



SCHSS

**SCW'EXMX COMMUNITY
HEALTH SERVICES SOCIETY**

2022-2027

STRATEGIC PLAN

Revised April 16, 2024 and approved May 27, 2024



www.schss.com

Healthy Citizens, Healthy Communities



Healthy Citizens, Healthy Communities



Table of Contents

About This Document.....	1
Our Vision	2
Our Mission.....	2
Our Values	3
Letter from the Executive Director	4
Who We Are.....	5
At a Glance	5
Our Leadership Team	5
Who We Serve	7
The Strategy.....	9
Long-Term Priorities	9
Scw'exmx Strategic Goals 2022-2027.....	11
Strategic Goal 1	12
Strategic Goal 2	14
Strategic Goal 3	15
Strategic Goal 4	16
Linking Strategic Goals with Long-Term Priorities.....	17
Conclusion	18
Annex A: Key Discussion Topics.....	19
Annex B: Enterprise Risk Management Framework (ERM)	21
The Process.....	21
SCHSS's Approach to ERM.....	22
Key Roles and Responsibilities for ERM.....	23
SCHSS Risk Profile	24
SCHSS Risk Heat Map	25

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About This Document

The Scw'exmx Community Health Services Society (SCHSS) developed this strategic plan to help guide our future and priorities. This strategic plan defines who we are, what we want to be, and how we are going to get there. It is both directional and aspirational. It helps us grow and yet remains true to our vision, mission, and values.

This strategic plan outlines opportunities for improvement and growth. It helps us be more efficient while reminding us of who we are and what we do. It is intended to anticipate possibilities and provide direction, all while being flexible to ever-changing realities. It is an evergreen document that should be reviewed as new situations arise.

This strategic plan is a guide to management but is not meant to bind them. Instead, it should enhance their decision-making by clearly linking our organization's goals to our enduring values. Adhering to, and honouring these values is important to maintain consistency, not only in our services and products, but also in how we govern ourselves.

The board of directors and senior management of the SCHSS worked together to create this plan. They re-established the vision of Scw'exmx Community Health Services Society as an aspirational statement for our future and the future of those we serve. They reviewed the mission which defines what we do and why. The mission was originally written in Nle'kepmxcin to honour the traditions of the people served. We maintain this mission today and hold ourselves to a higher accountability through this traditional mission.

The vision of the organization drives us forward to carry out our mission. Our values align with the vision and mission to guide how we act. These values support our organization's decision-making and are embedded in our core work. Our long-term goals articulate the vision and where we want to go. These are then articulated into priorities and objectives which provide concrete direction to meet these goals. This plan will help guide our organization and increase our services to our member communities.



Our Vision

Create a community where all people in Scw'exmx territory can achieve health and well-being by building healthy communities and supporting healthy citizens within Scw'exmx territory.

Our Mission

x^wuy kt kəntetwax^w tek^m ut
é ks na^ʔips ye ks x^ʔek kt
ne tek^mus te slə^ʔ
he cuwecut ut tek^mut e ks zəu^wzu^w t kt

WE are all going to help each other,
so that we will always go on the right path
in everything.
If we all prepare ourselves, we will all be strong.



Our Values

Scw'exmx Community Health Services Society's values support our vision. They are embedded in our core work, how we view ourselves and how we make values-based decisions. The core set of values are:

Respect:

We respect our Elders, clients, staff, members, service providers and funders, and work to create trusting and lasting relationships.

Compassion:

We listen and have empathy for our Elders, clients, front line workers and members to meet their needs.

Transparency:

We commit to sharing information about our business, services and programs with our members.

Honesty:

We provide evidence-based facts and information in a timely and fair way.

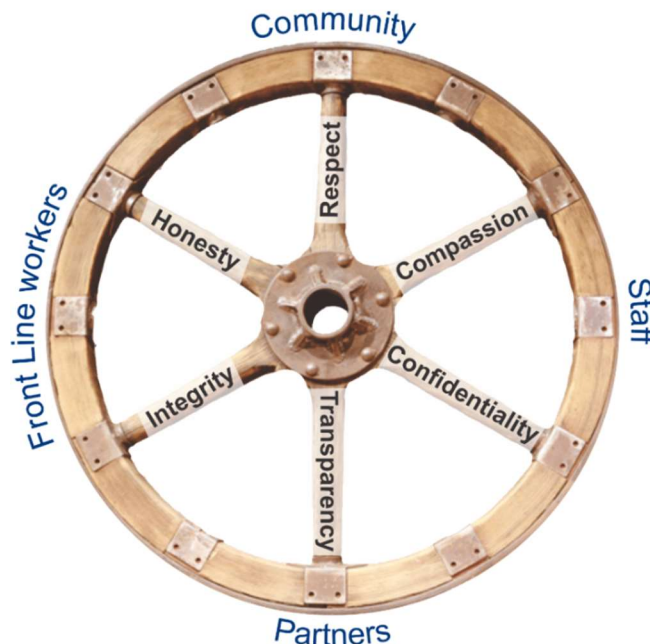
Integrity:

We do what we say we will do; while respecting cultural traditions.

