



CATALYST

COPE 2015 ANNUAL REPORT



A sign welcomes people to Navajo Nation in Ganado, AZ, on July 3, 2014.

PHOTO: Rebecca E. Rollins / PIH

CONTENTS

Executive Director’s Message	5
OUR COMMITMENT	9
OUR TEAM	11
Core Principles	13
OUR WORK	16
Navajo Fruits & Vegetables Prescription Program	18
Navajo Community Health Outreach Youth Leaders	22
Cancer Care	24
Community Health Worker Certification	25
Training & Outreach	26
Community Health Symposium	27
OUR FINANCIAL HEALTH	28
OUR FUTURE	33

On the cover: A young Navajo girl enjoys fruit available at the Counselor Stop & Go, a store participating in the Navajo FVRx Program.

PHOTO: Gabriella Marks, courtesy of Wholesome Wave

Right: The Hasbidito Tri-Community Mobile Market serves three chapters of the Navajo Nation, and also participates in the Navajo FVRx Program.

PHOTO: Gabriella Marks / Wholesome Wave



Above: Reanaanah Bitsilly, 5, learns about gardening and healthy foods from the COPE-supported garden project.

PHOTO: Rebecca E. Rollins / PIH



Above: COPE Executive Director Dr. Sonya Shin.



OUR LEADERSHIP

Dear friends, colleagues and supporters,

The close of the year is one of the few opportunities to pause, rejuvenate with family and reflect on the personal passage of another year. It has indeed been a blessing for me to appreciate with gratitude all that we have achieved over the past year. Since 2009, COPE has had the tremendous privilege to work alongside our Navajo partners in deep solidarity. This past year, however, marks a transformation for our organization, and I'd like to highlight some of these changes.

First, as you will learn through this report, everything that we have achieved has been through partnership. In the past year, we have launched a number of new initiatives—such as the Fruit and Vegetable Prescription Program and the first Cancer Survivorship Conference in the Navajo Nation. Although new, these initiatives are grounded in years of collaboration, dialogue, and movement toward common goals. And in the past year, these partnerships both expanded and deepened, extending

across professions, sectors, and regions of the Nation, including national and international partners. We are deeply moved by the strength and wisdom of our partners - community health workers, grass roots advocates, clinicians, and many, many others - who have taken the time to share their wisdom with us and forge new paths together.

Second, I am grateful for our champions and heroes: people throughout the Navajo Nation who have been role models for COPE and for their communities. I was deeply moved to witness Ty Fierce Metteba, a Navajo Community Health Outreach Youth Leader, stand before a packed auditorium during our annual conference and speak eloquently about the role of high school youth as future leaders for the Navajo Nation and about his own personal aspirations. I was equally proud of Judy Singer, an elder who has fought hard to regain control over her diabetes, as she stood before hundreds at a national conference to share her testimony. And John McCulloch, a trading post owner in cowboy boots and a hat to



SOCIO-ECOLOGICAL FRAMEWORK

for exploring food access in the Navajo Nation

match, that ventured during a snow storm to the East Coast to coach us all on the needs and perspectives of small business owners on the Navajo Nation. And the list goes on and on. In this past year, I feel that we have learned so much from our community champions who have bravely stepped up to be the strongest possible advocates for their own wellbeing and prosperity.

Finally, this year marks an inflection in the growth of our own organization. Now a 501(c)3 with more than two dozen staff, I am continually moved by the deep wisdom, passion, and commitment that resides within our team.

We have been honored by each and every person who has chosen to join our team, and I have unshakable faith that COPE will remain rooted in its mission, actions, and identity as a sister organization to Partners In Health.

Looking forward to 2016, I am eager to see how our partnerships, community heroes, and the COPE team continue

to build strength and momentum. It is a privilege and joy to be able to share these accomplishments with all of you in our annual report.

Thank you to all of you,

Sonya Shin
Executive Director



Senior Community Health Representative Betty J. John at the home of one of her high-risk patients in Shonto, AZ, on May 14, 2015.

PHOTO: Cecille Joan Avila / PIH

OUR COMMITMENT

Community Outreach and Patient Empowerment Program

We are a Native-controlled non-profit organization working to promote healthy, prosperous and empowered American Indian/Alaska Native communities. We are patient-focused and community-based. Our approach to health care is as important as the community transformations we seek. We add value to health care delivery systems in Indian Country by listening, breaking down silos, and fostering multi-sectoral partnerships. We work at the invitation of tribal leadership – as conveners, strategists and technical assistance providers.

We partner with health care teams and community advocates to develop programs that address structural barriers to good health, respond to the burden of disease and bridge gaps in the health care system identified by providers, patients and families.

We believe that the power to overturn long-standing, historical health inequalities

lies inherently in Native communities themselves. By investing in existing community resources and aligning our work with the vision of tribal leadership, we hope to catalyze health care reforms that will achieve health equity for Native communities within our lifetime.



Clockwise from top:

Senior Community Health Worker Betty J. John drives to check up on her high-risk patients near Shonto, AZ, on May 14, 2015.

PHOTO: Cecille Joan Avila / PIH

Community Health Representative Lenora Shirley visits the home of diabetes patient Judy Singer in Navajo City, AZ, on July 3, 2014. Shirley records Singer's vital signs and discusses diet and exercise regimens.

PHOTO: Rebecca E. Rollins / PIH

Information about nutrition and diabetes covers the coffee table at COPE patient Betty McCurtain's home in Crystal, NM, on July 2, 2014.

PHOTO: Rebecca E. Rollins / PIH

OUR TEAM

Now in our sixth year, we feel well positioned to deepen our partnerships and develop more comprehensive community-solutions to health care needs in the Navajo Nation. We've spent time building the type of organization that can attract and retain dedicated, talented staff.



