



FEB 22 2017

1079883

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 2017/18 fiscal year.

On behalf of the province of British Columbia, 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 with health care providers and other partners in the creation of Primary Care Homes at the community level.
- Continuing to implement the surgical services strategy to increase the number of surgeries completed in BC.
- Implementing actions from the Taxpayer Accountability Principles, including an Annual Service Plan Report.

BC's Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs), including health authorities. Since June 2014, the Taxpayer Accountability Principles have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of BC.

It is critical that public sector organizations 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. This is critical to government's commitment to control spending and balance the budget.

Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

...2

*Setting Priorities for the B.C. Health System* and subsequent policy papers present the strategic and operational priorities for the delivery of health services across the province. This is 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.

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 2017/18:

1. Ensure the delivery of cross health sector priority areas that are critical to both the quality and sustainability of the health system:
  - Regional health authorities will implement the primary and community care strategy across all regional geographic service areas (metro, urban/rural, and rural/remote) as set out in the Ministry of Health Strategic Project Initiation document and Project Charter. The Provincial Health Services Authority will align and link provincial services with the primary and community care strategy.
    - Patients will have access to quality, patient-centred primary care that is effectively linked to and supported by integrated and coordinated specialized community care services for: complex medical care and/or supports for frail patients; cancer care; more complex mental health and/or substance use care; and perioperative care. These services will be effectively linked to regional and provincial services, local and regional diagnostic and hospital services.
  - All health authorities ensure that patients will have improved access to timely and appropriate surgical treatments and procedures through implementation of the surgical services strategy across all regional geographical service areas (metro, urban/rural, and rural/remote service areas).
2. Ensure the delivery of other key government priorities for high quality and appropriate health services:

#### Population and Patient Centred Services

- Ensure patients have a voice in the quality of care they are receiving by submitting planned actions for the year and quarterly updates on work to include patients in the design of care, to have patients as full partners in their own health and health care, and address patient concerns, including working closely with the BC Patient Safety & Quality Council and Patient Care Quality Review Offices and Review Boards.



- 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*, First Nations' Regional Health and Wellness Plans, and Partnership Accords, with progress reporting on a quarterly basis.
- Further to the commitment by the provincial government in the *Memorandum of Understanding – A Regional Engagement Process and Partnership to Develop a Shared Ten-Year Social Determinants Strategy for First Nation Peoples in BC* signed by the First Nations Health Council and Honourable John Rustad, Minister of Aboriginal Relations and Reconciliation in March 2016, health authorities may be asked to participate in planning cross-sectoral work to address and support the social determinants of health in First Nations communities within their region. It is anticipated that this work will align with initiatives already underway at Aboriginal partnership tables to improve mental health and wellness services including supports for healthy child development.
- 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 and provide quarterly reporting on progress to the Ministry.

#### Population Health and Health Promotion

- Submit planned actions and quarterly updates for the continued 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 regional specific action at a more operational level the chronic disease and injury prevention strategy for BC.

#### Health Services

- Identify areas in need of improvement based on the assessed needs of your population and an assessment of your organizational performance. Submit plan of action and provide quarterly reporting on progress to the Ministry.
- Continue to work with the Ministry on expanding efforts to combat the ongoing opioid crisis.
- Continue to improve access to addiction treatment and optimize utilization of the newly created 500 additional addictions spaces.
- Submit plan to continue progress to double the number of hospice spaces in the province by 2020 with specific targets for 2017/18, 2018/19, and 2019/20, and provide quarterly reporting on progress to the Ministry.

- Submit plan to continue to improve sustainable, appropriate access to medical imaging, including MRIs.
  - Ensure a consistent, standardized approach in assessing care needs and goals for care for Community Living BC clients, including aging individuals with developmental disabilities.
  - Collaborate with the Provincial Laboratory Medicine Agency to implement the laboratory medicine strategy set out in the *Laboratory Services Act*.
  - Regional health authorities will begin implementation of the renewed comprehensive long term vision for cancer care in the province, informed by the Cancer Control Strategy in collaboration with the BC Cancer Agency (BCCA). The Provincial Health Services Authority will ensure the BCCA implements the renewed Cancer Control Strategy in close collaboration with regional health authorities and primary care service providers.
3. Pursue innovative approaches to service delivery and manage the performance of your organization through continuous improvement across service and operational accountabilities, with quarterly reporting to the Ministry:

#### Health Human Resource Management

- Ensure quality care is provided by teams of health professionals working to optimal scope, collaboratively working with patients as partners in their own care, and working together to provide an effective system of care that best meets the health needs of the population and patients.
- Ensure effective health human resource planning, management, and engagement:
  - Proactively plan for and manage health human resources to effectively deliver established or new health services.
  - 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.
- Establish effective working relationships with health sector unions and ensure compliance with collective agreement provisions.