Confidentiality:

We protect the privacy of our clients.

Scw'exmx Community Health Services Society's
Values Statement



Letter from the Executive Director



Dear friends and partners of Scw'exmx Community Health Services Society

On behalf of the Board of Directors and the staff of SCHSS who continue to be dedicated to providing and improving the health services and programs of our organization, we are proud to present our revised strategic plan for 2022-2027. This plan lays out the next steps in our journey to ensure quality programs and services in support of our mission and vision.

We have had significant change in staffing and leadership of our organization, in our funding and partnering agencies, and within our local communities. These changes are a challenge in keeping key relationships strong, but also an opportunity to consider how our services are delivered and open doors for creative ways to support service delivery.

We are proud of our accomplishments. We have now been operating as a society for over 25 years. We have a strong staff and continue to build our nursing team capacity. We celebrated 10 years of successful operation of Stoyoma Dental Clinic, and it remains a model for opportunities in community health. The opening of the Coquihalla Primary Care Clinic was a resounding success, and we look toward its expansion as part of our future vision. We pride ourselves in working closely with community members and communicating with them about programs and services.

As we look to the future for SCHSS and the health of our communities, we are keeping our focus on the original mission statement developed by the Nlaka'pamux Elders.

We thank you for your support.

A handwritten signature in black ink, appearing to read 'Barclay Smith', written over a horizontal line.

Barclay Smith,
Executive Director

A handwritten signature in blue ink, appearing to read 'Ko'waintco Michel', written over a horizontal line.

Ko'waintco Michel
Chairperson

Since the original plan development in 2022, we met to review and revise this plan in October 2023. The revised plan was reviewed again in April 2024. It was approved on May 27, 2024 by the following SCHSS Board members: Ko'waintco Michel, Mike Smithers, Veronica Jameson, Olivia Buck, Savannah Joe, and Jordan Joe.

Who We Are

At a Glance

Scw'exmx Community Health Services Society (SCHSS) is a non-profit organization that provides health services to the three rural bands of Coldwater, Nooaitch, and Shackan. SCHSS offers health programming and services to our member communities in a holistic and culturally appropriate way.

The organization's purpose is to preserve and foster client health through programs that incorporate prevention, intervention, support, and integration, to create healthy communities.

On March 23, 2015, the SCHSS was granted Accreditation Status which assesses the services of an organization based on standards of excellence. This accreditation signifies a significant achievement for SCHSS and the organization continues to hold itself to high standards of care. SCHSS intends to maintain accreditation and regularly review policies and procedures, client care models, and governance standards.

Success will be measured by the progress made toward achieving the

goals established in this strategic plan. Our progress and this strategic plan are monitored and reported on a semi-annual basis to the SCHSS Board.

Our Leadership Team

Scw'exmx Community Health Services Society is currently governed by a Board of Directors as listed below:

Barclay Smith: Executive Director

Ko'waintco Michel: Nooaitch Band Representative (Chairperson)

Mike Smithers: Coldwater Band Representative (Vice-Chair)

Arnold Lampreau: Shackan Band Representative (Secretary/ Treasurer)

Olivia Buck: Nooaitch Band Representative

Veronica Jameson: Coldwater Band Representative

Yvonne Joe: Shackan Band Representative





Who We Serve

The Scw'exmx means People of the Creeks. The name comes from the nearby Nicola River located within the Nicola Valley in the Interior of British Columbia. The Scw'exmx are part of the Nlaka'pamux Nation who occupied this territory from time immemorial. They are a proud people with deep connection to the land. The Nlaka'pamux Nation's land covers a territory in the south-central interior of British Columbia. It spans from the Fraser Canyon and Princeton in the South to Cache Creek and Kamloops in the North. The language of the Scw'exmx people is Nlaka'pamuxcin and is still spoken by many of the Elders and some community members within the three communities.

The three member communities **Coldwater**, **Nooaitch** and **Shackan** are all located near Merritt, BC.

Coldwater Indian Band



Box 4600, Stn Main
Merritt B.C., V1K 1B8
Phone (Merritt office): 250-378-6174
Phone (Reserve office): 250-378-6168

The C'eletkwmx (Coldwater People) are Interior Salish people who belong to the Nlaka'pamux Nation. They are connected to other Nlaka'pamux communities through shared values, principles, language and ancestry. Their regional affiliation is with the Scw'exmx, the "People of the Creeks" and they are a member of the Scw'exmx Tribal Council. There are 818 members, 337 who live on one of the band's two reserves, 55 on other reserves, and 419 who live off-reserve.