Memarie Tsosie is Diné and originally from Many Farms, AZ. She currently resides in Fort Defiance, AZ. Her clan is Salt Clan, born for the One-Who-Walks-Around Clan. She attended Northern Arizona University and graduated with dual bachelor's degrees in psychology and political science. Previously, she worked in conducting outreach in early childhood development and health.

Memarie is the Food Access Project Manager for COPE. She is responsible for overseeing project activities that aim to overcome food insecurity in remote areas of the Navajo Nation. She is the lead on Happy Homes, a program to help families learn healthy habits with their preschool-aged kids and increase access to healthy foods. She is passionate about improving the lives of young children and their families.

We've diversified our revenue sources and invested in our organizational development.

We've reflected on our core principles and written them down. —————>



Navajo Nation Vice President Jonathan Nez at the 2015 COPE Community Health Symposium pictured with COPE Staff. L-R: Casey Smith, Onagh MacKenzie, Amber Lalla, Taylor Wilmot, Emilie Ellis, Chris Brown, Sarayl Y. Shunkamolah, Vice President Nez, Carissa Brownotter, Hannah Sehn, J.c. Malone.
PHOTO: COPE Program

“As a newly established 501(c)3, we are growing into our own non-profit organization. We have built our financial systems internally and invested more in staff by establishing a professional development program, hosting team retreats, and having each team develop detailed work plans. Fortunately, the COPE “brand” is being highlighted and recognized throughout Navajo Nation.”

– Sarayl Shunkamolah, Operations Manager





December 2015, COPE Staff standing outside its office in Gallup, NM with Ophelia Dahl (Co-Founder of Partners In Health and Chair of the PIH Board of Trustees) and Deborah Stone (Clinical Psychologist).

PHOTO: COPE Program

This year we hosted executive leadership from Partners In Health to our site and shared our team's progress.

“It was my first visit to Navajo Nation, and you all made it unforgettable, not only because I was able to see the work that you do, but also the way in which you do it. From the first hours in Gallup with the youth leaders, to our tour of one of the hospitals, I was so impressed with both the talent and compassion expressed through your service.”

– Ophelia Dahl

Co-Founder of Partners In Health and Chair of the Board of Trustees

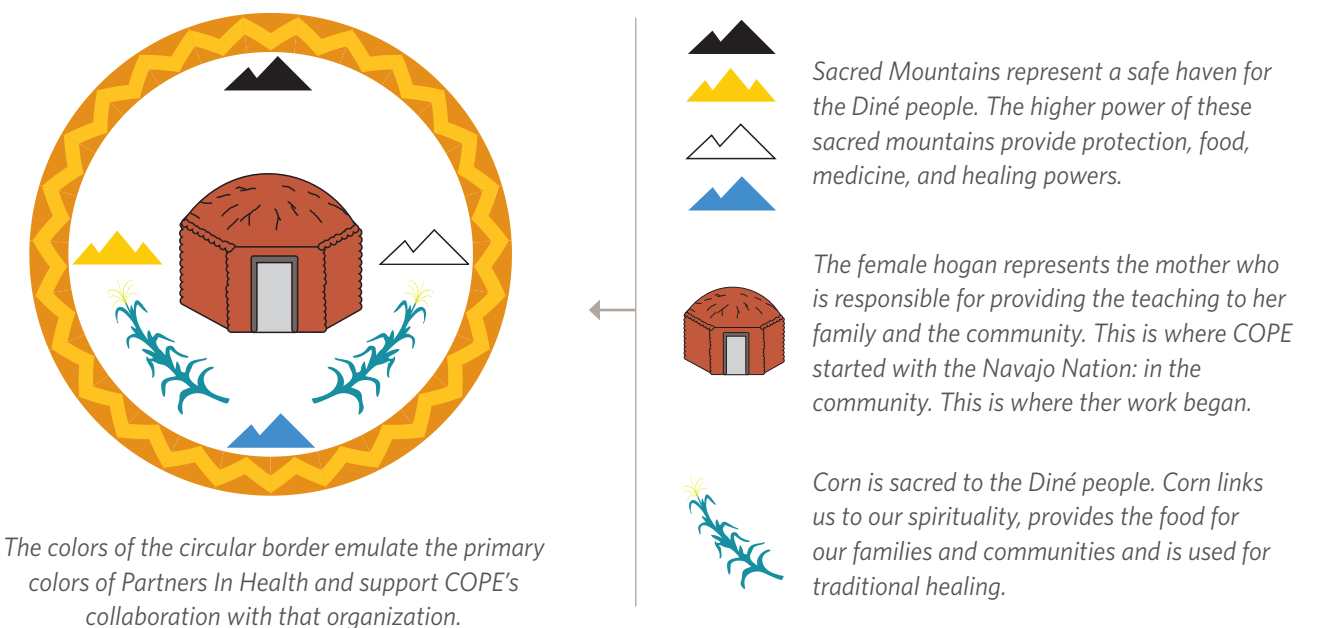
We also engaged in a strategic planning process – involving staff, board members, community partners, tribal leadership, funders, domestic health care experts, and others – that helped us to better articulate who we are and where we want to go. Our plan is ambitious: to build on existing strengths and deliberately expand to offer the greatest potential benefit to the Navajo Nation—and ultimately, other indigenous communities as well.

“COPE has so many strengths, a strong Native American staff and Board foundation, a unique philosophy of engagement with the community, a dedicated and expert leadership, relationships with world-renowned institutions, and the will to persist until it makes a difference -- it has been more of a question of what COPE wants to do, rather than what it can do.”

– Marc Herant

Facilitator from Recon Strategy helping to lead the strategic planning process

In spite of all this change, we've remained true to our values. We continue to learn from our community partners each and every day. Our new logo reflects the significance of Navajo culture and teachings to COPE's past, present and future.



