

· F O U N D R Y ·

# Introduction to Foundry's Service Model Guide

October 2023





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# Acknowledgements

**We acknowledge, with much gratitude, that our work takes place on the traditional, unceded territories of Indigenous Peoples. We recognize and respect First Nations, Métis peoples and Inuit as the traditional stewards of this land that is steeped in rich history.**

Foundry is built on strong partnerships. We wish to thank everyone we work closely with—community organizations, government, health authorities, youth, caregivers, donors and many others who are committed to empowering young people.

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- BC Children's Hospital, an agency of the Provincial Health Services Authority
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- Canucks for Kids Fund

## For bringing Foundry centres to their communities, we thank and recognize:

### Phase 1 Foundry Centres

- **Foundry Abbotsford:**  
Archway Community Services
- **Foundry Campbell River:**  
The John Howard Society of North Island
- **Foundry Kelowna:** Canadian Mental Health Association — Kelowna Branch
- **Foundry North Shore:**  
Vancouver Coastal Health
- **Foundry Prince George:**  
YMCA of Northern BC
- **Foundry Vancouver-Granville:**  
Providence Health Care

### Phase 2 Foundry Centres

- **Foundry Victoria:**  
Victoria Youth Clinic Society
- **Foundry Ridge Meadows:** Maple Ridge-Pitt Meadows Community Services
- **Foundry Penticton:**  
One Sky Community Resources
- **Foundry Richmond:**  
Vancouver Coastal Health
- **Foundry Terrace:** Terrace and District Community Services Society

### Phase 3 Foundry Centres

- **Foundry Burns Lake:**  
Carrier Sekani Family Service
- **Foundry Comox Valley:**  
John Howard Society of North Island
- **Foundry East Kootenay:**  
Ktunaxa-Kinbasket Child and Family Service Society
- **Foundry Langley:**  
Encompass Support Services Society
- **Foundry Sea to Sky:**  
Sea to Sky Community Services Society
- **Foundry Surrey:**  
Pacific Community Resources Society
- **Foundry Port Hardy:** North Island Crisis and Counselling Centre Society
- **Foundry Cariboo Chilcotin:**  
Cariboo Chilcotin Child Development Centre Association

### Phase 4 Foundry Centres

- **Foundry Fort St. John:**  
Fort St. John Friendship Society
- **Foundry Tri-Cities:** SHARE Family & Community Services Society
- **Foundry Kamloops:**  
Interior Community Services
- **Foundry Sunshine Coast:**  
Sunshine Coast Community Services

### Phase 5 Foundry Centres

- **Foundry Vernon (name TBD):**  
Canadian Mental Health Association – Vernon & District Branch
- **Foundry qathet (name TBD):**  
Youth & Family Powell River
- **10 more communities chosen in 2024**

### Together, we are changing the way young people access health and social services across British Columbia.

Thank you for sharing your voices and perspectives and for inspiring us with your visions of a better future — one where all young people have the resources and supports they need to fully achieve wellness.

We also wish to acknowledge our Foundry Central Office team for providing invaluable feedback, guidance and leadership in creating this guide.

# Welcome to Foundry's Service Model Guide

**Foundry exists to bravely challenge and relentlessly change how young people access health and wellness services in BC and beyond.**

Foundry is removing barriers and increasing access to quality care through our province-wide network of youth wellness centres for young people ages 12-24 and their families/caregivers. Foundry centres bring together mental health and substance use support services, physical and sexual health, youth and family peer support, and social services, making it easier for young people to find support in their communities. Online resources and virtual services further broaden Foundry's reach.

This Service Model Guide is designed to assist Lead Agencies by providing the information needed to develop and deliver Foundry services and to support fidelity to the Foundry service model.

This guide provides descriptions of the five core service streams and outlines guidelines and standards to support the operationalization of Foundry's service model. A range of tools and resources are included to support this process, and the implementation team is available to guide Lead Agencies along the way.

**Foundry's work includes ensuring we create culturally safe and respectful environments for equity-denied groups including IBPOC (Indigenous, Black and People of Colour) communities.**

We recognize our role and responsibility as a white settler organization in calling out and dismantling colonialism and racism in the work we do.

Our journey includes committing to the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the recommendations of the report "In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care."

