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Ms. Colleen Nyce
Board Chair
Northern Health Authority
colleen.nyce@northernhealth.ca

Dear Ms. Nyce:

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 leading your organization and helping government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering services that people count on, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of BC citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for Health, on behalf of the Executive Council, communicates expectations for your health authority. It sets out overarching government priorities that will inform your health authority's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other public sector organizations to provide quality, cost-effective services to BC families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Framework for Improving British Columbians' Standard of Living to policy development, we will ensure that equity is reflected in government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your operations and programs. In the same vein, appointments to agencies, boards and commissions reflect government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of BC.

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Health authorities are expected to provide services and achieve health system strategic actions. It is critical that health authorities manage costs and optimize their budgets to deliver the best possible health care services to British Columbians within a balanced budget.

Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, government passed the *Declaration on the Rights of Indigenous Peoples Act* which represents a crucial step towards true and lasting reconciliation. In keeping with the *Calls to Action of the Truth and Reconciliation Commission*, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in BC. All Health Authorities are expected to incorporate the *Declaration on the Rights of Indigenous Peoples Act* and *Calls to Action of the Truth and Reconciliation Commission* within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with government to report out on these plans and activities.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2020/21. This will include online training modules and in-person conferences, as government works to support strong public sector boards that reflect the diversity of BC.

Finally, having Canada's Digital Supercluster located in British Columbia creates an opportunity for industries, government ministries, crown agencies, public institutions and non-government organizations to collaborate in digital research and development projects. Should your 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 staff to ensure that investments are aligned with Government's priorities and wherever possible undertaken collectively with partner ministries and organizations. The Ministry of Health will work with the Deputy Minister's Committee on the Digital Supercluster to ensure that projects are coordinated effectively across government.

As the Board of a Regional Health Authority you are accountable for delivering a full continuum of quality health services to meet the needs of the population within your geographic region. Actively using the *Health Sector Performance Management Framework to Drive Continuous Improvement and Innovation* (the *Framework*) will assist you in this task. The *Framework* sets out how an understanding of health needs at an individual and population level should inform service delivery design. This requires thinking through the development of effective operational supports (including health human resources; information management/technology; operational governance, leadership, management, and support to those delivering services) to achieve positive health outcomes for patients and populations. The *Framework* also provides the parameters for your data collection needs and is the basis for your monitoring, analysis, evaluation and reporting of how your regional health authority is performing.

As the Board of a Regional Health Authority you will work collaboratively with the Provincial Health Services Authority (PHSA) Board ensuring your Executive and organization works with the PHSA's Executive, programs, and services to support PHSA's mandate of providing collaborative province-wide leadership for provincial clinical policy, delivery of provincial clinical services, provincial commercial services, and provincial digital and information technology services and coordination.

As the Board of a Regional Health Authority you will also develop and maintain an effective working relationship with the First Nations Health Authority (FNHA), Métis Nation BC, the BC Association of Aboriginal Friendship Centres, and directly with Nations and communities to ensure a high quality, culturally safe, integrated, and well-coordinated system of care for Indigenous Peoples in BC. Specifically, you will work with the FNHA Board and Indigenous partners to:

- Ensure your health authority supports shared decision-making with Indigenous Peoples in service planning and delivery activities, including the health authority's Indigenous Health Plan, and implement priority actions to support the achievement of measures, goals, and objectives articulated in: the *Tripartite First Nations Health Plan*, *BC Tripartite Framework Agreement on First Nation Health Governance*, *Métis Nation Relationship Accord II*, Ministry of Health-FNHA Letter of Mutual Accountability, First Nations' Regional Health and Wellness Plans, and Regional Partnership Accords.
- Ensure your health authority participates in planning cross-sectoral work to support the social determinants of health approach to mental health and wellness 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).
- Ensure your health authority prioritizes key initiatives and collaborates with key partners to embed cultural safety and humility in the design and delivery of quality health services, 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* (July 2015).

As the Minister responsible for your Regional Health Authority, I expect that you, through your Executive Team, will make substantive progress on the following priorities (set out in more detail for your Executive Team in their Health Authority Bilateral Agreement and Funding Letter) and reflect these priorities in your 2020/21 Service Plan.

