

DENISE AUDETTE, CFNHM

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HEALTHCARE OPERATIONS & REGIONAL SYSTEMS LEADERSHIP | CROSS-SECTOR PARTNERSHIPS | HEALTH EQUITY & SERVICE INTEGRATION

Transformational healthcare operations leader with 25+ years of progressive experience directing high-impact community programs, multidisciplinary service delivery, and regional equity initiatives across Northern Ontario. Holds the Certified First Nations Health Manager (CFNHM) designation, stewarding a \$6M multi-jurisdictional funding portfolio and leading a 35-person interdisciplinary team across 10 First Nations communities. Recognized for modernizing intake pathways, established workload models, and bridging broad regional strategy with practical implementation. Proven track record in multi-agency partner integration, public sector accountability, and sustaining service continuity through complex systemic and policy transitions.

CAREER HIGHLIGHTS

- **Systemic Crisis Leadership:** When Jordan's Principle funding stalled, led organization-wide change management across program delivery, vendor allocations and resourcing to sustain a multi-million-dollar health program without interrupting care.
- **Regional Partnerships:** Managed cross-sector service agreements and Memorandums of Understanding with external health and social service authorities, establishing standardized performance metrics, reporting compliance and seamless care navigation pathways.
- **Operational Modernization & Workload Architecture:** Directed the transition and policy redesign of organizational health and operational data systems, and implemented structured referral and resource pathways to eliminate compliance gaps and optimize resource allocation.
- **Fiscal Stewardship:** Provided operational and fiscal oversight across complex multi-year provincial and federal funding envelopes, ensuring full audit readiness, regulatory compliance and fiscal accountability across 10 First Nation communities.

PROFESSIONAL EXPERIENCE

Manager, Child's First Initiative | Giishkaandago'Ikwe Health Services | Fort Frances, ON **July 2023 – Present**

Directs strategic operations, multi-jurisdictional funding allocations, and regional program delivery for a comprehensive multi-disciplinary health portfolio spanning 10 First Nations across Treaty #3 territory. Exercises full operational authority over strategic planning, service navigation modernization, community partner relations, and fiscal accountability, leading a 35-person multidisciplinary clinical and administrative delivery team.

Selected Accomplishments:

- **Weighted Workload & Service Modernization:** Modernized intake pathways, routing, and access across 10 First Nation Communities, pioneering an objective weighted workload model and desk audit framework; eliminated regional service backlogs, optimized interdisciplinary capacity, and ensured strict compliance with provincial accountability benchmarks.
- **Digital Health & Clinical Information Systems Transformation:** Directed the enterprise-wide transition from legacy systems to EMHware; authored operational readiness criteria, led cross-functional staff workflows, and instituted clinical data integrity and privacy protocols across remote service catchments.
- **Cross-Sector Health System Integration:** Negotiated and operationalized strategic Memorandums of Understanding (MOUs) and multi-agency service agreements with regional health, education, and social service authorities (including Rainy River District School Board, Community Living, and CMHA); established standardized referral pathways, mutual accountability metrics, and integrated care protocols.
- **Enterprise Systems Implementation & Operational Integration:** Served as primary operational partner directing the departmental integration of Workday to modernize workflows; aligned workflow architecture, performance metric tracking, and fiscal accountability mechanisms with enterprise strategic objectives.
- **Regional Risk Governance & Remote Operational Safety:** Commanded regional risk mitigation and workforce safety frameworks as Joint Health and Safety leadership lead; architected emergency mobile/GPS monitoring infrastructure, clinical worker protocols, and regulatory compliance standards for staff deployment across remote geographical areas.

