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Ms. Karen Matty, Board Chair
Fraser Health Authority
400 13450 102 Ave
Surrey BC V3T 0H1

Dear Ms. Matty:

This Mandate Letter confirms your organization's mandate, provides Government's annual strategic direction and sets out key performance expectations for the 2016/17 fiscal year.

On behalf of the province of British Columbia (BC), thank you for your leadership and the contributions made by Fraser Health Authority over the past year and the efforts made towards the following cross sector strategic priorities:

- collaborating on health care forums and on the first phase of action for Primary and Community Care and Mental Health with the Ministry of Health, health care providers, patients and other health system partners;
- successfully using targeted surgical funding to increase the number of surgeries completed by implementing the first phase of the surgical services strategy and focusing on patients waiting the longest; and,
- implementing actions from the *Taxpayer Accountability Principles*, including the development of comprehensive codes of conducts.

In February 2014, the Ministry of Health published *Setting Priorities for the B.C. Health System*, followed by a series of policy papers in February 2015, which present the strategic and operational priorities for the delivery of health services across the province. The plans are founded on a vision of achieving a sustainable health system that supports people to stay healthy and provides high quality publicly funded health care services that meet their needs when they are sick.

Last year, Government established a common set of principles for BC public sector organizations. The intent of the *Taxpayer Accountability Principles* (TAP) is to strengthen accountability and promote cost control. These principles instill a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by government on behalf of the citizens of BC. All public sector organizations are expected to understand the responsibility they have to the citizens of BC and how it is complimentary to the fiduciary duty of their organizations.

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One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations (PSOs) operate as efficiently as possible, in order to ensure British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

The mandate of the Fraser Health Authority, defined by the *Health Authorities Act*, is to plan, deliver, monitor, and report on health services, which include population and public health programs, high quality community based health care and support services, acute hospital care, as well as improved productivity and performance.

In alignment with *Setting Priorities for the B.C. Health System*, a patient-centred service delivery philosophy, and within the annual budget allocation, the Fraser Health Authority is directed to take the following specific strategic priority actions for 2016/17:

1. Improve care for key patient populations and service delivery in cross sector priority areas that are critical to both quality and sustainability by:
 - supporting the development of an individualized primary care home by strengthening collaboration between family practices and health authority primary care services to improve access and the continuity of care for patients;
 - improving patient health outcomes and reducing hospitalizations for seniors through effective community services;
 - improving patient health outcomes and reducing hospitalizations for those with mental health and substance use issues through effective community services;
 - improving access to timely and appropriate surgical treatments and procedures through implementation of the surgical services strategy; and,
 - ensuring sustainable and effective health services are available in rural and remote areas of the province, including First Nations communities.

2. Ensure the delivery of key government priorities for high quality and appropriate health services.
 - Continue implementation of *Promote, Protect, Prevent: Our Health Begins Here. BC's Guiding Framework for Public Health*, the provincial framework for supporting the overall health and well-being of British Columbians and a sustainable public health system as well as the *Healthy Families BC Policy Framework*, which lays out at a more operational level the chronic disease and injury prevention strategy for BC.
 - Continue to ensure patients have a voice in the quality of care they are receiving by strengthening processes designed to respond to patient concerns, including working closely with the BC Patient Safety & Quality Council and Patient Care Quality Review Offices and Review Boards.

- Improve access to addiction treatment, including creating additional addictions spaces by 2017.
 - Continue progress to meet the commitment to double the number of hospice spaces in the province by 2020.
 - Support the improvement of Aboriginal health and wellness by ensuring Aboriginal people have meaningful input into the health authority's Aboriginal Health Plan and other service planning and delivery activities, working closely with the First Nations Health Authority and regional partnership tables, and implementing priority actions to support the achievement of measures, goals and objectives articulated in the Tripartite First Nations Health Plan and First Nations' Regional Health and Wellness Plans, and Partnership Accords.
 - Further to the *Declaration of Commitment on Cultural Safety and Humility in Health Services Delivery for First Nations and Aboriginal People in B.C.*, the health authority will also work with its partnership table and the First Nations Health Authority to prioritize key initiatives to create a climate for change to improve the patient experience for this population.
 - In partnership with the Ministry of Health, review the governance, service delivery and funding models for MRIs to ensure an accessible, sustainable medical imaging system.
 - Strengthen effective evidence-based use of pharmaceutical therapies.
 - Implement laboratory medicine strategy set out in the *Laboratory Services Act* (PHSA).
 - Renew the Cancer Control strategy and implementation plan (PHSA).
3. Pursue innovative approaches to service delivery and manage the performance of your organization through continuous improvement across service and operational accountabilities.
- Identify areas in need of improvement based on the assessed needs of your population and an assessment of your organizational performance.
 - Provide regular performance reports on service delivery to sector governors on the performance of your organization.
 - Collaborate with the Ministry on the development of standardized health system reports to measure performance and quality in the system.
 - Support the development of a strengthened health research and innovation agenda, including the Strategy for Patient-Oriented Research Support Unit, Academic Health Sciences Network and the BC Tech Strategy, in order to foster improved patient outcomes and health system performance.
 - Ensure an integrated and cost effective approach to information management and technology, including the continued implementation of electronic medical records, telehealth and home health monitoring.
 - Ensure effective health human resource planning and management.