OUR WORK

ac·com·pa·ni·ment

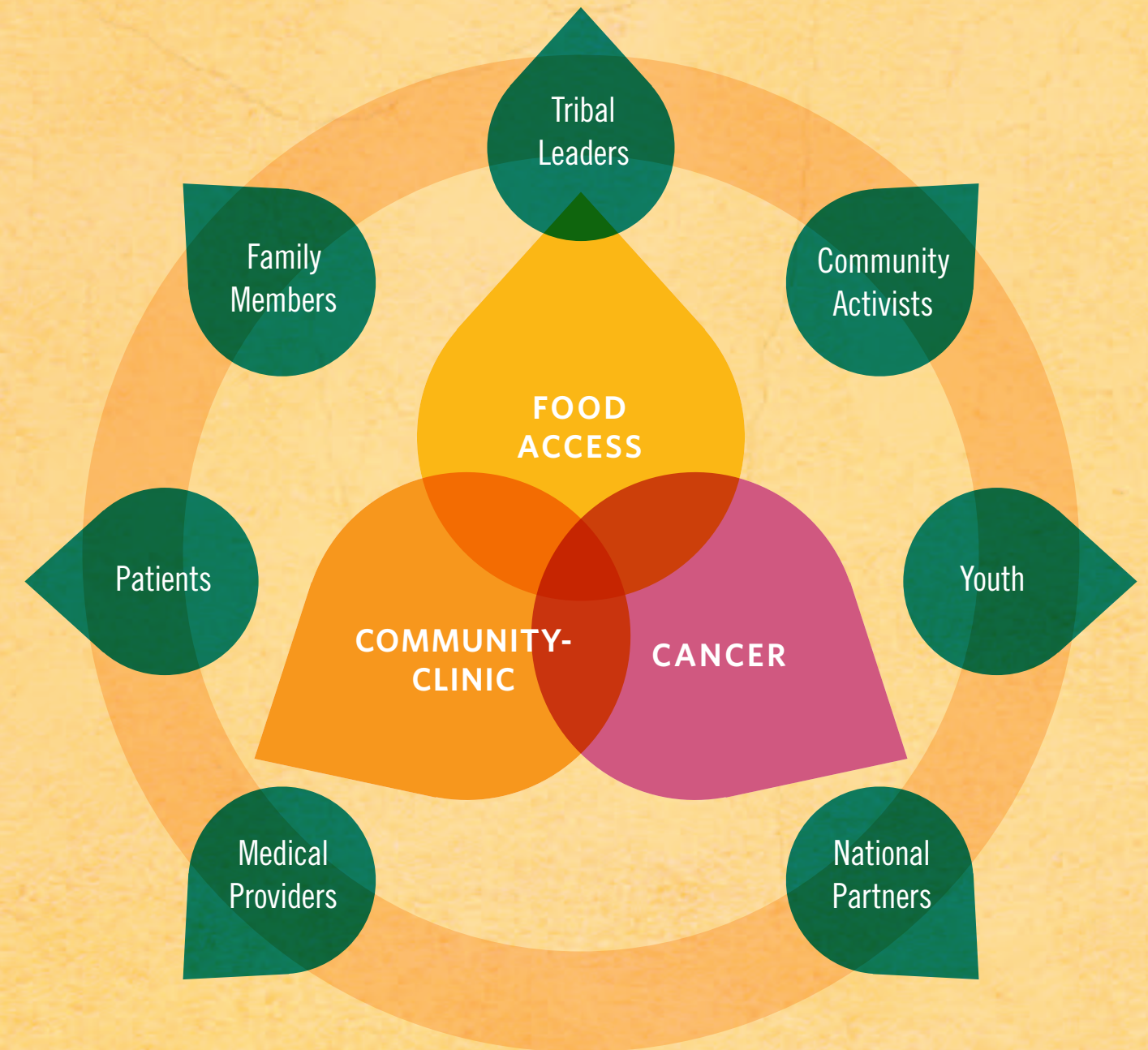
I'll go with you and support you on your journey wherever it leads. I'll keep you company and share your fate for a while. And by "a while," I don't mean a little while. Accompaniment is much more often about sticking with a task until it's deemed completed by the person or people being accompanied, rather than by the accompagnateur.

– Dr. Paul Farmer

Co-Founder and Chief Strategist, Partners In Health

Farmer, Paul. "Accompaniment as policy." Address at the Kennedy School of Government, Harvard University. Retrieved January 18 (2011): 2013.

COPE draws strength and inspiration from its partners. The stories of patients, community health representatives and providers, the passion of community activists, the aspirations of high school youth, the commitment of local leaders and solidarity of our national and international partners move us to action. We're committed to helping people achieve change together. We see ourselves as a catalyst – connecting community efforts to tackle health disparities to facility-based health care, research and policy change.



BUILDING COALITIONS

Navajo Fruits & Vegetables Prescription Program

This year we launched a multi-sectoral approach to address food insecurity. Funded by Centers for Disease Control and Prevention through its Racial and Ethnic Approaches to Community Health (REACH) program, we started the Navajo Fruit and Vegetable Prescription (FVRx) Program. This innovative program empowers families to make the healthy lifestyle choices championed by health care providers and desired by families – choices that were previously stripped away by lack of affordable, healthy food on the reservation.

Bringing FVRx to the Navajo Nation this year is the first time Wholesome Wave’s protocol for “prescribing” fresh fruits and vegetables was used in a rural setting with an American Indian/Alaska Native population. Doctors give their patients “prescriptions,” in the form of vouchers, for a month’s worth of free fruits and vegetables. Small local stores increase their selection of fruits and vegetables and highlight product placement. Patients use the vouchers to “buy” the newly stocked items, and we reimburse the stores. The goal? That eating more nutritious food will improve the health of families—and the local economy!