Strategic Competencies & Governance Scope:

- **Program Governance & Fiscal Allocation:** Directs regional needs assessments and operationalizes multi-million-dollar funding resources against strategic priorities, establishing standardized service delivery models to guarantee equitable access across remote First Nations communities.
- **Executive Team Leadership & Capacity Building:** Leads a 35-person multidisciplinary operations and delivery team through performance management, operational coaching, and talent retention, fostering a high-accountability organizational culture.
- **Data Sovereignty, Privacy & Compliance Audits:** Governs sensitive regional health and program data under strict OCAP principles and provincial privacy frameworks; directs comprehensive compliance audits to ensure rigorous regulatory adherence and risk mitigation.
- **Cross-Sector Partnerships & Multi-Jurisdictional Relations:** Engages senior leadership across 10 First Nations, regional school boards, and acute/public health networks; embeds cultural safety standards and trauma-informed governance into formal policy and inter-agency collaboration agreements.

Operations & Administrative Manager | Gizhewaadiziwin Health Access Centre | Fort Frances, ON June 2022 – July 2023

Provided senior operational and administrative leadership for an accredited regional health centre serving 10 area First Nations. Directed facility operations, capital infrastructure projects, and human resource allocations while establishing operational policies, financial controls, and multi-agency strategic alignment.

Selected Accomplishments:

- **Regional Supply Chain & Food Security Infrastructure:** Spearheaded district-wide emergency nutrition and resource distribution logistics across 10 First Nations communities; directed cross-agency supply chains, contingency planning, and municipal/First Nation partner coordination to mitigate acute community risk.
- **Partnership & Ministry Grant Development:** Collaborated with regional health partners to capture and administer provincial ministry funding; authored comprehensive operational workplans and business cases that expanded program capacity and sustained regional operations.

Program Manager | Seven Generations Education Institute | Fort Frances, ON March 2021 – September 2022

Directed enterprise operations, regulatory compliance, and multi-year funding accountability for Azhemiinigoziwin Women's Empowerment Program, serving women across Treaty 3 area 10 First Nations.

Selected Accomplishments:

- **Community Leadership & Multi-Stakeholder Governance:** Served as primary institutional liaison to Chiefs, Elders, and First Nations community leadership; established culturally grounded governance protocols and sustained stakeholder consensus across Treaty #3 territory.
- **Strategic Program Architecture & Evaluation:** Architected 5 core operational pillars spanning education, culture, reclamation, and life skills; conducted structured gap analyses and instituted performance metrics to optimize program outcomes and fulfil funder mandates.

EARLIER NOTEWORTHY EXPERIENCE

Specialized Treatment Caregiver <u>Nigigoonsiminikaaning First Nation</u>	2000 – 2025
Human Resources Administrative Assistant <u>Naotkamegwanning First Nation</u>	June 2020 – May 2021
Program Manager <u>Brain Injury Services</u>	2012 – 2014
Transitional Supervisor <u>Community Living Fort Frances</u>	2003 – 2005
Independent Living Manager <u>McMan Youth & Family Services</u>	2000 – 2003

EDUCATION & EXECUTIVE CREDENTIALS

Certified First Nations Health Manager (CFNHM) | [First Nations Health Managers Association](#) November 2025

CERTIFICATIONS:

- **Fundamentals of OCAP** | [First Nations Information Governance Centre](#) | January 2026
- **Indigenous Healthcare Policy and Procedure Development** | [SE Career College of Health](#) | March 2024
- **Health & Safety for Managers & Supervisors** | [Public Services Health & Safety Association](#) | November 2024
- **Joint Health and Safety Committee (JHSC) Certification, Parts 1 & 2** | [Public Services Health & Safety Association](#) | November 2025
- **Clinical Foundations Certificate, Trauma & Resilience Management** | [Starr Commonwealth](#) | March 2024

POST-SECONDARY EDUCATION: General Arts and Science (Concentration in Social Work) | Confederation College | 1993

GOVERNANCE & CLINICAL TRAINING: Rainbow Health 2SLGBTQ+ | CPI Training | Non-Violent Crisis Intervention | Anokiigamig Cultural Sensitivity Training | Mental Health First Aid

HEALTHCARE SYSTEMS & DIGITAL ACUMEN: EMHware (EMR) | Adagio | Workday | Secure Enterprise Remote Server Environments