# Foundry's Vision, Mission, Values and Personality

## Vision

**Foundry's vision is to transform access to services for young people ages 12-24 in BC.**

## Mission

**To support youth in living a good life.**

This mission was co-created by a diverse group of youth, families, caregivers, staff and service providers across the province. The phrase “living a good life” was inspired by First Nations and Métis youth who participated in a Talking Circle with Foundry, and it acknowledges the diverse nature, experiences and perspectives of health and wellness.



## Personality

To achieve our mission and vision, Foundry staff are *brave* in challenging the status quo, *relentless* in pursuing a better future for youth, *inquisitive* so we all continue to learn and *intuitive* so we can evolve and adapt to change.



### Brave

Foundry exists to challenge how youth access health services. We'll act first and ask for forgiveness later if the outcome creates more opportunities for young people.



### Relentless

We put youth first. From changing policies to widening access to leading research, we won't stop until we transform the world of youth health and wellness in BC and beyond.



### Intuitive

We're experts in what we do and know how to evolve and adapt to meet the needs of all young people on their journey of self-discovery, learning and growth.



### Inquisitive

We foster open dialogue and conversation as the root of understanding each person's personal experience, culture and need. We take time getting to know people, not their problems.

## Values

**Our values are the cornerstones that guide us in the workplace and in our communities. As we learn and develop as a team and as individuals, we are all working towards living these values:**

### Learn and evolve

Foundry will succeed by constantly adapting and growing to keep up with the rapidly changing needs of BC's youth. We believe in reciprocity and shared ways of knowing and validate our understanding with each other to learn more and get better at what we do.

- **How does this impact how we help youth?** It's as important to learn from youth as it is to help provide them with what they need. No one has to retell their story every time they come in.
- **How does this impact how we work with each other?** We learn from one another and validate our understanding by having conversations to ensure we're all moving in the right direction.

### Appreciate individuality

We know that no two experiences and needs are ever alike. Each young person has a unique need, story and journey that we want to understand.

- **How does this impact how we help youth?** We build trust and create a welcoming environment through empathy and understanding. We never judge or criticize any individual circumstance.
- **How does this impact how we work with each other?** How we treat young people is how we treat each other. We respect every opinion and perspective and acknowledge that each person brings something different to the team.



## Celebrate community

While each centre is a reflection of its place and people, Foundry is more than that. We are a network of partners. From centres to virtual care to schools to social media, each touchpoint is part of a united effort for young people.

- **How does this impact how we help youth?** We create an environment and experience that each young person finds familiar and can feel safe in — regardless of how they engage with us.
- **How does this impact how we work with each other?** We rely on each other's knowledge. No individual or partner is greater than another because we all work together to respond to the needs of young people.

## Share the load

Every staff member, service provider, agency, partner, parent or caregiver helps carry the weight for a young person who comes in.

- **How does this impact how we help youth?** We work with youth and make it easy to take the pressure and stress off of any area of their life they may need help with.
- **How does this impact how we work with each other?** We are a network of support for youth and for each other. We are a whole greater than the sum of our parts when we collaborate.

## Committed to youth

We're here for youth. Every parent, caregiver, partner or agency makes their decisions or provides resources with young people at the core.

- **How does this impact how we help youth?** We are dedicated to seeing and listening to every young person who accesses Foundry resources, working in their best interests above all else.
- **How does this impact how we work with each other?** While there are multiple experts and stakeholders, and decisions to make, at the end of the day, we always put young people first.

## Embrace nuance

There's no one right way. Health and wellness are as personal and subjective as anything. We are a response to the labels and rigidity of traditional services and understand that needs and people can change at any time.

- **How does this impact how we help youth?** Everything is personal and unique. We listen and understand each journey, knowing each solution and decision can be tailor-made.
- **How does this impact how we work with each other?** Diverse perspectives offer stronger solutions. And we welcome them all in the name of progress and understanding.

# Who Does Foundry Serve?

## Youth

**The Foundry model appeals to a broad spectrum of young people, as the brand was co-developed with teens and emerging adults. The services offered at Foundry were selected based on what young people told us they needed.**

In particular, the five service streams (described below) were selected due to evidence that young people ages 12-24 are uniquely affected by high rates of mental health concerns and sexual health-related issues and are most likely to present with emergent substance use issues. During this developmental stage, youth may also be exploring their sexuality and gender identity, or openly questioning how they may transition from child-based services to adult ones. Employment, education, income and housing are all issues that commonly concern young people as they transition from adolescence to adulthood.

