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Mr. Jim Sinclair
Board Chair
Fraser Health Authority
Suite 400, Central City Tower
13450 102 Ave
Surrey BC V3R 7P8

Dear Mr. Sinclair:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in serving the public interest. Crown agencies play a key role in delivering important services that benefit British Columbians in every region of our province.

Government's three priorities remain unchanged: make life more affordable, deliver the services people count on, and build a strong and sustainable economy that supports jobs throughout the province. Across government ministries and in strong partnership with Crown agencies, our emphasis is on raising the standard of living for all British Columbians, delivering quality programs and services that are practical and realistic in a BC context and in our fiscal environment, and judiciously managing affordability pressures – both for citizens and for our business community.

Our government has also made important commitments to reconciliation with Indigenous Peoples, taking action against climate change, and working to ensure that our public service and public sector institutions are representative and inclusive of all our diverse society:

- Government is adopting and implementing the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP), and the *Calls to Action of the Truth and Reconciliation Commission* (TRC), demonstrating our support for true and lasting reconciliation with Indigenous Peoples. All public sector organizations are expected to incorporate the UNDRIP and TRC within their specific mandate and context. Additionally, in May 2018, government released *Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples*, which serves as a guide for all public sector organizations as we continue to build relationships with Indigenous communities based on respect and recognition of inherent rights.
- While government has already taken steps towards achieving our legislated carbon reduction targets, much remains to be done. Our new climate strategy will outline significant GHG reduction measures in 2019/20 while supporting our program and service objectives through economic growth powered by clean, renewable energy, supported by technological innovation. Please ensure your organization's operations align with government's new climate plan.

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- Over the coming fiscal year, I look forward to working with your leadership team to provide effective, citizen-centred governance, through strong public sector boards that represent the diversity of British Columbia. The Crown Agency and Board Resourcing Office (CABRO) at the Ministry of Finance provides leadership for the appointment process to fill positions on the boards of Crown agencies. As your board is renewed over time, I encourage you to work with CABRO to actively seek out women, visible minorities, Indigenous Peoples, persons with disabilities, LGBTQ2S+ individuals, and others who may contribute to diversity to add to the CABRO candidate pool to fill open positions. My expectation is that candidates from all regions of our province will be invited to apply to help renew BC's public sector boards, including individuals with a broad range of backgrounds in community, labour and business environments.

Having Canada's Digital Supercluster located in British Columbia creates an opportunity for industries, government ministries, crown agencies, public institutions and non-governmental organizations to collaborate in digital research and development projects. Should Fraser Health Authority intend to participate in or be a funding partner for Digital Supercluster projects, you are asked to work closely with Ministry of Health (Ministry) staff to ensure that investments are aligned with Government's priorities and wherever possible, undertaken collectively with partner ministries and organizations. The Ministry will work with the recently-established Deputy Minister's Committee on the Digital Supercluster to ensure that all projects are coordinated effectively across government.

Regional health authorities are accountable for delivering a full continuum of health services to meet the needs of the population within their respective geographic regions, in alignment with the *Health Sector Performance Management Framework to Drive Continuous Improvement and Innovation*. The *Framework* illustrates how an understanding of health needs at an individual and population level can inform service delivery design, enabled by effective supports (including HHR, IMIT, governance, funding), to achieve meaningful health outcomes for patients and populations. The *Framework* provides the parameters for data collection needs and is the basis for monitoring, analysis, evaluation and reporting of how the system is performing.

In the context of the health sector, the Province of BC has established a health governance partnership with BC First Nations. Through the First Nations health governance structure, First Nations are involved in decision-making regarding the design and delivery of health services accessed by their people, and the Perspective of Health and Wellness is reflected in health sector planning and design. The health authority must develop and maintain an effective working relationship with the First Nations Health Authority (FNHA), directly with Nations as appropriate, and Métis Nation BC to ensure a high quality, culturally safe, integrated, and well-coordinated system of care for First Nations and Indigenous people in BC.

The health authority will also work with the FNHA and Indigenous partners to:

- Support shared decision-making with First Nations people into service planning and delivery activities, including the health authority's Indigenous Health Plan, and to implement priority actions to support the achievement of measures, goals and objectives articulated in the *Tripartite First Nations Health Plan*, the *BC Tripartite Framework Agreement on First Nation Health Governance*, the Ministry of Health – FNHA Letter of Mutual Accountability, the First Nations' Regional Health and Wellness Plans, and Partnership Accords.
- Participate in planning cross-sectoral work to address and support the mental health and wellness and social determinants of health in First Nations communities, pursuant to the commitment in the *Memorandum of Understanding - Tripartite Partnership to Improve Mental Health and Wellness Services and Achieve Progress on the Determinants of Health and Wellness* (July 2018).
- Prioritize key initiatives to create a climate for change to improve the patient experience for this population and systematically embed cultural safety and humility as part of quality health services and administration, as set out in the *Declaration of Commitment on Cultural Safety and Humility in Health Services Delivery for First Nations and Aboriginal People in BC*.