- Overall, support a strong publicly funded health care system that provides timely, responsive and stable quality care meeting the needs of a diverse patient population of BC.
- Work with clinicians and service programs to ensure patients are treated with respect and compassion, with cultural safety and humility, and can voice their experience regarding the quality of care they are receiving, and are full partners in their own health care.
- Effectively address patient concerns, including working closely with the Ministry of Health's Patients as Partners Initiative, the BC Patient Safety & Quality Council, and Patient Care Quality Review Offices and Review Boards.

More specifically, working closely with the Ministry of Health Executive, I expect you to focus your efforts on achieving the following goals for the health sector:

1. Health Sector Strategic Priorities

- In collaboration with the Ministry of Health, continue to implement integrated Team-Based Primary Care Networks as set out in policy through supporting the establishment of urgent and primary care centres, full service primary care clinics/patient medical homes, and community health centres including First Nations led primary care clinics to provide better access to appropriate care and services from physicians, nurse practitioners, midwives, pharmacists, mental health and substance use care providers, and other health professionals. You will work as part of primary care networks in collaboration with local 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, providing access to a basket of comprehensive primary care services based on patient and community population health needs.
- In collaboration with the Ministry of Health, continue improving care for Seniors with complex medical conditions and/or frailty (including dementia) by developing integrated, team- and community-based health services and by ensuring those services improve access and are both well-planned and well-coordinated to better meet their needs. Key areas of focus will be: increasing access and improving the quality of home support and community-based professional services; improving access and the quality of support to caregivers, including access to adult day programs; improving community- and hospice-based 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 safe, high-quality care with a focus on achieving an average of 3.36 direct care hours per resident day across your health authority by the end of 2020/21.

- In collaboration with the Ministry of Health, continue to improve Team-Based Care for patients accessing Mental Health and Substance Use Services through both primary care and specialized services by ensuring improved access and care coordination 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 *Pathway to Hope* as it continues into 2020/21 with a focus on improving service access and quality, early prevention, child and youth mental health services, mental wellness in Indigenous communities, and improved care for people needing substance use services and supports, including continuing to respond to the ongoing opioid overdose public health emergency.
- Continue to make substantive progress in improving timely access and reducing wait times for Scheduled Surgery and MRIs, building on the 2019/2020 targeted base, through implementing more efficient and better coordinated patient-centred surgical and MRI processes and systems, and increasing volumes while maintaining quality.
- Proactively plan, recruit and manage health human resources to effectively deliver established and net new health services. Align with Bill 47, the *Health Sector Statutes Repeal Act*, and work closely with the Ministry of Health to ensure health authority service changes and practices provide stability and respect for workers, and continuity of care for patients and clients.

2. Regional Health Service Improvement Initiatives

As the Board of a Regional Health Authority you will ensure that your Executive team focuses on the following areas for health service improvement:

Population Health, Health Promotion and Prevention

- Sustain and continue to strengthen the delivery of public health, health promotion, and illness and injury prevention services to promote population health and wellness and reduce long-term health system costs.

Primary and Community Care

- Work with Perinatal Services BC (PSBC) to sustain, stabilize and, where appropriate, expand access to team-based maternity services, including low risk maternity care.
- Collaborate with PHSA to continue improving clinical chronic pain management services for people living with chronic pain.

Diagnostic, Laboratory and Pharmaceutical Services

- Work collaboratively with PHSA to implement cross-sector provincial planning and coordination of services based on the Ministry of Health's approved three-year plan (2020/21 – 2022/23) for diagnostic imaging services.
- Work collaboratively with PHSA's Provincial Lab Agency to implement the Ministry of Health's approved three-year plan (2020/21 – 2022/23) for pathology and laboratory medicine.
- Work collaboratively with PHSA and the Ministry of Health's Pharmaceutical Services Division to improve pharmacy services and access through increased cross-sector planning and coordination of pharmacy services based on building a coordinated approach for evidence-informed medicine review, listing, planning and budgeting processes to ensure patients have timely access to high-quality, appropriate and cost-effective pharmaceutical therapies and services.

Hospital Services

- Provide safe, high-quality hospital services that meet the needs of your population, ensuring adequate clinical management oversight and monitoring, analysis, and follow up action, as well as routine reporting through to the Board and the Ministry of Health.

Provincial Clinical Services

- Ensure effective referral pathways and service linkages for patients between your regional health services and provincial specialized services and programs provided by PHSA.