#### Information Management and Information Technology

- Ensure an integrated and cost effective approach to information management and technology, including telehealth and home health monitoring.
- Leverage and enhance virtual care as part of the continuum of care for patients.
- Continue implementation of electronic medical records, and ensure patients are enabled to be strong partners in the access to and control of their personal records.
- Implement information management and technology projects using new project management policy direction.

#### Budget and Operational Management

- 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.
- Support the 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. Health authorities will collaborate and integrate programs and initiatives to achieve optimal value for money.
- Provide regular performance reports on the performance of your organization. The reports will be based on the finalization of standardized health system reports to measure performance and quality in the system as developed in collaboration with the Ministry of Health.
- Support the mandate of the BC Clinical and Support Services Society to promote health in British Columbia through the coordination, management and provision of clinical, diagnostic and support services.

The ongoing culture shift to principled public sector governance remains a priority for government. Health authorities are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information, please refer to the [Taxpayer Accountability Principles](#).

Government is committed to continue 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 emerging issues which may affect the business of 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. With the Taxpayer Accountability Principles embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

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 [Crown Agencies Resource Office](#) for a summary of these accountabilities.

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 Taxpayer Accountability Principles, key results and working together to protect the public interest at all times.



---

Honourable Terry Lake  
Minister of Health

Date: February 22, 2017

pc: Honourable Christy Clark, Premier

Kim Henderson, Deputy Minister to the Premier and Cabinet Secretary

Athana Mentzelopoulos, 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

Kareem Mahmoud Allam, Board Member, Fraser Health Authority

John Bethel, Board Member, Fraser Health Authority

Markus Delves, Board Member, Fraser Health Authority

Michael Hillman, Board Member, Fraser Health Authority

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

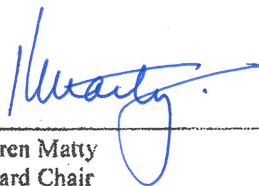
Deanie Kolybabi, Board Member, Fraser Health Authority

Barinder Rasode, Board Member, Fraser Health Authority

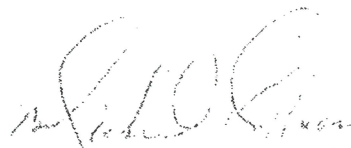
Michael Marchbank, Chief Executive Officer, Fraser Health Authority

Attachment: Taxpayer Accountability Principles

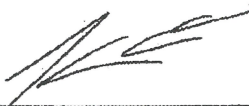




Karen Matty  
Board Chair  
Fraser Health Authority



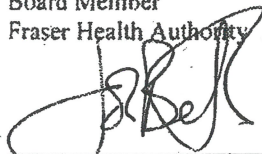
Michael Hillman  
Board Member  
Fraser Health Authority



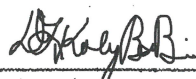
Kareem Mahmoud Allam  
Board Member  
Fraser Health Authority



Tae (Tom) Hwan Kim  
Board Member  
Fraser Health Authority



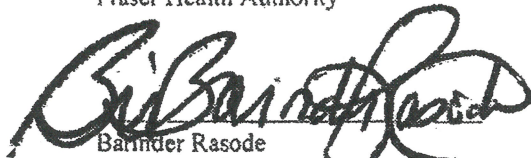
John Bethel  
Board Member  
Fraser Health Authority



Deanie Kolybabi  
Board Member  
Fraser Health Authority



Markus Delyes  
Board Member  
Fraser Health Authority



Barinder Rasode  
Board Member  
Fraser Health Authority



## B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

- |  |   |
|--|---|
| <b>1 Cost Consciousness (Efficiency)</b> | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.                 |
| <b>2 Accountability</b>                  | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| <b>3 Appropriate Compensation</b>        | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.  |
| <b>4 Service</b>                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| <b>5 Respect</b>                         | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.   |
| <b>6 Integrity</b>                       | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.        |