As the Minister Responsible for the Fraser Health Authority, I expect that you will make substantive progress on the following priorities in collaboration with the Ministry and incorporate them in the goals, objectives and performance measures included in your Service Plan:

1. Health Sector Strategic Priorities

Ensure a strong public health care system in your region that provides timely, responsive and stable quality care meeting the needs of a diverse patient population.

As part of achieving this key priority, in 2019/20 you will:

- In collaboration with the Ministry of Health, continue to implement integrated **Team-Based Primary Care** as set out in policy through supporting the establishment of urgent primary care centres, full service primary care clinics, and community health centres to ensure that people have better access to the type of care they need including access to services from physicians, nurse practitioners, midwives, pharmacists, mental health and substance use care providers, and other health professionals. You will work together as part of primary care networks in collaboration with divisions of family practice, community based primary care providers and their associations across your Community Health Service Areas to provide integrated and well-coordinated care to patients.

- In collaboration with the Ministry of Health continue a strong focus on improving care for **Seniors** with complex medical conditions and/or frailty (including dementia) by developing integrated, team- and community-based health services ensuring those services improve access and are both well-planned and well-coordinated to better meet the individual needs of seniors. Key areas of focus will be increasing access and improving the quality of home support and community based professional service; improving access and the quality of support to caregivers, including access to adult day programs; improving palliative care; and improving the range of supports to clients in assisted living. You will also continue to improve and strengthen long-term care services to ensure seniors receive dignified and quality care with a focus on achieving an average of 3.36 direct care hours per resident day across the health authority by the end of 2020/21. You will work with care providers to embed person-centred respect and compassion in all service delivery.
- Continue to improve Team-Based Care for **Mental Health and Addiction Patients** through both primary care and specialized services ensuring improved access and care co-ordination across services through interdisciplinary teams to better meet the needs of clients and their families. With the Ministry of Health, continue to support the Ministry of Mental Health and Addictions in implementing the mental health and addictions strategy as it rolls out in 2019/20 which will include a focus on improving access and quality, early prevention, child and youth mental health services, and mental wellness in Indigenous communities. Work in partnership with the Ministry to continue to support the continuing response to the ongoing opioid overdose public health emergency.
- Continue to make substantive progress in improving timely access and reducing wait times to **Scheduled Surgery** and **MRIs** building on the 2018/2019 base using net new funding and through implementing more efficient and better coordinated, patient-centred surgical and MRI processes and systems.
- Proactively plan, recruit and manage health human resources to effectively deliver established and net new health services. Aligned with the passing of Bill 47, the *Health Sector Statutes Repeal Act*, and working closely with the Ministry of Health, ensure health authority service changes and practices provide stability and respect for workers, and continuity of care for patients and clients.

2. Provincial Health Services

Regional health authorities will effectively collaborate with the Provincial Health Services Authority (PHSA) and its agencies, programs and services to:

- Support PHSA's province-wide responsibility for provincial clinical policy, delivery of provincial clinical services, provincial commercial services, and provincial digital and information technology; and,
- Ensure effective referral pathways and service linkages for patients between regional health services and provincial specialized services and programs provided by the PHSA.

3. Health Service Improvement Initiatives

Patient-Centred Care

- Work with clinicians and service programs to ensure patients are treated with respect and compassion, with cultural safety and humility, have a voice in the quality of care *they are receiving, and are full partners in their own health care. As well, address patient concerns, including working closely with the Ministry's Patients as Partners Initiative, the BC Patient Safety & Quality Council, and Patient Care Quality Review Offices and Review Boards.*

Population Health, Health Promotion and Prevention

Leverage spending on public health; health promotion; and illness and injury prevention services to promote population health and wellness and reduce long term health system costs:

- With a focus on key actions as directed by the Ministry, continue to implement *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.
- Ensure long-term health promotion and illness and injury prevention initiatives and services are in place at a Local Health Area level including the delivery of screening as *identified in the Lifetime Prevention Schedule.*

Primary and Community Care

- Continue to improve clinical chronic pain management services in collaboration with PHSA for people living with chronic pain.
- Ensure a consistent, standardized approach in assessing care needs and goals for care for Community Living BC clients, including aging individuals with developmental disabilities.
- Continue to increase access to both community-based hospice care and the number of hospice spaces in the province in line with regional population health needs.

