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Ms. Leah Hollins, Board Chair
Vancouver Island Health Authority
1952 Bay St
Victoria BC V8R 1J8

Dear Ms. Hollins: *LEAH*

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with our Crown agency partners, including health authorities, to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government which should inform the preparation of your three-year service plan for *Budget 2018*. This Mandate Letter also confirms our mutual commitment to promoting and protecting public health care, articulates your organization's mandate, provides government's annual strategic direction, and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and Crown agencies are expected to work together to help government achieve these commitments. Our first commitment is to make life more affordable. We expect all public sector organizations to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by Crown agencies. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

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To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully 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). Please ensure that going forward your organization incorporates the UNDRIP and TRC, given the specific mandate and context of your organization.

As the Minister Responsible for the Vancouver Island Health Authority, I expect that you will make substantive progress on the following priorities and incorporate these priorities when developing the goals, objectives and performance measures for inclusion in your Service Plan:

1. Ensure the delivery of cross health sector change areas:
 - Prioritize the provision of integrated team-based primary care by establishing urgent family-care centres.
 - Improve and strengthen services to ensure seniors receive dignified and quality care.
 - Support the creation of a mental health and addictions strategy, which includes a focus on improving access, early prevention, and child and youth mental health services.
 - Work to reduce wait times and implement province-wide co-ordination to manage and actively monitor waitlists.
 - Improve rural health services.
2. Ensure the delivery of other key government initiatives 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 and are full partners in their own 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 Indigenous health and wellness by ensuring Indigenous 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.
- 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* (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.

Population Health and Health Promotion

- Establish a long term prevention plan to strengthen and emphasize health promotion and prevention initiatives and services so that health promotion and prevention activities for all health issues, including mental health and substance use actions linked to the Mental Health and Addictions Strategy, can be secure and effective.
- 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 and a sustainable public health system that reflects alignment with the Mental Health and Addictions Strategy.
- Standardize business processes and inspections among the five regional health authorities for drinking water facilities and food premises and establishments.

Health Services

- Work in partnership to support an immediate response to the ongoing opioid overdose public health emergency.
- Work in partnership with BC Emergency Health Services to ensure appropriate supply and distribution of paramedic services.
- Improve clinical chronic pain management supports and coordinate services for people living with chronic pain.
- Continue to increase the number of hospice spaces in the province.
- Ensure patients have timely access to high quality, appropriate, and culturally safe outpatient diagnostic services.
- Drive quality and cost-effectiveness, and coordinate investments in integrated laboratory services through further advancement of the provincial laboratory reform initiative.
- Ensure a consistent, standardized approach in assessing care needs and goals for care for Community Living BC clients, including aging individuals with developmental disabilities.
- Regional health authorities will continue 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 support the BCCA in implementing the renewed Cancer Control Strategy in close collaboration with regional health authorities and primary care service providers.
- Support the Provincial Health Services Authority and its agencies, programs and services, to ensure the delivery of quality, coordinated and accessible specialized and provincial services and programs across B.C.

3. Manage health authority performance through continuous improvement across service and corporate accountabilities:

Health Human Resource Management

- Ensure staffing models, including any contracted services, provide stable, consistent high quality care for 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.
 - 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.
 - Establish effective working relationships with health sector unions and ensure compliance with collective agreement provisions.
 - Improve measures to protect the safety of health care workers.
 - 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.

Information Management and Information Technology

- Apply lessons learned from past technology projects to future implementation activities to ensure effective management of budgets, timelines and outcomes.
- Ensure an integrated and cost effective approach to information management and technology, including telehealth and home health monitoring.
- Enhance digitally enabled 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.

Budget and Operational Management


- Manage within budget allocation and continuously improve productivity while maintaining a strong focus on quality service attributes.
- Strengthen and enhance capital infrastructure across the province.
- Support initiatives underway to increase the use of research evidence in policy, planning, and practice, including the Strategy for Patient-Oriented Research Support Unit and the Academic Health Sciences Network.
- Provide regular performance reports on the performance of your organization.

Each board member is required to acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website after Budget Day on February 20, 2018.

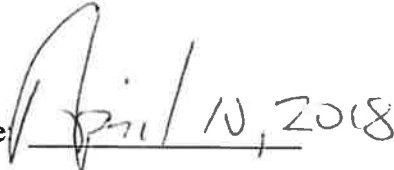
I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between the ministry and your organization. Part of that engagement process includes regular meetings between your communications staff and the appropriate Government Communications and Public Engagement staff who provide support to your ministry responsible.

Once again, thanks to you and your Board of Directors for your commitment to public service. Together, we will work to build a better BC.

Sincerely,



Adrian Dix
Minister

Date: 

April 10, 2018

pc: See attached list



Leah Hollins
Board Chair
Vancouver Island Health Authority



Roger Barnsley
Board Member
Vancouver Island Health Authority



Anne Davis
Board Member
Vancouver Island Health Authority



Ron Mattson
Board Member
Vancouver Island Health Authority



Anne McFarlane
Board Member
Vancouver Island Health Authority



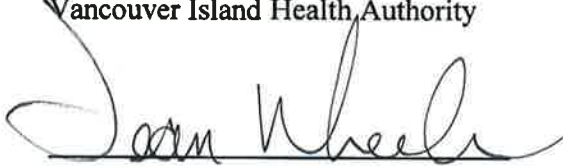
Claire Moglove
Board Member
Vancouver Island Health Authority



Robina Thomas
Board Member
Vancouver Island Health Authority



Kenneth Watts
Board Member
Vancouver Island Health Authority



Jean Wheeler
Board Member
Vancouver Island Health Authority



M.J. Whitemarsh
Board Member
Vancouver Island Health Authority

Honourable John Horgan, Premier
Don Wright, Deputy Minister to the Premier and Cabinet Secretary
Lori Wanamaker, Deputy Minister, Ministry of Finance
Heather Wood, Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance
Stephen Brown, Deputy Minister, Ministry of Health
Kathy MacNeil, Chief Executive Officer/President, Vancouver Island Health Authority
Roger Barnsley, Board Member, Vancouver Island Health Authority
Anne Davis, Board Member, Vancouver Island Health Authority
Ron Mattson, Board Member, Vancouver Island Health Authority
Anne McFarlane, Board Member, Vancouver Island Health Authority
Claire Moglove, Board Member, Vancouver Island Health Authority
Robina Thomas, Board Member, Vancouver Island Health Authority
Kenneth Watts, Board Member, Vancouver Island Health Authority
Jean Wheeler, Board Member, Vancouver Island Health Authority
M.J. Whitemarsh, Board Member, Vancouver Island Health Authority