The intention of Foundry is for all young people to feel comfortable seeking services. Our services do not cater to any one demographic. Instead, we strive to make Foundry inviting and safe for young people from diverse ethnic, cultural and socio-economic backgrounds. We expect young people from different walks of life and who have had a range of experiences, some of which many of us could not fathom, to access Foundry. Accordingly, centres offer a variety of youth-friendly services that are flexible and responsive, reflecting young people's needs and preferences.

## Families/Caregivers

**While Foundry is a youth-focused service, we value the role, impact and experiences of families/caregivers. Foundry also offers hope to families/caregivers by providing services directed to them, with the belief that supporting them with knowledge, skills and tools promotes better wellness outcomes for all.**

Family/caregiver involvement in services includes providing information and perspectives as part of a young person's assessment, accessing education and support aimed at understanding their own needs and their young person's health concerns, engaging in family peer support, coaching or therapy to build family resilience, and participating in the work of Foundry through family advisory groups. At times, Foundry may support families/caregivers seeking services for a young person who is reluctant to access services, with the goals of supporting their efforts to engage the young person in care.

The continuum of family services at each centre includes peer support, support and education groups, and direct therapeutic interventions. Family services may be expanded beyond this core continuum based on each community's specific needs.

At Foundry, **family** is defined uniquely by each young person and can include anyone supporting or advocating for their wellness. Family, whether by birth, choice or circumstance, holds a significant role in supporting a young person by fostering a sense of belonging and hope through their shared experience.



# Cultural Agility, Safety and Humility

**We all have a collective responsibility to create safer spaces, learn about others' experiences and adapt to cultural uniqueness. Shifts in personal and organizational perspectives are necessary, and these begin with cultural agility, safety and humility (CASH).**

**Cultural agility** is the ability to work respectfully, knowledgeably and effectively with people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is examining one's own culture and worldview and the culture of Foundry and noticing their commonalities and distinctions with Indigenous cultures and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of people whose experience differs from one's own.<sup>1</sup>

**Cultural safety** is an outcome based on respectful engagement that recognizes and strives to address power imbalances inherent in colonial systems that provide care, education and service. It results in an environment free of racism and discrimination, where people feel safe when receiving care. Safety is determined by youth and families/caregivers in our centres and network.<sup>2</sup>

**Cultural humility** is a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful processes and relationships based on mutual trust. Cultural humility involves humbly acknowledging oneself as a learner when it comes to understanding another's experience.<sup>2</sup>

## What does equity-denied mean?

It's important to centre equity in all of our work with youth and families/caregivers and that means understanding which groups may be equity-denied, The Government of Canada's [Guide on Equity, Diversity and Inclusion Terminology](#) shares this definition of "equity-denied":

"A group of people who, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities that are available to other members of society, and that are necessary for them to attain just outcomes.

In Canada, groups generally considered to be equity-denied groups include women, Indigenous people, people with disabilities, people who are part of LGBTQ2+ communities, religious minority groups and racialized people. The types of equity-denied groups may vary based on factors such as geography, sociocultural context or the presence of specific subpopulations.

Some people may prefer the term "equity-deserving group" because it highlights the fact that equity should be achieved from a systemic, cultural or societal change and the burden of seeking equity should not be placed on the group. Others argue that this term could be seen to imply that not all people are deserving of equity."