Diagnostic and Pharmaceutical Services

- Work collaboratively with PHSA to implement its mandate for pathology and laboratory medicine services to ensure patients have timely access to high-quality, appropriate and culturally safe laboratory services.
- Work collaboratively with the Ministry of Health's Pharmaceutical Services Division and PHSA to ensure patients have timely access to high-quality, appropriate and cost-effective pharmaceutical therapies and services.

Hospital Services

- Provide high quality hospital services that meet the needs of your population.

4. Health Human Resources Initiatives:

- 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.
- Ensure staffing models, including any contracted services, provide stable, consistent high quality care for patients.
- Establish effective working relationships with health sector unions and ensure compliance with collective agreement provisions.
- Consistent with the Workplace Violence Prevention Framework and Policy improve measures to protect the health and safety of health care workers.
- Collaborate with partners to identify gaps and develop strategies to support Indigenous student participation in health sciences, and recruit and retain Indigenous employees to health authority career opportunities.

5. Digital/Information Management and Information Technology, and Infrastructure Initiatives:

- Support the Ministry and PHSA in the development and advancement of the Provincial Digital and IMIT Health Strategy, and work with the Ministry and PHSA to ensure all procurements and investments in IMIT align to the Digital and IMIT Health Strategy.
- *Continue to strengthen and enhance capital infrastructure processes and management.*

6. Improvement of Operational Governance, Leadership, Management, Policy, Funding, Monitoring and Reporting and Evaluation:

- Ensure effective review and continuous improvement of regional health authority governance.
- Support initiatives underway to increase the use of research evidence in your operational policy, planning, and practice, including the Strategy for Patient-Oriented Research Support Unit and the Academic Health Sciences Network, and the Ministry's "*Putting Our Minds Together: Research and Knowledge Management Strategy*".
- Ensure that a gender-based analysis plus (GBA+) lens is applied to all operational policies, programs and services.
- Ensure that a cultural safety and humility perspective is applied to all operational policies, programs and services.
- Manage within budget allocation and continuously improve productivity while maintaining a strong focus on quality service attributes.
- Provide regular performance reports on the performance of your organization as requested by the Ministry.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The Mandate Letter is to be posted publicly on your organization's website after Budget Day on February 19, 2019, to coincide with the release of your organization's Service Plan.

I look forward to ongoing collaboration with your Board as we work together to deliver improved service and better outcomes for British Columbians.

Sincerely,

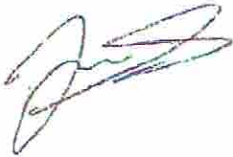


Honourable Adrian Dix
Minister of Health

Date: March 26, 2019

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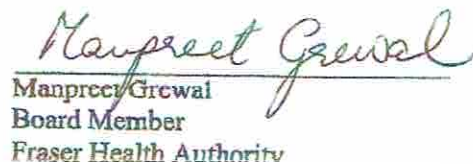
Jim Sinclair
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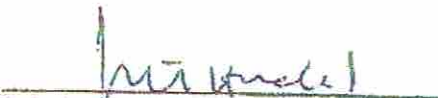
Margaret Blamey
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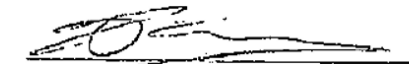
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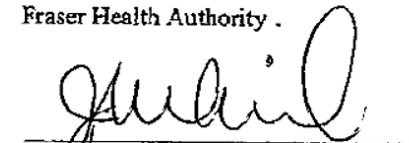
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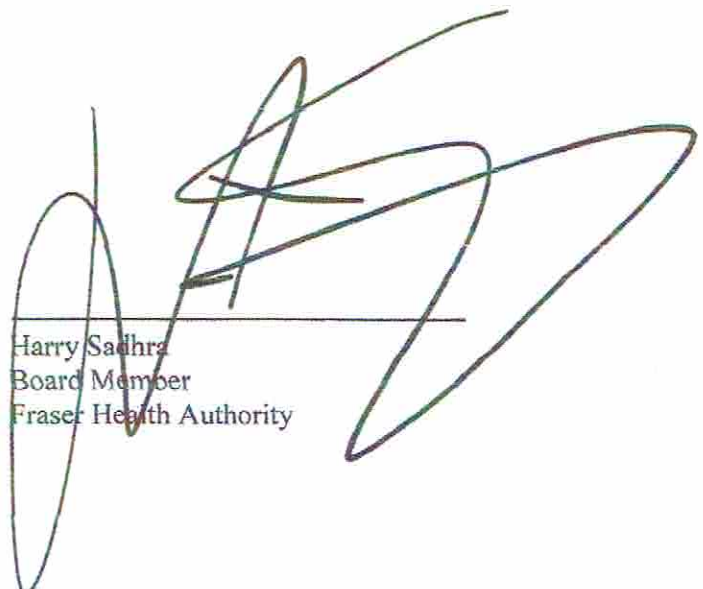
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