“In Navajo culture, food is always a big part of community. Food is always brought to ceremonies. For instance, when a baby first laughs there is a party, and whoever made the baby laugh throws the party and supplies food and you give the baby a taste of all of the food.”

– *Carmen George,*
Monitoring, Evaluation,
and Quality Coordinator

Excess weight affects more than half of the young children on the Navajo Nation, and adults suffer a number of serious, diet-related diseases. One in five Navajo adults live with diabetes, and it’s said that one in two children will develop it in their lifetime. But this can be changed. Eating more fruits and vegetables can reduce the risk of many diseases, including diabetes and cancer. Science tells us the best time to intervene is early: during pregnancy and childhood.

“Through the Navajo FVRx Program, COPE’s innovative mobilizing of community-based outreach workers and local Navajo retailers holds the potential to transform healthy-food access on Navajo Nation and beyond.”

– *Amanda Morgan,*
Senior Manager
FVRx program,
Wholesome Wave



NAVAJO FRUIT & VEGETABLE PRESCRIPTION (FVRx) PROGRAM

Therefore, we have targeted our efforts to serve children ages three to six years old and pregnant moms. Our initial findings show it's working! Currently 150 people (representing 26 families) have been enrolled in the program this year and 40 people have been trained as nutrition education coaches.

As Community Health Team Member Bernice Sage proudly reports:

“One family is doing really good, making progress. She says her kids are really into eating fruits and vegetables that they never used to have and that they always ask for salad. ‘If I don’t make salad, they’ll say we don’t want to eat,’ she says. So she always has to have a salad.”

FVRx is positively impacting retailers, too. Charlene Yazzie, a store manager in Counselor, NM, says her store has made good progress stocking and selling more fruits and vegetables. She's even more hopeful for 2016. Her store is becoming a prime location for fresh fruits and vegetables and will soon have community educators conducting in-store cooking demonstrations. These classes will increase customers' food preparation skills and knowledge.



As part of the FVRx program launched by COPE, fresh fruits and vegetables are available at the Teec Nos Pos Trading Post in Teec Nos Pos, AZ, on May 13, 2015.

PHOTO: Cecille Joan Avila / PIH

Navajo Community Health Outreach Youth Leaders

Our REACH program also brought long-time partner and former Vice President of the Navajo Nation Rex Lee Jim and new partners, like the Bread Loaf School of English, into our work and put Navajo youth at the center of our media strategy. This year we recruited a team of 25 youth from six Navajo high schools – known as NCHO (Navajo Community Health Outreach) Youth Leaders – to promote food literacy and traditional Navajo foods among their families and peers. We believe they are the next generation of social justice warriors, doctors, nurses, agriculturalists and educators.

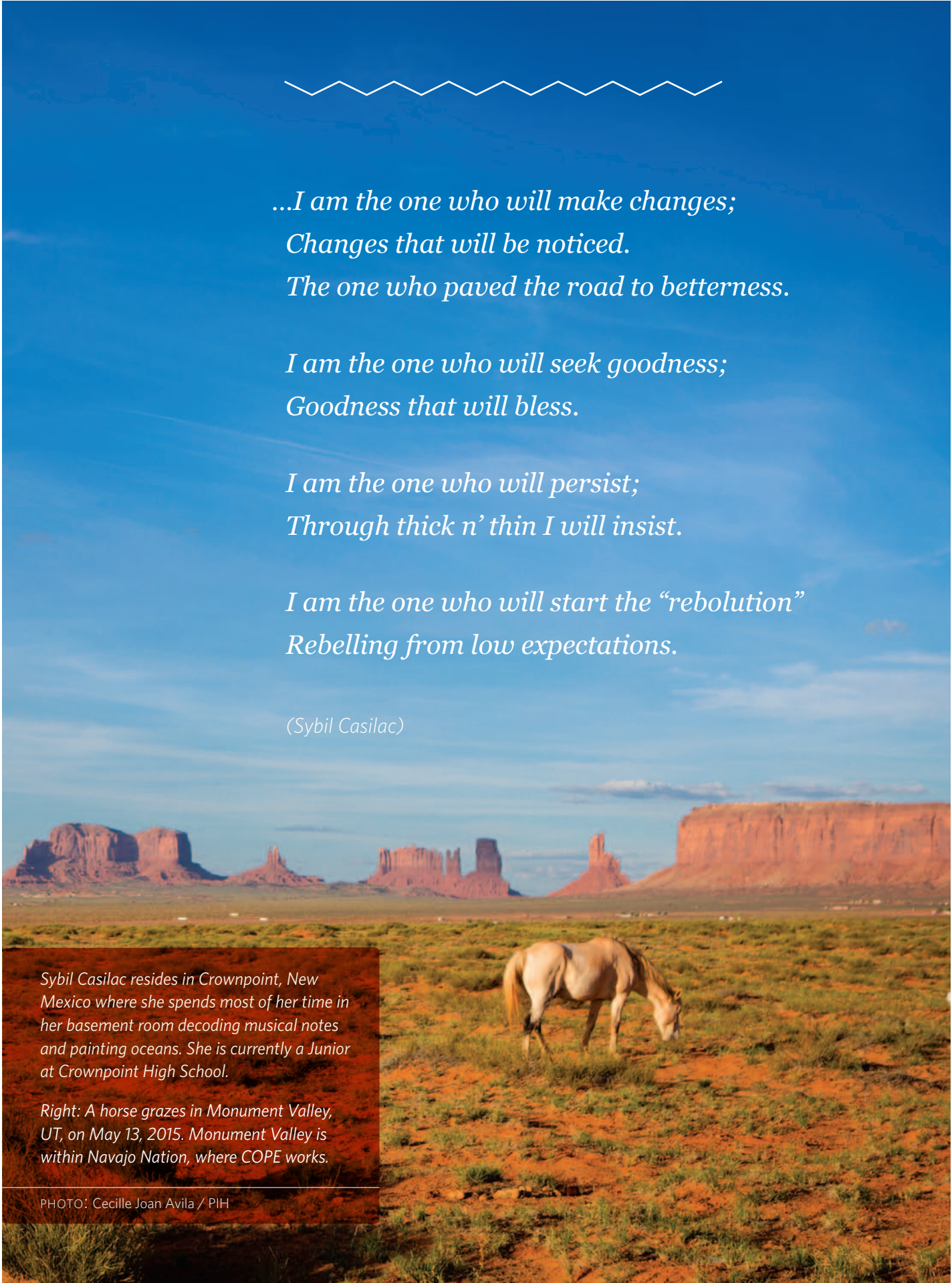
We’re providing mentorship, public speaking, creative writing, and multimedia training. So far, the youth have attended four two-day retreats, three one-day gatherings, and presented at two regional and seven national conferences. They’ve also started an innovative school gardening club and have plans to carry out more community service projects.