# Integrating Indigenous Perspectives

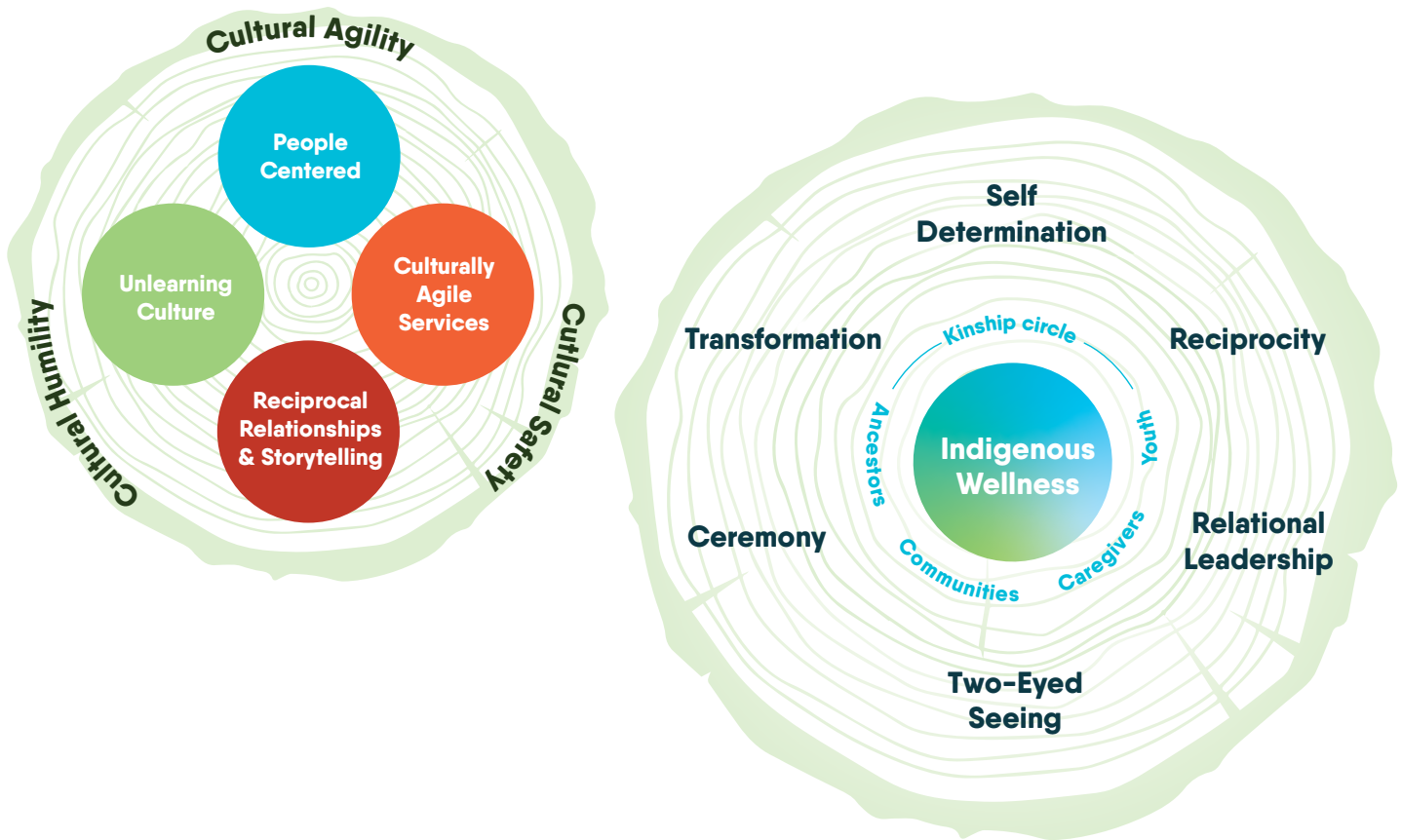
**We acknowledge that Western colonial perspectives and approaches have been prioritized in health and social services in BC. This approach has been detrimental to those accessing services, service providers and their communities. It has been particularly harmful for people from equity-denied groups. To truly provide healing, care, wellness and medicine, we must look beyond the narrow scope of our colonial experiences and learn from the wisdom and knowledge of Indigenous Peoples. This includes Indigenous knowledge of well-being as a balance of physical, mental, emotional and spiritual health, with an understanding that holistic wellness must also include the broader social, economic, cultural and environmental determinants of health.**

Equity in care is an ongoing challenge in communities and requires attention from all of us. This has been articulated many times, most recently in the report “In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in BC Health Care” in November 2020.<sup>3</sup> We recognize the rights of Indigenous families/caregivers and communities to retain shared responsibility for the upbringing, training, education and well-being of Indigenous youth, consistent with the rights of youth.<sup>4</sup> We recognize how that lives in tension with our systems, policies and methods of care. Locally, the need to build trusting relationships with Indigenous youth, families/caregivers and Elders is a necessary component of this work.

At Foundry, we have committed to improving CASH at a systems level and an individual level. To support this ongoing work, we have created an Indigenous Wellness Framework and a Justice, Equity, Diversity and Inclusion (JEDI) Strategy, which include definitions, commitments and principles. We understand that the changes need to happen within culture (how we show up), policy (what we allow to happen) and process (how we make decisions and what we actually do).

Our JEDI Strategy and our Indigenous Wellness Framework inform our organizational commitments to improve CASH, and they give us a path forward that challenges our current colonial lens. We recognize that we still have a lot to learn from others across the province. Please see “Tools and Resources” on page 21 for links to the complete strategy and framework.