Nooaitch Indian Band



2954 Shackelly Rd.,
Merritt, B.C., V1K 1N9
Phone: 250-378-6141

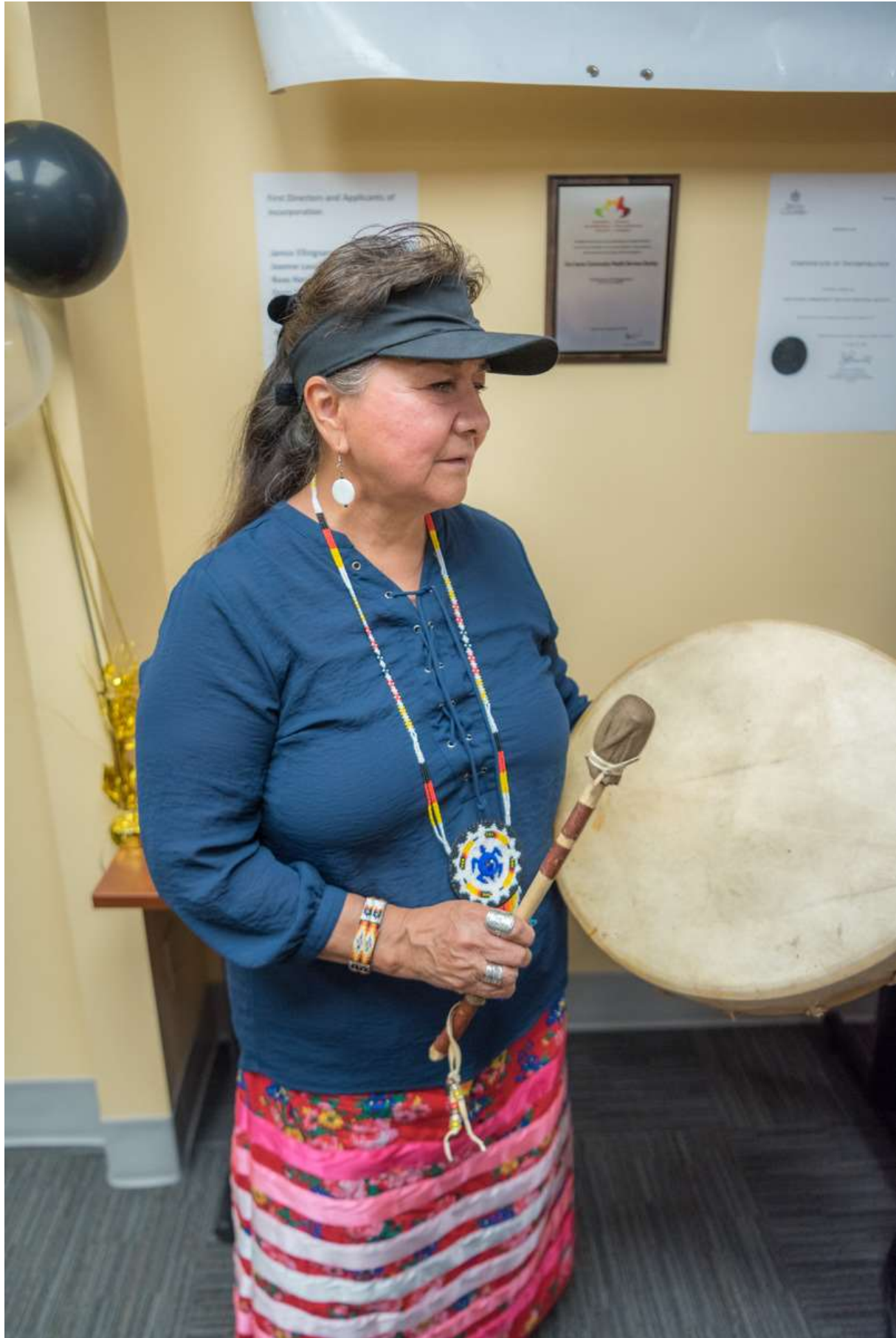
Nooaitch Indian Band is a member of the Nlaka'pamux Nation in the Southern Interior region of British Columbia. It is a member of the Scw'exmx Tribal Council. The band has two reserves totaling 1693.4 hectares, namely Nooaitch Grass 9 and Nooaitch 10. The language of the people is Nl̓eʔkepmxcín. As of June 2021, the Nation had 237 registered members, including 106 residing on their own reserve.

