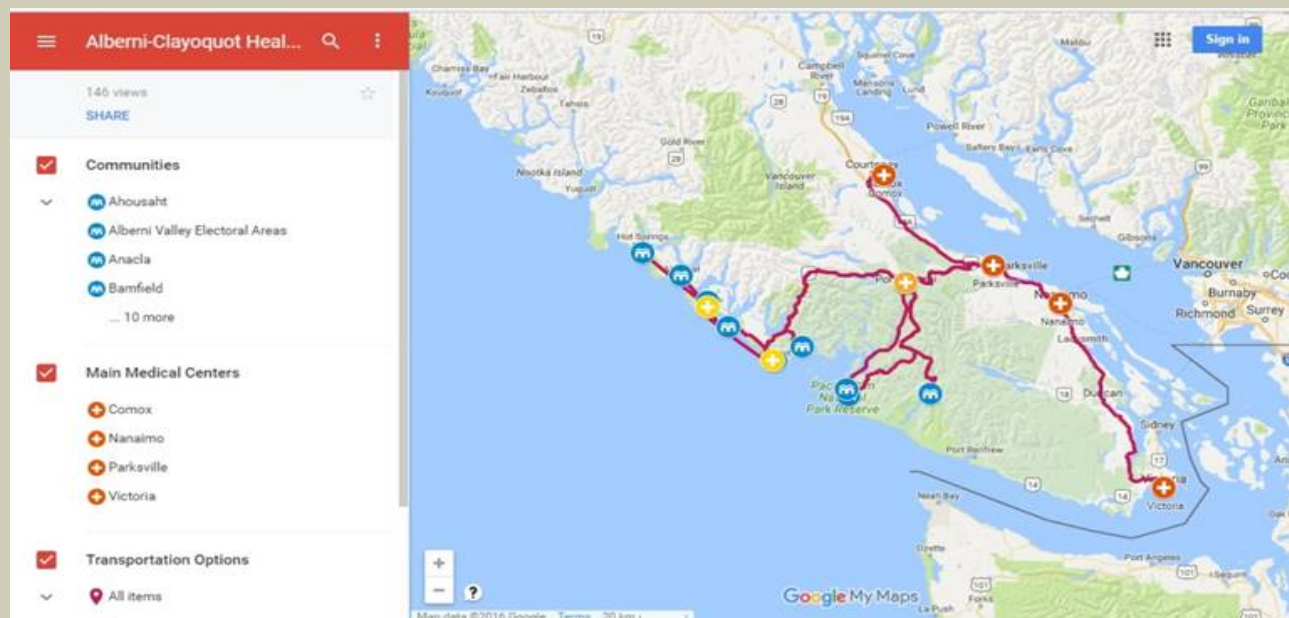
- Leadership Vancouver Island West Coast cohort Wheels for Wellness Program volunteer drive and communication improvements
- Input and partner information sharing around Port Alberni HandiDart service discussions
- Information provision and research for alternative transportation models for the Alberni Valley Seniors Coop

Convene and Participate

- Support west coast communities BC Transit Feasibility Study, linking local Nations into conversation and ensuring information provision to local partners
- Convene West Coast Transportation Working Group and Regional Round Table meeting
- Vancouver Island Community Health Network Ride Share Node conversations and project exploration

Participation in Projects and Research

- BC Healthy Living Association Active Transportation for Rural and Remote Communities research and tool kit development project
- District of Tofino Multi- Modal Transportation Committee



## BUDGET

In 2018 the ACHN was successful in negotiations with Island Health to continue annual contributions for Network coordination which enabled the Table of Partners to secure a two year contract with the ACHN coordinator, ensuring that the Network momentum would continue to build. The Network has been successful in utilizing the initial investment from Island Health to fund operations and project work positioning the Network in an ideal place moving forward with planning, clear community direction and leveragable resources to fund work and support future funding proposals.