**FIGURE 1: FOUNDRY'S JEDI STRATEGY AND INDIGENOUS WELLNESS FRAMEWORK**



Our journey to reconciliation as a leader in Integrated Youth Services begins with the implementation of the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation (TRC) Calls to Action, and the Missing and Murdered Indigenous Women and Girls Inquiry (MMIWG) Calls for Justice. We acknowledge that the current state of Indigenous health in Canada is a direct result of Canadian government policies, including residential schools, and we recognize and implement the health care rights of Indigenous Peoples.<sup>5</sup>

**We recognize that there are key contributing factors that impact the health and mental wellness of Indigenous youth, families/caregivers and communities. These include the following:**

- Colonization and assimilation
- Systemic discrimination and racism
- Child apprehension
- Land dispossession
- Loss of tradition, language and culture
- Legacy of residential schools
- Intergenerational trauma and its effects

Foundry is engaging in Two-Eyed Seeing, which is “learning to see from one eye with the strengths of Indigenous ways of knowing and from the other eye with the strengths of Western ways of knowing and to using both of these eyes together. This avoids a clash of knowledges.”<sup>6</sup>

**“Learn holistic (social-emotional, mental-intellectual, physical and spiritual) approaches for promoting young people’s development and academic success within a diverse society, which emphasize the need for a service delivery model to promote 4Rs Indigenous framework that respects young people for who they are, that is relevant to their worldview, which provides reciprocity in their relationships with others, and promotes responsibility over their own lives.”**

Kirkness & Barnhardt, 1991<sup>7</sup>

**“Indigenous Peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.” Foundry commits that it “will take effective measures, in consultation and cooperation with Indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among Indigenous peoples and all other segments of society. in mental health and substance use services.”**

UNDRIP 15

# Guiding Principles

**Foundry partners and communities believe that we offer a care experience like no other – emerging from the creation of intentional partnerships, working within an agreed-upon service delivery model and supported by a central team.**

**Connected, fun, integrated, respectful, acceptable and available, Foundry is the future of health and social service delivery, offering an exceptional experience for youth and families/caregivers.**

Foundry centres and the FCO team are led by a set of guiding principles for our service development and delivery. Initially developed in 2015, the guiding principles were refined and expanded in 2022 through a pan-Canadian collaborative process with the Federation of Integrated Youth Services Network. Using a Delphi consensus-building process, 10 principles were unanimously agreed upon. Each province and territory will implement the principles in a customized way that suits their communities.

These principles have been validated by the Foundry network, who will come together in a collaborative process to determine ways to fully implement them.

## Pan-Canadian IYS Partnerships

With several provinces announcing the development of IYS networks and centres/hubs to be launched within the next few years, the need is greater than ever for pan-Canadian IYS partnerships for knowledge stewardship, the development and dissemination of best practices, and continued innovation in IYS.

To cultivate a learning health system for generating and advancing best, innovative practices for accelerated implementation of IYS nationally, the Federation of Integrated Youth Services (FIYSN) was formed. With support from Health Canada and the Bell-Graham Boeckh Foundation partnership, Foundry and Youth Wellness Hubs Ontario act as co-stewards of this pan-Canadian collaboration.

Principle	Description
<b>Accessible</b>	Are easy to find and access, have low or no barriers and are experienced as a seamless continuum
<b>Culturally Safe</b>	Are culturally safe, recognize intersectionality and able to support Indigenous youth
<b>Socially Just</b>	Commit to social justice through anti-oppressive, anti-racist and decolonizing practices
<b>Engaging</b>	Engage youth and family members/caregivers/supporters in development, co-creation, decision making and governance
<b>Youth-Centred</b>	Are youth friendly, developmentally appropriate, strength and relationship based, and inclusive of all youth
<b>Responsive</b>	Are responsive to stated needs and respectful of choice/self-determination
<b>Learn and Improve</b>	Continuously learn and improve through the use of data, research, evidence and wisdom
<b>Collaborative</b>	Are delivered through effective, collaborative partnerships
<b>Wholistic</b>	Take a wholistic, trauma-informed and harm reduction approach
<b>Health</b>	Intervene early and promote health and health equity



# Role of Foundry Central Office

Foundry Central Office (FCO), located in downtown Vancouver, represents Foundry’s leadership and standards team of subject matter experts. The FCO team partners with centres and communities in establishing new sites and ensuring all Foundry locations provide high-quality, evidence-based care, exchange knowledge, share a common brand and meaningfully engage youth and families/caregivers. At the provincial level, Foundry works with the Ministry of Mental Health and Addictions, Ministry of Health, Ministry of Social Development and Poverty Reduction, Ministry of Children and Family Development, First Nations Health Authority and the Ministry of Education, as well as Providence Health Care, St. Paul’s Foundation, BC Children’s Hospital and Michael Smith Health Research BC.