- Strengthen relationships between health authorities and physicians practicing in health authority facilities and programs (as outlined in the April 1, 2014, Memorandum Of Understanding on Regional and Local Engagement), specifically:
 - Support the improvement of medical staff engagement within health authorities through existing local medical staff association structures, or where mutually agreed to by the parties at the local level, through new local structures so that medical staff:
 - views are more effectively represented;
 - contribute to the development and achievement of health authority plans and initiatives, with respect to matters directly affecting physicians;
 - prioritize issues significantly affecting physicians and patient care; and,
 - have meaningful interactions with health authority leaders, including physicians in formal health authority medical leadership roles.
 - Improve processes locally within health authority programs and facilities as well as provide physicians with appropriate information to allow for more effective engagement and consultation between physicians and health authority operational leaders.
 - Support physicians to acquire, with continued or expanded Joint Clinical Committee funding support, the leadership and other skills required to participate effectively in discussions regarding issues and matters directly affecting physicians and their role in the health care system.
4. Manage within budget allocation and continuously improve productivity while maintaining a strong focus on quality service attributes.
- Optimize budget planning and cost management processes.
 - Ensure effective management of capital across a range of projects.

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities at: <http://www2.gov.bc.ca/assets/gov/government/ministries-organizations/central-agencies/crown-agencies-resource-office/public-sector-organization-accountabilities.pdf>

Government is committed to continuing to revitalize the relationship between government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of Government's expectations. Timely communication of any issues which may affect the business of the Fraser Health Authority and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets.

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website and a copy signed by all board members provided to the ministry and made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against the TAP, key results and working together to protect the public interest at all times.



Honourable Terry Lake
Minister

Date: Mar 2, 2016

Attachment: Taxpayer Accountability Principles

pc: Honourable Christy Clark, Premier

John Dyble, Deputy Minister to the Premier and Cabinet Secretary

Kim Henderson, Deputy Minister and Secretary to Treasury Board, Ministry of Finance

Cheryl Wenezenki-Yolland, Associate Deputy Minister, Ministry of Finance

Stephen Brown, Deputy Minister, Ministry of Health

John Bethel, Board Member, Fraser Health Authority

Markus Delves, Board Member, Fraser Health Authority

Michael Hillman, Board Member, Fraser Health Authority

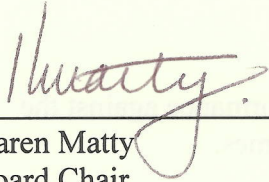
Jas Johal, Board Member, Fraser Health Authority

Tae (Tom) Hwan Kim, Board Member, Fraser Health Authority

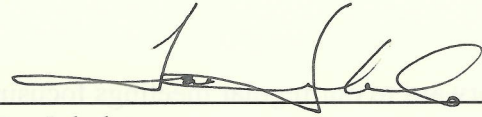
Deanie Kolybabi, Board Member, Fraser Health Authority

Barinder Rasode, Board Member, Fraser Health Authority

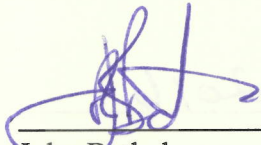
Michael Marchbank, Chief Executive Officer, Fraser Health Authority



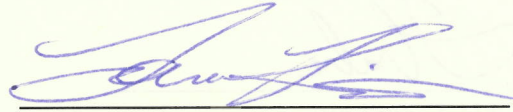
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Board Chair
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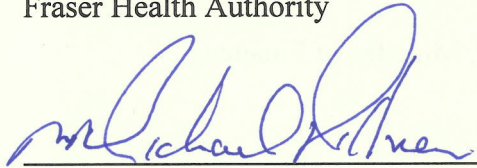
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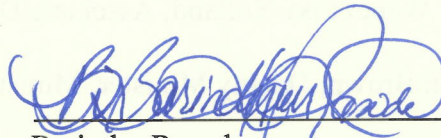
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