“My participation in NCHO has inspired me and my peers to set goals for ourselves and others. I desire to continue my health outreach for my community.”

— Ty Fierce Metteba
NCHO Youth Leader attending Window Rock High School

“I’m trying to make an impact through gardening in my community and at my school.... I like to see the excitement in people when they start to see the plants grow. That’s what keeps me coming back to the horticulture club.”

— Tonya Bluehorse
NCHO Youth Leader attending Window Rock High School



*...I am the one who will make changes;
Changes that will be noticed.
The one who paved the road to betterness.*

*I am the one who will seek goodness;
Goodness that will bless.*

*I am the one who will persist;
Through thick n’ thin I will insist.*

*I am the one who will start the “rebolution”
Rebelling from low expectations.*

(Sybil Casilac)

Sybil Casilac resides in Crownpoint, New Mexico where she spends most of her time in her basement room decoding musical notes and painting oceans. She is currently a Junior at Crownpoint High School.

Right: A horse grazes in Monument Valley, UT, on May 13, 2015. Monument Valley is within Navajo Nation, where COPE works.

PHOTO: Cecille Joan Avila / PIH



COPE welcomed Navajo artist, Nanibah Chacon, to create a mural in front of our office. As Chacon explains, "The design includes the four sacred mountains as an abstract design intersecting all elements, the center is the hogan and two stalks of corn on the side. The birds are powerful symbols for movement and growth. This links together all the components of COPE: moving throughout communities and linking healthcare to people. The tonality scale of blue represents community, health, medicine, and outreach."

PHOTOS: COPE Program

Cancer Care

After years of listening and careful planning with patients, providers and tribal leadership, we engaged cancer patients and their caregivers in a new way. We co-hosted the first-ever COPE-Navajo Nation Cancer Survivorship Conference with the Navajo Nation Department of Health. The Navajo Cancer Survivorship Conference gathered more than 70 doctors, patients, family members, traditional healers, nurses, community health workers, and residents at the Navajo Nation Museum in Window Rock, NM, in April. The goal of the conference was to explore how existing cancer care can better serve patients in and around the Navajo Nation.

Attendees highlighted the need for better access to hospice care and oncology units,

improved clinician-patient communication, and patient advisory committees. As with much of our work, our goal for the conference was to allow cancer survivors to have a voice. This included leading discussions about improving cancer care in the Navajo Nation. The creation of a Patient and Family Advisory Committee to guide cancer research and programming in the Navajo Nation was the most inspiring outcome of the conference.

Community Health Worker Certification

This year we partnered with the New Mexico Department of Health to support the implementation of the state's Community Health Worker Certification Program. As our Community Outreach Specialist (and former Community Health Representative) Olivia Musckett explains, "the new state CHW certification program will make CHWs more recognized as health professionals. This one certification will show that they are able to provide the needed services." We've been helping the New Mexico Department of Health develop the Community Health Worker Core Competency Curriculum that will allow community members to obtain their Community Health Worker certification. In the meantime, we are also assisting all of the experienced Navajo Nation Community

Health Representatives to obtain their Community Health Worker Certification through the grandfathering process. Finally, we're helping find master trainers who can support the accreditation of new Community Health Workers across the reservation and throughout the state.

Training & Outreach



We are so proud to continue our training programs with the Community Health Representative workforce. Since 2010, we have been working with providers and local trainers to deliver standardized, high-quality training to Community Health Representatives throughout the Navajo Nation. This year we conducted **44 trainings** for **292 participants**.

Community Health Symposium

Our third annual Partnership in Community Health Symposium celebrated these collective accomplishments and explored opportunities for new collaborations.

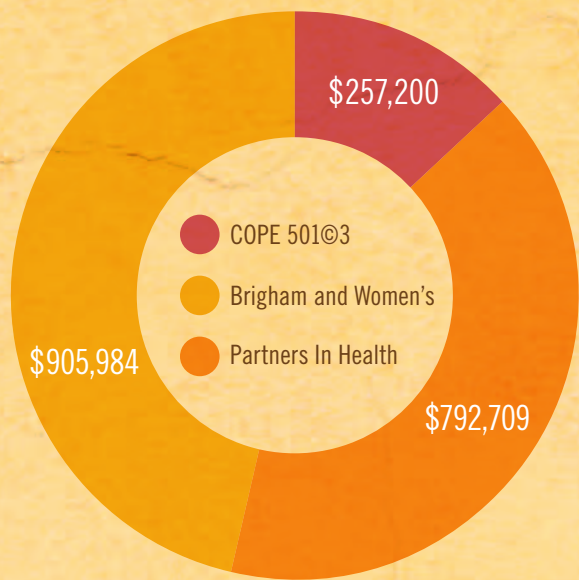
Held in September, the symposium featured innovative local, regional and international community health programs, fostered existing and new collaborations, and laid the foundation for translating inspiration to action. We were honored to have representatives from the Chiefs of Ontario in Canada, staff from Partners In Health's sister site in Chiapas, Mexico (Compañeros en Salud), NCHO youth leaders and newly elected Navajo Nation Vice President Jonathan Nez in attendance. Vice President Nez gave our keynote address and spoke powerfully about the connection between land rights, traditional foods and chronic disease:

"We grew up with our own foods from our farms and livestock. There was no diabetes until processed foods were introduced. We need to reconnect people with the land."