At the community level, FCO works with each centre’s Lead Agency and their partners, including regional health authorities, local Ministry offices, Indigenous organizations, school districts and non-profit service providers, to train and support them to co-locate and integrate their existing resources and services. The FCO team also oversees Foundry’s provincial virtual services, the Foundry BC App and the website [foundrybc.ca](https://foundrybc.ca) (powered by our partner BC Children’s Hospital).

**The FCO team is responsible for overseeing and managing the activities, processes and programs shown in the figure below.**

**FIGURE 2: KEY FUNCTIONS OF THE FCO TEAM**



# Role of the Lead Agency

## Integrating youth services requires a unique approach to leadership and partnership that involves transforming siloed systems.

Findings from our 2018 developmental evaluation show that, in order for Foundry centres to be successful, Lead Agencies need to participate broadly in the larger service ecosystems in which they are located, prompting a need for system coordination that is not typically required for a stand-alone youth health centre. The role of the Lead Agency is to facilitate and promote collective efforts toward shared community goals rather than direct them independently.

Accounts of this work collected through our developmental evaluation emphasized supported and deliberate actions to dismantle service and system siloes, the importance of partnerships and the need to navigate and utilize existing community resources.

**“In particular, as the lead person of the lead agency... they were really clear that while they had a vision, their top priority was effective collaboration. At every turn there were invitations to be part of the conversations. I don’t think they ever took for granted that people recognized their clear leadership role, but at every turn it just felt like this was a group decision, and we have been thinking this but we’re not attached to that because we know that we’re part of a larger system here.”**

Foundry centre staff, Developmental Evaluation

Transparency and mutual learning among and between stakeholders can be promoted by establishing effective communication mechanisms, such as planned and regular collaborative meetings. Information sharing, clear pathways of care and agreed-upon protocols support achieving practical integration.

A collaborative, team-based approach to care allows for community partners to work together to bridge services and communicate around a young person's needs. This means that the service providers do the work of coordinating services, rather than requiring the young person to bend to different agency requirements. Greater staff cohesion through the integrated care approach is critical in creating a safe space and ultimately improving efforts towards creating exceptional care for young people.

**“It’s awesome because when you show up to the health centre it’s not just seeing your case manager or your psychiatrist. I find it easier to go to the one place instead of going to many places to see a Ministry person, someone for primary care, or attending a recreation group. Having described all the services under one roof is nice, but having awesome staff who treat you like a real person, no matter what situation, is totally AWESOME.”**

Amy, describing her experience receiving integrated care at Foundry

# Purpose of this Guide

**Developing a youth-friendly, integrated, full-service centre requires a new approach to staffing models and partnership arrangements, along with changes in technology and clinical processes. Recognizing the complexity and challenges involved in developing integrated youth services, this Service Model Guide is designed to support centre leaders as well as clinical and operations teams by providing the written information and tools, learned and developed so far, needed to facilitate implementation of the Foundry service model. The FCO implementation team will work alongside Lead Agencies to provide support throughout the process of establishing the centre and implementing services.**

**The remainder of this guide, which is available on [The Foundry Learning Centre](#), includes more information about the core Foundry service streams:**

- Mental Health;
- Substance Use Support;
- Physical and Sexual Health;
- Peer Support; and
- Social Services, such as work and study programs.

Each of the service streams is described in a section of the guide, including standards or guidelines, practice profiles and additional resources that support implementation and fidelity to the service model.

In addition, the Integrated Stepped Care Model, Virtual Services and Family Services are each described in a section of the guide. This is followed by a Centre Operations section with resources such as operational guidelines, the staffing model, sample job descriptions for select roles and many templates.

This guide is a work in progress, with more content being developed by FCO in collaboration with centres as we continue to learn, evolve and adjust aspects of the service model based on our learnings.

Constructive feedback on any part of the guide is welcome!

# Tools and Resources

Visit [The Foundry Learning Centre](#) to access all of the sections of the Service Model Guide as well as these tools and resources.

- Foundry’s Justice, Equity, Diversity and Inclusion Strategy
- Foundry’s Indigenous Wellness Framework

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