Shackan Indian Band



2160 Settlers Rd.,
Merritt, B.C., V1K 1B8
Phone: 250-378-5410

The Shackan or Sxe'xn'x (the native pronunciation) people have three reserves. The majority of band members reside on the main reserve of Shackan, located along the Nicola River, which has a total land base of 6,413 acres. The Papsilqua Reserve is located to the northeast of Papsilqua and Skuhun Creek with a total of 730 acres. The Soldatquo Reserve is located a few kilometres north of Shackan with 2,429 acres of land. The Nation has 136 registered members with 45 residing on the reserve. They are a member of the Scw'exmx Tribal Council.



The Strategy

Long-Term Priorities

Over the years, the SCHSS has conducted surveys, and interviews and engaged with member communities, healthcare providers, and funding agencies to determine programs needed in the member communities. The overall message was clear, the SCHSS should continue to provide long-term, adult and youth care for the community including:



- Youth programs
- Addiction services and programs
- Mental health services and programs
- Traditional ways of healing
- Nursing services – both Home Care and Community Health

The past few years have been difficult with the COVID-19 pandemic, fires, floods and the recognition of those lost at residential schools. Communities have voiced their concerns about losing support and services during times of disaster and stress.

SCHSS is committed to continuing to support our member communities and offer ongoing supports and services. We are also committed to ensuring the continuity of our programs during difficult times.

Over the long term, the SCHSS will continue to focus on the following priorities through our guiding principle:

Our Guiding Principle:

To incorporate holistic and cultural language, competencies, traditional ways, and care for land values into the development and delivery of SCHSS programs.

- ① **Health and Wellness:** Create healthy, healing communities by preserving, fostering, and enhancing client health through a unified health delivery system that incorporates fundamental concepts of prevention, intervention, support, and integration.
- ② **Programs:** Support and increase access to health services and programs.
- ③ **Accessibility:** Bring a range of health services as close to home as possible within the best practice guidelines.

This year we have added three additional priorities based on input from communities and partners:

- ④ **Capacity:** Enhance knowledge through ongoing training and support to staff.
- ⑤ **Infrastructure:** Develop and maintain sound infrastructure to provide quality care.
- ⑥ **Continuity:** Ensure ongoing delivery of services and programs, even during periods of disaster.



Coldwater Health Building

Scw'exmx Strategic Goals 2022-2027

The Board of Directors met in the Fall of 2021 to develop strategic priorities to take SCHSS into the future and meet the long-term goals of the organization. Informed by their vision, along with consultations with community members and regional authorities, this document presents our goals for the 2022-2027 years. A list of the topics discussed at the meeting is provided in Annex A.



The final Strategic Priorities developed by the Board are:

1) Create infrastructure for access to health services.

- Continue the work towards a single unified central health location.
- Explore opportunities to increase regular access to transportation for communities to access health services.
- Explore revenue generation through rentals and/or shared office space.
- Prepare for emergency situations and continuity of service.

2) Incorporate traditional knowledge into programs and bring in traditional healers.

- Incorporate traditional healing into health service delivery.
- Increase linkages with traditional healing networks.

3) Increase E-Health delivery.

- Explore and expand on e-health delivery.

4) Create learning and training opportunities to increase capacity and knowledge.

- Explore opportunities for mentorship and internships.
- Continue training opportunities for Registered Nurses, Licensed Practical Nurses, and counsellors.
- Delivery of healthy living and wellness prevention training for community members.

To operationalize the list, each goal has been divided into objectives. Together, the goals align with the long-term priorities of SCHSS. The objectives are guidelines for management to explore ways to increase our services and programs. These objectives are further described in the following section.

Strategic Goal 1

Create infrastructure for access to health services.

Increased demand for programs and services has also increased SCHSS's need to maintain its infrastructure. This can include new, centralized location(s) for service delivery and on-reserve satellite health units that can offset transportation challenges. This network of health delivery locations will assist in accessing new and existing services.

Expansion of infrastructure will provide increased services to our clients.

Objectives

Objective 1: Continue the work towards a single unified central health location.

Having a centralized location will allow for efficiencies in specialist service delivery and can be a focal point from

which specialist services can be offered. A central location will provide easier access by all three communities to specialty services currently unavailable locally to them. SCHSS will explore the expansion of the existing building and infrastructure to provide more space for services.

Objective 2: Explore opportunities to increase regular access to transportation for communities to access health services.

It is important that services being offered by the SCHSS are accessible to all community members. A reporting structure of the current usage of transportation services is needed to understand the gaps and opportunities to improve in this area. This could include providing increased regular transportation between communities and/or the procurement of additional vehicles to accommodate increased demand.



Objective 3: Explore revenue generation through rentals and/or shared office space.