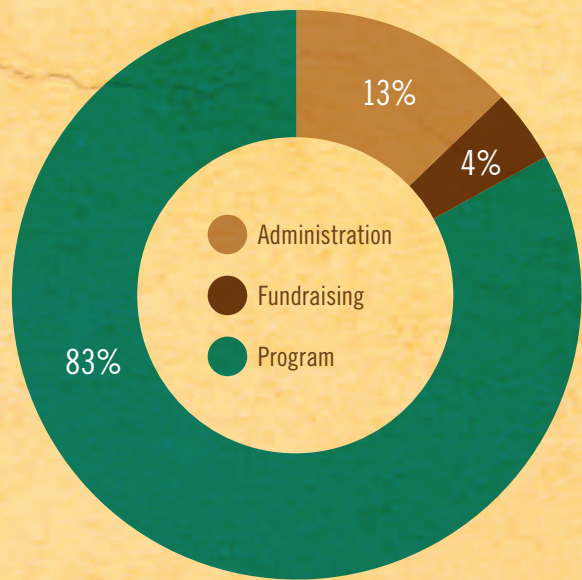
Participants were enthusiastic about the two-day event. Hugo Flores, the Director of Compañeros en Salud, commented,

"Coming to this symposium, I can see that something different is happening here. The community is finding solutions to its health problems. I would love to find ways for our different Partners In Health sites to learn more from each other."

REVENUE



EXPENSES



OUR FINANCIAL HEALTH

We have been amazed at the generosity of donors big and small. We are especially heartened by the contributions made by local businesses and volunteers. DocuCopies donated \$1,000 in printing services so that COPE could continue to share culturally appropriate health education materials.

and scanned COPE’s Community Partners key tag 1 percent was donated back to our organization. Applebees chipped in by donating all the food for the COPE Cancer Survivorship conference. Our program officer also volunteered to run the New York City Marathon in October and raised \$10,000.

We joined Alberston’s Community Partners Program – each time a COPE supporter bought groceries

The COPE program represents a formal collaboration between PIH, BWH, Navajo Nation, and Navajo Area Indian Health Service (NAIHS), and recently attained status as a Native non-profit organization. COPE has experience managing multiple awards through BWH and PIH (as evidenced by the revenue coded orange and yellow in the pie chart above). The revenue in purple went directly to COPE and is the amount recognized as revenue in COPE’s financial statements.

This year we had eight amazing interns, two summer volunteers, and one FoodCorps member support our work, including:



Megan Townsend is a member of the Harvard Medical School Class of 2018 and a 2011 graduate of Wellesley College. Prior to medical school, she served in the US Peace Corps in Guinea as a public health volunteer. Megan worked with COPE staff to develop and launch a Patient and Family Advisory Committee for Cancer Care. She said “I greatly enjoyed my time in Gallup with the COPE team and deeply appreciated the opportunity to learn about community health and cancer care in Navajo Nation.”



Ryan Dennison is Hooghan łani born for Ta’neeszahnii. His maternal grandfather’s clan is Tse’nabihni and paternal grandfather’s clan is Kinyaa’áanii. He is a fellow of the Native Youth Leadership Alliance, with a background in community work surrounding social and environmental justice on the reservation. Ryan is the new FoodCorps Service Member and hopes to continue working to make sustainable communities based on traditional values and reciprocity with the earth.



Hannah Sehn and Casey Smith stand outside the COPE office in Gallup, NM wearing PIH World Cancer Day t-shirts in solidarity with oncology teams in Haiti and Rwanda.

PHOTO: COPE Team

February 2016, COPE team visits the Sicangu Nation for the first time in support of its new partnership with the Rosebud Sioux Tribe.

PHOTO: Dr. Sonya Shin (COPE ED)

WELCOME TO
THE LAND OF THE
SICANGU LAKOTA
OYATE

ROSEBUD
6 MILES

OUR FUTURE



Community Health Representative Glenn Quick Bear records his mileage while parked in Rosebud, SD, in February 2016. PHOTO: Sonya Shin / PIH