### ACHN Budget 2019-2021

ACHN Fiscal Year : Calendar Year

REVENUE	2018 Actuals	2019	2020	2021	3 Year Totals
1 Reserve Opening Balance	\$ 155,045.79	\$126,319	\$91,819	\$57,319	
2 Island Health Funds	\$ 80,000.00	\$80,000	\$80,000	\$80,000	
3 Other Grants		\$10,000	\$10,000	\$10,000	
4 Total Revenue & Reserve	\$ 235,045.79	\$216,319	\$181,819	\$147,319	\$544,343
BUDGET EXPENSES	2018	2019	2020	2021	3 Year Budget
<b>Operation &amp; Administration</b>					
5 ACHN Communications Strategy	\$ 343.10	1,000	1,000	1,000	3,000
Includes: outreach, engagement protocol, one pagers, ACHN stand alone web site development, newsletter, logo development.					
6 Coordination Contract	\$ 80,000.00	80,000	80,000	80,000	240,000
Includes: travel expenses, benefits, taxes and business expenses					
7 ACRD Administrative Support/ Financial Fee	\$ 15,000.00	10,000	10,000	10,000	30,000
8 Operating Expenses	\$ 648.00	2,000	2,000	2,000	6,000
Includes: A/V rental, printing, office supplies etc.					
9 Advertising		1,000	1,000	1,000	3,000
Includes: newspaper ads for RFP process, website posts					
<b>Capacity Building</b>					
10 West Coast Capacity Building	\$ 10,000.00	10,000	10,000	10,000	30,000
11 Barkley Sound Capacity Building	\$ 904.80	3,000	3,000	3,000	9,000
12 Network Capacity Building	\$ 467.01	2,500	2,500	2,500	7,500
<b>Action Tables &amp; Community Learning Resources</b>					
13 Transportation Action Table		5,000	5,000	5,000	15,000
15 ACHN Priorities and Capacity Building Support	\$ 324.25	5,000	5,000	5,000	15,000
16 ACHN Community Engagement, Events & Planning	\$ 1,039.46	5,000	5,000	5,000	15,000
Total Expenditures	\$ 108,726.62	\$124,500	\$124,500	\$124,500	\$373,500
Reserve for Carryforward as of December 31, 2021					\$22,819

## IN KIND SUPPORT

The ACHN relies on the professional support of the Table of Partners members, community groups and members, to gather and distribute information, plan and implement solutions to create the maximum impact on our shared goals. Our In Kind contribution calculations are a modest estimation of the incredible value we receive from our shared collaborative work.

### ACHN Budget 2019-2021

In-Kind Contributions	2019	2020	2021
<b>Table of Partners Leadership Table</b>	<b>\$30,330</b>	<b>\$30,330</b>	<b>\$30,330</b>
<i>15 Representatives at Table of Partners</i>			
<i>Partners time = \$35/hr x 5 hrs x 10 months x 15 = \$26,250</i>			
<i>Travel for outlying communities = \$0.51 x 200 km (average distance for outlying communities by road) x 10 months x 4 partners = \$4,080</i>			
<b>Staff Support - Island Health</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<i>Medical Health Officer</i>			
<i>Island Health Community Managers and Partners</i>			
<i>Healthy Built Environments Consultant</i>			
<b>Meeting Support: ACRD &amp; Island Health</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>
<i>meeting rooms</i>			
<i>teleconference</i>			
<i>videoconference</i>			
<b>Action Tables, Community Learning Resources</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
<i>staff time, community knowledge holders, content experts, volunteers, meeting support, venues, promotion and knowledge exchange.</i>			
<b>TOTAL</b>	<b>\$63,330</b>	<b>\$63,330</b>	<b>\$63,330</b>

**Thank you for your participation in our 2018 activities; we look forward to working with you in 2019!**

**For questions, more information and inquires please contact the ACHN Coordinator:**

**[achn@acrd.bc.ca](mailto:achn@acrd.bc.ca)**

**OR**

**Join the conversation**

**Website ~ Facebook ~ Newsletter**