Providing a centralized location provides the opportunity to create a community hub and a space that is desirable for outside businesses and services to rent. We will continue to investigate the expansion of the SCHSS building using this model of centralization to provide more centralized services. Businesses and services of a health nature that benefit the membership would be given priority access to rental leases (e.g., Optometrist).

Objective 4: Prepare for emergency situations and continuity of service.

The recent natural disasters and the outbreak of the Covid-19 pandemic has underscored the need for SCHSS to be prepared for a multitude of disaster scenarios. The SCHSS will coordinate

with the band's business continuity plans to maintain the organization's infrastructure to provide continuity during community disasters. In addition to infrastructure, it is important that plans are in place for emergency management, including the ability to coordinate with local and provincial authorities. Contingency plans are also needed to develop nimble options to address changing and stressful circumstances when they occur. Actions needed to create this plan can include:

- Audit of existing IT systems;
- Audit of current communications methods, including both outgoing and incoming communication;
- Back up of data;
- Plans for alternative service delivery sites; and
- The establishment of an Enterprise Risk Management Framework (See Annex B)



Strategic Goal 2

Incorporate traditional knowledge into programs and bring in traditional healers.

SCHSS is committed to bringing in traditional healing through its Elders network. Integrating traditional knowledge into health and service delivery allows community members to access a more holistic approach to care and creates an environment of respect and enhanced trust.

Collaborative health service partnerships with the communities promote holistic and traditional healing including the mind, body, spirit, and emotions. Through ceremony, traditional healing can help restore balance and harmony to the individual and, in turn, the community.

Community members benefit from reaffirming and strengthening cultural ways, including traditional healing practices. It is also familiar and promotes participation and trust.



Traditional healing is rooted in culture and language. This helps to preserve, promote and celebrate Scw'exmx culture and language.

Objectives

Objective 1: Incorporate traditional healing into health service delivery.

The importance of Elders in the community cannot be overstated. It will be important to work with Elders and seek their knowledge and experience on how to include traditional teachings and ways of knowing into the SCHSS care delivery model. This includes working and training on the land for Elders, clients, staff, and practitioners.

Objective 2: Increase linkages with traditional healing networks.

Through the Elders' guidance, there is a need to define the types of healers within the communities and develop protocols for engagement. We can then identify and explore the healers who can offer traditional medicines to community members.



Strategic Goal 3

Increase E-Health delivery.

With the advancement of technology, remote electronic or e-health services have become increasingly accessible. During the COVID-19 pandemic, more healthcare service providers turned to remote services through phones and computers to reach their clients. Virtual access allows individuals to receive services and consultations from the comfort of their home. This type of interaction can be useful for all community members, but it may be most beneficial to facilitate access to care for individuals with limited mobility or physical disabilities.

E-health services are also valuable in situations where the client must practice social/physical distancing or is unable to go to a healthcare facility in person. There are many forms of e-health technology including telemedicine, visual diagnostics tools, apps, wearable monitors, and even augmented reality.

SCHSS recognizes not all services can be virtual or distanced and continues to value in-person service and program delivery. We are committed to maintaining a high level of quality care as new remote e-health services are explored and introduced.



Objectives

Objective 1: Explore and expand on e-health delivery.

Options and alternative methods for receiving care are important for all members of the community. The upward trend towards alternate delivery methods has been dramatic, as the pandemic has affected an individual's ability to secure many in-person services. The development of alternative care options including in-home care, video medicine, telemedicine, and other methods will be vital to ensuring successful community health care.

From an organizational perspective, especially given the distances between member communities, these alternative delivery methods can increase the number of clients served by cutting down travel time. These methods can also reduce the costs of overhead and client wait times.

Wellness-focused technology is constantly being developed and improved. SCHSS will explore how new technology can be introduced and incorporated into existing care methods.

Strategic Goal 4

Create learning and training opportunities to increase capacity and knowledge.

In a constantly evolving field such as health care, it is crucial that care providers continually update their skills to remain current on new advances and research.

SCHSS is also committed to giving back to the community in many ways. By developing mentorship programs, youth in the community can benefit from the knowledge and life experiences of SCHSS members and staff. SCHSS knowledge can also be provided to community members through information sessions designed to proactively inform individuals on a variety of aspects of health and well-being.

By gathering viewpoints outside of the core health field, new perspectives can be applied to policies and programs, improving services in ways not previously considered.

Objectives

Objective 1: Explore opportunities for mentorship and internships.

SCHSS is exploring partnerships for recruitment and knowledge sharing within the organization. SCHSS will explore partnerships with organizations and institutions such as the Nicola Valley Institute of Technology's Health Care Assistant Program for internships and practicums. These programs will help youth to gain confidence and motivation through support and guidance.

Additionally, organizations, members, and care providers will also be able to learn from the youth participants and integrate these fresh perspectives into policy and program development.