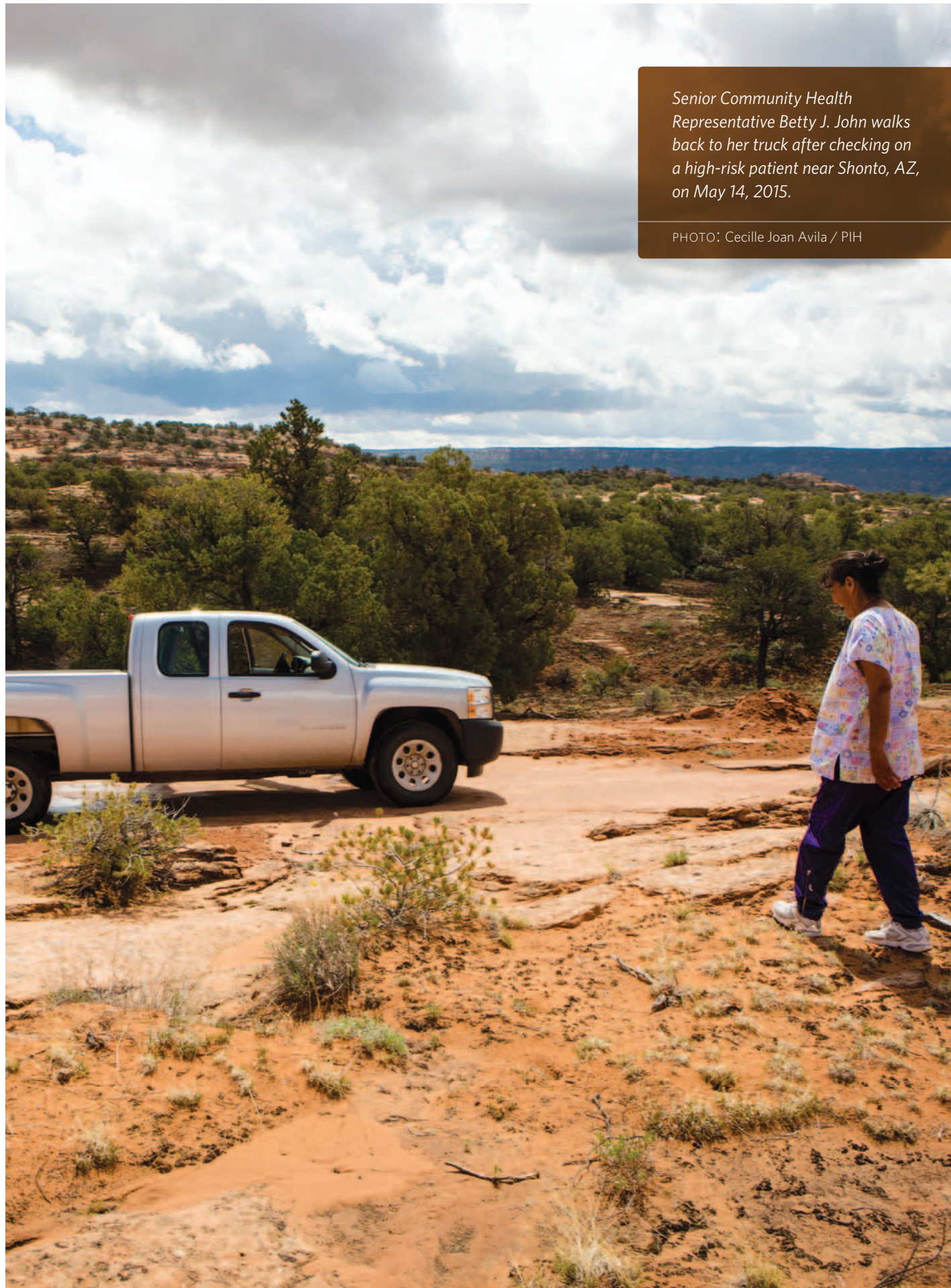
We will continue to honor and learn from the strength and resilience of our community partners in the Navajo Nation. Patients, families, community health representatives and providers will lead the way for COPE in 2016. Empowering the community to direct our programming and research will ensure health system strengthening efforts are demand-driven and aligned with their

expectations. Innovations in health care delivery in the Navajo Nation, and beyond, will demonstrate the value of our model.

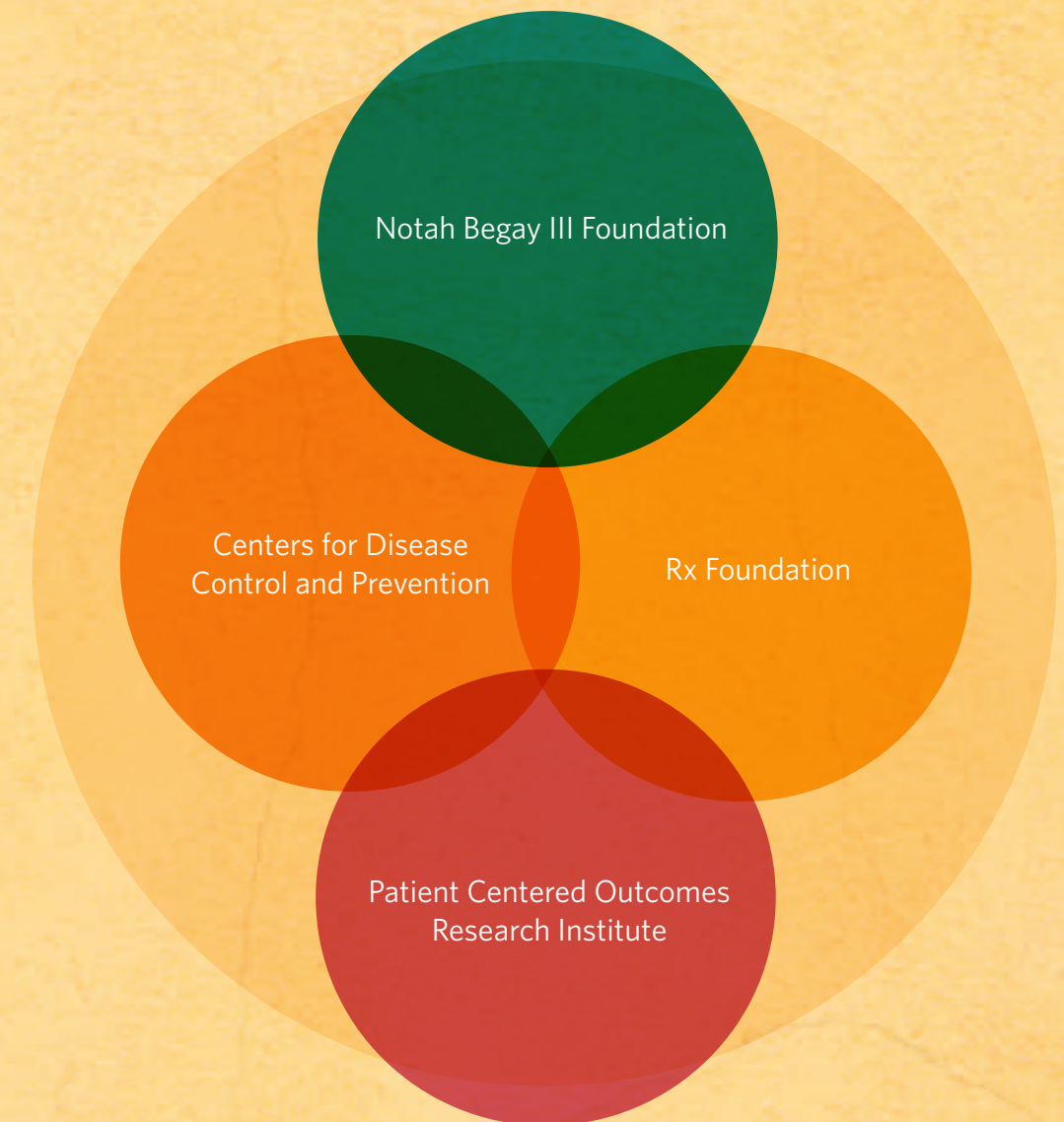
This year, we are excited to foster collaboration between the Navajo Nation and the Rosebud Sioux Tribe of the Sicangu Nation. We were invited by Rosebud Sioux tribal leadership to expand COPE's technical assistance model and leverage lessons learned in the Navajo Nation. Over the next three years, we will work to break down silos along the continuum of care, strengthen community-clinic linkages and ensure better patient outcomes in Sicangu Nation by supporting local leadership and soliciting input from all stakeholders to guide project goals and activities.