3. Operational Management Initiatives

As the Board of a Regional Health Authority you will ensure that your Executive team focuses on following through on these operational management initiatives:

Health Human Resource Management

- Ensure the Regional Health Authority has effective recruitment and health human resource management systems to meet patient and population health service needs.
- Ensure effective engagement and relationships between your health authority and physicians practicing both in health authority facilities and programs as well as in regional communities.

- Ensure staffing models, including any contracted services, provide stable, consistent high-quality care for patients.
- Ensure effective working relationships with health sector unions and ensure compliance with collective agreement provisions.
- Ensure action, consistent with the Workplace Violence Prevention Framework and Policy, to protect the health and safety of health care workers, and implement the National Standard for Psychological Health & Safety.

Digital/Information Management and Information Technology, and Infrastructure Initiatives

- Based on Ministry of Health approved digital IMIT priorities, outcomes and strategies (based on the Ministry of Health/PHSA initiative undertaken in collaboration with the Regional Health Authority Chief Information Officer and CI leadership to build consensus on what should be key outcomes and strategies for the next 1, 3, 5, and 7 years - including Biomedical and Health Information Services) work with PHSA to develop a multi-year investment strategy proposal with the Ministry of Health's Finance and Corporate Services Division and begin to align/prioritize Regional Health Authority digital IMIT projects going forward.
- Using the 2019/20 inventory report of current and proposed digital IMIT projects, Regional Health Authorities will work with PHSA to ensure a provincially coordinated approach for the approval of projects moving forward and ensure that these projects align with the approved provincial priorities and strategies plan, including requirements for quality business cases, a project management structure, implementation plan, budget, and reporting requirements through to Health Authority Boards and the Ministry of Health.

Commercial Services Initiatives

- Based on the outcome of the 2019/20 Leadership Council review, and Ministry of Health approval of both the focus and a paced and detailed plan for sequencing the consolidation of a range of commercial services, Regional Health Authorities will work with PHSA to follow through on implementation.

Improvement of Operational Governance, Leadership, Management, Policy, Funding, Performance Management, Monitoring, Reporting and Evaluation

- Manage within budget allocation; demonstrate effective cost management and reporting; and continuously improve productivity and efficiency while maintaining a strong focus on quality service attributes and health outcomes.

- 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 of Health's *Putting Our Minds Together: Research and Knowledge Management Strategy*.

As the Board of a Regional Health Authority you will:

- Continue to strengthen and improve your Regional Health Authority performance management processes and reporting through to the Board from the Executive Team to ensure appropriate oversight of performance, including ensuring Executive provide regular reporting of the performance of your organization through to the Ministry of Health and Health Authority Bilateral Review Process.
- Ensure effective review and continuous improvement of your own Regional Health Authority governance practices.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2020.

I look forward to continuing to work with you and your Board colleagues to build a better BC.

Sincerely,



Adrian Dix
Minister

Date: February 19, 2020

pc: Distribution List Follows

pc: Honourable John Horgan, Premier
Mr. Don Wright, Deputy Minister to the Premier and Cabinet Secretary
Ms. Lori Wanamaker, Deputy Minister, Ministry of Finance
Ms. Heather Wood, Associate Deputy Minister and Secretary to Treasury Board,
Ministry of Finance
Dr. Stephen Brown, Deputy Minister, Ministry of Health
Wilf Adam, Board Member, Northern Health Authority
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Rosemary Landry, Board Member, Northern Health Authority
Linda Locke, Board Member, Northern Health Authority
Edward Stanford, Board Member, Northern Health Authority
Patricia Sterritt, Board Member, Northern Health Authority
Cathy Ulrich, President and Chief Executive Officer, Northern Health Authority



Ms. Colleen Nyce
Board Chair
Northern Health Authority



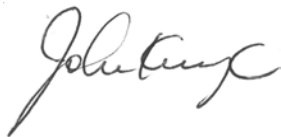
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Frank Everitt
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Stephanie Killam
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John Kurjata
Board Member
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Term End Date: March 31, 2020

Rosemary Landry
Board Member
Northern Health Authority

Linda D. Locke

Linda Locke
Board Member
Northern Health Authority

Term End Date: March 31, 2020

Edward Stanford
Board Member
Northern Health Authority

A handwritten signature in cursive script, reading "Patricia Sterritt". The signature is written in black ink on a white background. Below the signature is a solid horizontal line.

Patricia Sterritt
Board Member
Northern Health Authority