Objective 2: Continue training opportunities for RNs, LPNs, and counsellors.

The SCHSS will continue to provide and explore both informal and formal-based staff training to upgrade skills; ultimately increasing the quality of care delivered to patients. When possible, training opportunities will be linked to regional colleges, universities, or other educational institutions.

Objective 3: Delivery of healthy living and wellness prevention training for community members.

The SCHSS will continue to deliver and explore new ways to provide healthy living information and training sessions. These opportunities will be targeted to a specific wellness or health objective and will expand a community member's knowledge in the area. Information sessions on well-being can also provide suggestions for preventative health measures for community members.

Initial areas for healthy living information sessions include:

- Nutrition;
- Drugs and alcohol;
- Aging at home;
- First aid;
- Babysitting course; and
- Traditional knowledge and healing.

Linking Strategic Goals with Long-Term Priorities

Linking the strategic goals with the long-term priorities helps to maintain direction and oversight of the strategy in the long term. It also sets the criteria for prioritizing and improving initiatives which helps to facilitate decision-making processes and the allocation of resources.

The following table shows how the organization will meet its long-term priorities of the strategy using the goals they have set for the future. Senior management will be operationalizing this plan and reporting the progress to the board on a regular basis.

Strategic Goals	Long-Term Priorities
Goal 1: Create infrastructure for access to health services.	Priority 2: Programs Priority 4: Capacity Priority 5: Infrastructure Priority 6: Continuity
Goal 2: Incorporate traditional knowledge into programs and bring in traditional healers.	Priority 1: Health and Wellness Priority 2: Traditions Priority 3: Accessibility Priority 4: Capacity
Goal 3: Increase E-Health delivery.	Priority 1: Health and Wellness Priority 2: Programs Priority 4: Capacity Priority 6: Continuity
Goal 4: Create learning and training opportunities to increase capacity and knowledge.	Priority 1: Health and Wellness Priority 2: Traditions Priority 4: Capacity

Conclusion

The SCHSS is committed to supporting our member communities by offering ongoing support and health services. We strive to provide a high level of care while recognizing the need to be nimble and forward-looking to adapt to emerging technologies, disasters, and evolving community needs.

The preceding document serves to lay out how the SCHSS will be organized and mobilized in the future. It also helps to support our mission of preparing ourselves so we will all be strong.

The organization and its Board of Directors are committed to incorporating this strategic plan and its spirit of growth and improvement into our meetings, plans, and discussions. We will continue to celebrate the delivery of quality health care in our member communities and look forward to continued development in this area.



Annex A: Key Discussion Topics

The following topics were discussed at the meeting of the Board of Directors held in Fall 2021. These topics were then used to develop and define the strategic objectives for 2022-2027 as outlined in this document.

Strengths

- Board Cohesion
- Right CEO/Executive
- Strong organization and staff
- Owned office space
- Discretionary income (vehicles, structure)
- Dental office
- Owned vehicles
- Elder Groups
- Programs and services for youth
- Good communication through networks, radio, and newsletter
- Cultural foundation

Weaknesses

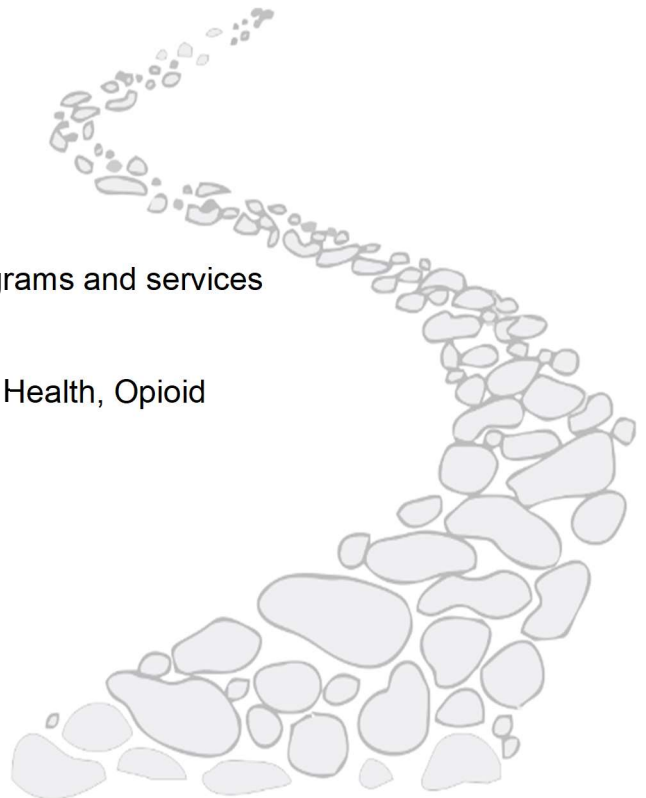
- Succession planning
- Continuity plans
- Capacity to meet needs
- Recruitment of health providers
- We look for opportunities and maintain what we do