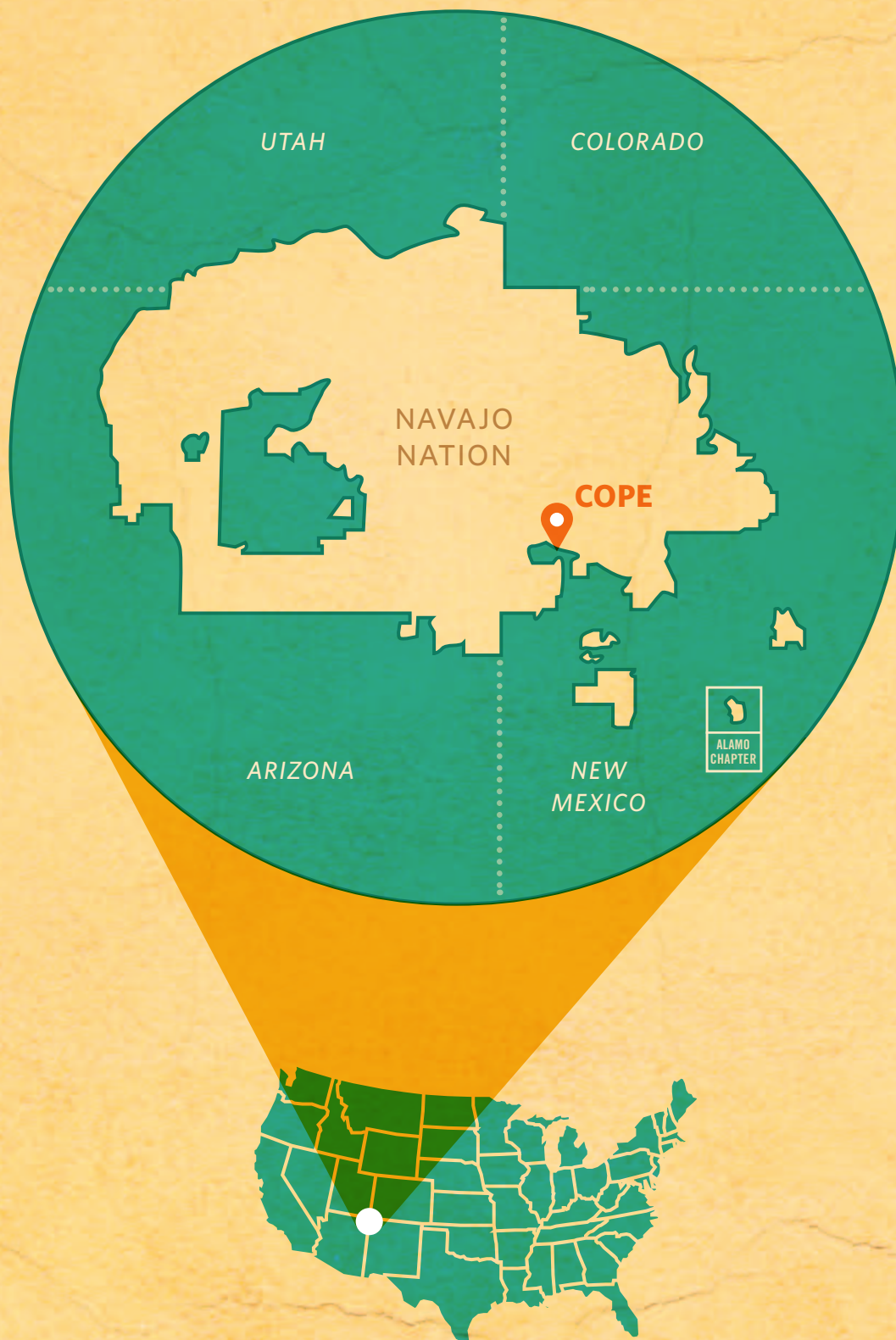
Senior Community Health Representative Betty J. John walks back to her truck after checking on a high-risk patient near Shonto, AZ, on May 14, 2015.

PHOTO: Cecille Joan Avila / PIH



The work described in this annual report would not be possible without the generous contributions of individual supporters and the following institutional partners:





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In Health