Opportunities

- Capital expenses
- Rental opportunities
- Discretionary funds
- Youth center
- Coldwater health center
- We recognize and monitor risks to our programs and services

Threats

- Residential Schools, Fires, COVID, Mental Health, Opioid
- Water safety
- Lack of capacity to meet demand
- Staff shortages
- Program change driven by outside funders
- Sustainability of programs and services



Accountability

- We are accountable to our members
- Accountable to clients and respect their privacy
- Financial reporting and fiscal responsibility
- Accountability to the regulatory boards - regulations

Reporting structure and communications

- To membership Chief and councils of member bands
- CFA First Nations Health Authority
- Youth Building
- Primary Care network/central Health Care Center
- Degree training program on mental health
- Post COVID 19 and emergency management
- Coldwater Health Building (delay)
- Good governance plan
- COVID vaccines for youth

Maintaining, monitoring and improving existing programs, services and governance

- Having the right Executive Director
- Stoyoma Dental clinic
- NLX Health Creation
- SCHSS flourishes after health plan
- New vehicles
- Increasing nursing staff
- Stable governance and board
- Great staff and continuity of staff
- Community trust
- Engaging with Elders



Annex B: Enterprise Risk Management (ERM) Framework

Enterprise Risk Management (ERM) is used to identify, assess and manage strategic policy and process risks to the organization and its strategic plan.

ERM also helps to measure any variations or deviations from the strategic plan. It also helps to inform the decision-making process of the organization and guide the day-to-day operations, while monitoring the reputation of the organization and preserving its vision, mission and values. It is not a policy but rather a process to monitor risk towards the organizations objectives.

Implementation of Enterprise Risk Management becomes ingrained in a company's strategic plan. Evaluating risks of the business allows for informed decisions and the ability to mitigate unforeseen consequences. It is a fundamental responsibility and accountability of the Board and senior management. Formally, Enterprise Risk Management is defined as:

“[...] a process, effected by an entity’s board of directors, management and other personnel, applied in strategy setting and across the enterprise, designed to identify potential events that may affect the entity, and manage risk to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives.” COSO, 2004

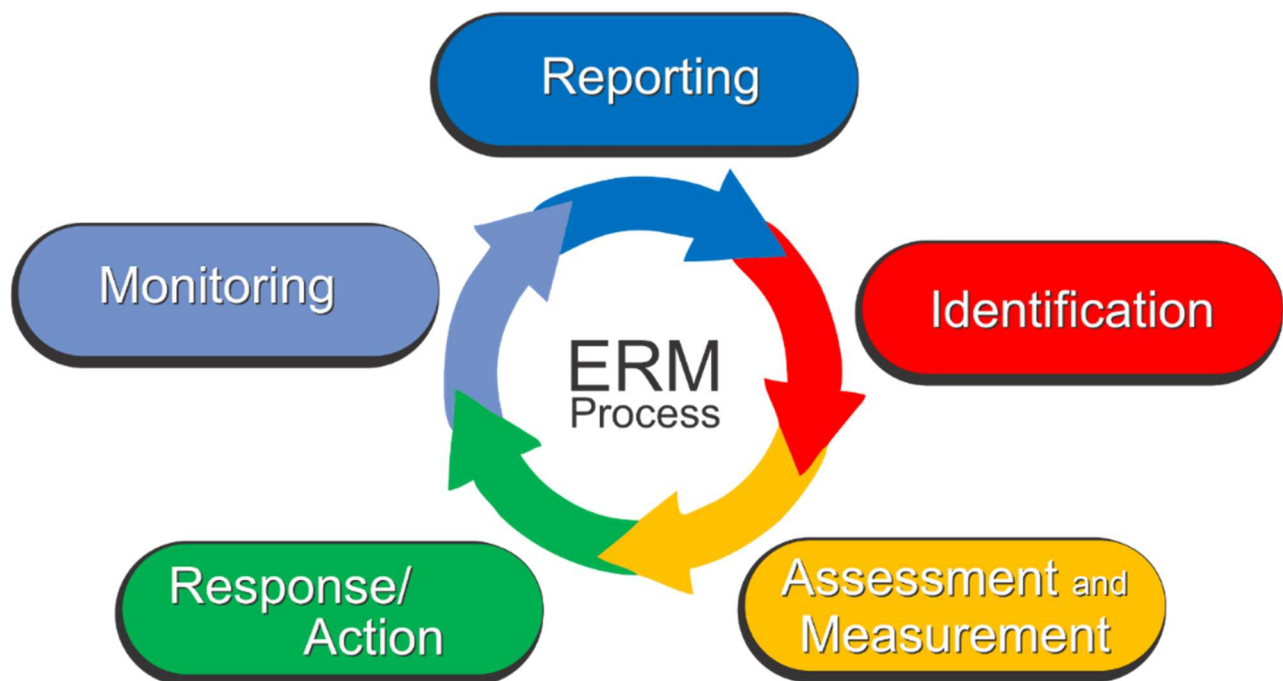
The Process

The ERM process is the ongoing practice of managing risks to the organization. The Board and management of SCHSS must establish the **risk appetite** or the level and intensity of risk that the organization is willing to accept while pursuing its objectives. The Board and management must also determine and how risks will be **identified, measured, and managed**.

The SCHSS uses several tools to assess its risk including regular evaluations of its financials, client surveys, balanced scorecards, risk tolerance profile, and a risk heat map. These tools are easy to read and regularly maintained.

SCHSS must also ensure that the ERM process is **re-evaluated and updated** on an ongoing basis so that all significant risks are examined and addressed appropriately. Once a risk has been re-evaluated it can be determined if it is no longer a threat.

There are five primary steps in the SCHSS ERM process 1) Identify risks 2) Assess the risk 3) Formulate responses or actions 4) Monitor the risk and 5) Report the risk.



SCHSS's Approach to ERM

As with any strategic risk approach, it is a top-down approach rather than a management-based approach. It is informed by the SCHSS's values, supports the strategic priorities, and ensures effective use of resources.

The following principles apply to having a strong ERM approach:

- **Governance:** The SCHSS Board provides overall oversight of all risks. Risks and risk levels have been identified and are being managed and monitored consistent with the board-approved risk appetite. Ensures the organization is in compliance with regulatory bodies.
- **Ownership:** The ownership of risk is assigned to management who are responsible for identifying, evaluating, mitigating, and reporting risk.
- **Assurance:** The Board and management have *reasonable assurance* that risk is being appropriately managed.
- **Action:** Ensuring that risks are being mitigated and plans, policies, and procedures are in place to lessen or remove the risk. It informs organizational decision-making processes.

Key Roles and Responsibilities for ERM

Board of Directors	Management
Governs the risk profile of the Scw'exmx Community Health Services Society.	Takes action to manage the risks to an acceptable level.
Establishes the risk appetite of the organization (with management).	Provides information and works with the Board to establish the risk appetite for the organization.
Oversees ERM framework and gains assurance of its effectiveness.	Develops processes to implement Enterprise Risk Management in SCHSS.
Monitors emerging risks and discusses implications with management.	Presents information on emerging risks to the Board.
Monitors risk indicators on a quarterly basis. More frequent monitoring is required when significant risks have been identified.	Presents periodic reports to the Board indicating levels of risk.
Establishes, approves and annually updates the governing policy on Enterprise Risk.	Assigns responsibilities for risk ownership, monitoring of risk, and risk reporting.
Gains an understanding of significant risks.	Implements processes to determine risk responses are in place and identifies if further action is required.
Gains assurance that management has undertaken the risk responses as outlined.	Takes action, and monitors to ensure risk responses operate effectively and continuously.

SCHSS Risk Profile

Scw'exmx Community Health Services Society provides high-quality health services for three member communities. In doing so their tolerance for risk is **cautious** as it does not want to jeopardize services and the health and well-being of its members.

Risk tolerance from level 1 (no risk tolerance) to 10 (open to risk).

Operational Risk: Level 1 (out of 10)

The risk level that SCHSS will tolerate to service delivery interruption before action is taken.



Financial Risk: Level 3 (out of 10)

The risk level SCHSS is willing to take in investments, new initiatives and raising of capital before action is taken.



Reputational Risk: Level 2 (out of 10)

The risk level SCHSS is willing to accept before action is taken to safeguard their reputation before action is taken.



Strategic Risk: Level 4 (out of 10) The risk level associated with the SCHSS initial strategy, execution, or modification over time, resulting in a lack of achieving the organization's goals and priorities before action is taken.



SCHSS Risk Heat Map

This chart represents a visual tool that is used for communicating the specific risks that threaten SCHSS. This heatmap is a critical component of the enterprise risk management framework because it helps to identify risks that need more attention.

Likelihood of Direct Impact on SCHSS					
Impact	Minor	Small	Moderate	Major	Extreme
Climate change/Weather impacts*				X	
Pandemic			X		
Health service delivery		X			
Infrastructure		X			
External/ Political Influence			X		
Leadership Succession	X				
Compliance/ Legal			X		
Strategy/ Policy		X			
Transportation		X			
IT systems		X			
Privacy		X			
Reputation	X				
Financials	X				

*Represents new risks