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Mr. Tim Manning
Board Chair
Provincial Health Services Authority
700 – 1380 Burrard St.
Vancouver BC V6Z 2H3

Dear Mr. Manning:

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 2019/2020 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 the Provincial Health Services Agency (PHSA) 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.

The mandate of PHSA, as defined by the *Societies Act*, includes province-wide responsibilities in the following areas: 1) Provincial Clinical Policy; 2) Provincial Clinical Service Delivery; 3) Provincial Commercial Services; and 4) Provincial Digital and Information Technology. Under the overall governance of the PHSA Board, PHSA will align its management and organizational structure into these four key areas. In implementing its mandate, the PHSA board will do so aligned with the directions agreed and set out in the PHSA Mandate Discussion and Go Forward Plan (November 15, 2018).

PHSA is accountable for providing provincial quality services to meet the needs of the population, 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.

PHSA must develop and maintain effective and efficient collaborative working relationships with the Regional Health Authorities, the First Nations Health Authority (FNHA), and other key service partners to ensure an effective, integrated and well-coordinated system of health care for the citizens of BC. PHSA will have direct accountability to the Ministry through to the Minister of Health in delivering on its accountabilities.

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. PHSA must develop and maintain an effective working relationship with the First Nations Health Authority, 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.

PHSA 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 PHSA's Aboriginal 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 PHSA, I expect that you will make substantive progress on the following priorities 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 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 Regional Health Authorities, appropriately and effectively link provincial clinical policy, provincial health services, commercial services, and digital/IMIT services to the implementation of **Team-Based Primary Care** strategy.

- In collaboration with Regional Health Authorities appropriately and effectively link provincial clinical policy, provincial health services, commercial services, and digital/IMIT services to support improved **Care for Seniors**. In addition, PHSA will ensure effective referral pathways and service linkages for patients between regional health services and your provincial specialized services and programs.
- In collaboration with Regional Health Authorities, 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 2018/19 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 Clinical Policy and Clinical Coordination

As assigned by the Ministry, PHSA will have accountability to develop, implement, monitor, evaluate, and report on specific areas designated as requiring provincial clinical policy consistently applied across the health sector to ensure a consistent quality of clinical care across the BC health system. Specifically, PHSA is to:

Provincial Clinical Policy

- Develop a clinical policy framework and associated processes (how clinical policy topics will be identified, developed, monitored, evaluated and refreshed) that will be used to shape focus, implementation, and evaluation of clinical policy suitable to the diverse geographical local health and community health service areas served by the BC health sector (metro, urban, rural).
- As assigned by the Ministry, develop, implement, monitor, evaluate, and report on specific clinical service policies done in collaboration with a broad provincial network of relevant practicing clinicians.

- Establish a web-based site to ensure ease of access to provincial clinical policy, an effective communication strategy for health administrators and clinicians, and work with the Ministry to establish a comprehensive reporting framework and process through to the Ministry as part of the health system performance management and reporting framework to be used by Leadership Council.
- Engage and collaborate with the BC Patient Safety and Quality Council, BC Academic Health Sciences Network, the Medical Quality Initiative, and the Guidelines and Protocols Advisory Committee to assess and bring forward recommendations for harmonization and rationalization of their respective accountabilities based on optimizing their value to the health system and aligned with the PHSA provincial clinical policy mandate.

Provincial Clinical Coordination

- For those areas designated for provincial clinical coordination by the Ministry, PHSA will provide effective provincial oversight including planning, coordination, monitoring, evaluating, and reporting on province-wide outcomes, as well as work with the Ministry to establish a comprehensive reporting framework and process through to the Ministry as part of the health system performance management and reporting framework.
- Develop an integrated plan and improved coordination processes for the distribution and delivery of medical imaging diagnostic services in collaboration with the Ministry, with an emphasis on how to best position this key clinical service over the next five to ten years in the context of rapidly evolving technologies and delivery of specialized diagnostic imaging services across the province.
- Undertake integrated planning and coordination both across health authorities but also with the Ministry of Health's Pharmaceutical Services Division and PHSA life support drug program in terms of medicine review, listing, planning, and budgeting processes. PHSA will also work with health authorities and the Ministry of Health's Pharmaceutical Services Division to improve coordination, monitoring, and evaluation of pharmaceutical therapies and services.

3. Provincial Health Service Improvement Initiatives:

PHSA is to continue to ensure the delivery of quality, coordinated and accessible specialized and provincial services and programs across BC. As set out in PHSA's foundational mandate document, and in alignment with provincial priorities, PHSA will oversee, plan, deliver, fund, monitor, evaluate, and report on a range of specialized provincial clinical services.

Specifically, in 2019/20 PHSA is to:

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; 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

- With a focus on key actions as directed by the Ministry, through BCCDC 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.

Community Specialized Services

- The BC Cancer Agency will continue to improve cancer control services across the continuum of cancer care, including prevention, diagnosis, treatment, rehabilitation and end-of-life care. In collaboration with regional health authorities and primary and community and care teams that enable patient-centred care, provide well-coordinated care in alignment with Ministry policy, including a focus on Indigenous peoples through the Indigenous Cancer Strategy.

Pathology and Laboratory Medicine Services

- Commence integrated planning, service coordination, and service consolidation of pathology and laboratory medicine services under a single operating model with an emphasis on how to best position this key clinical service over the next five to ten years in the context of rapidly evolving technologies. BC's Agency for Pathology and Laboratory Medicine is further directed to:
 - Continue with its responsibility for province-wide oversight of delivery of publicly funded laboratory services.
 - Accept accountability for Ministry-assigned functions to support the *Laboratory Services Act*.
 - Using the genomic and genetic strategic framework approved by the Ministry, make recommendations to the Ministry on genomic and genetic testing and related services in the province.
 - Improve efficiency and effectiveness of priority clinical laboratory and pathology service delivery areas (including genomic and genetic testing) that are critical to both quality and sustainability.

- Continue the functions of the Provincial Blood Coordinating Office including an expanded role in the continued oversight of utilization management of Plasma Protein Products.

Hospital Services

- BC Emergency Health Services will deliver quality cost effective services working in partnership with health authorities to ensure appropriate supply and distribution of paramedic services.
- Provide high quality hospital services through the BC Children's and Women's hospitals.

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 in the development of the Provincial Digital and IMIT Health Strategy.
- Establish a provincial approach and action plan for health sector digital and information technology oversight, coordination, and delivery for provincial/sector wide and common/shared interest projects as approved by the Ministry of Health and aligned with the Ministry of Health Provincial Digital and IMIT Health Strategy. This approach must be aimed at building capacity and capabilities, leveraging economies of scale and resources, reducing risk and duplication, and increasing interoperability of applications and services across health organizations – suitable to the diverse geographical local health and community health service areas served by the BC health sector (metro, urban, rural).

6. Commercial Services Initiatives:

- Plan a phased approach to the implementation of the consolidation and cost-effective delivery of the following commercial service lines as a provincially delivered model:
 - Revenue Services
 - Accounts Payable
 - Payroll
 - Employee Records and Benefits
 - Integrated Protection Services
 - Interpreting Services
 - Supply Chain
- Complete further assessment for discussion at Leadership Council and then review by the Ministry of Health on the potential value of a consolidated delivery model for:
 - Biomedical Engineering and Health Information Management linked to development of the Provincial Digital Health Strategy.
 - Time Keeping and Scheduling focused on opportunities to standardize and move to a common platform recognizing that the health authorities will continue with scheduling functions.
 - Business Initiatives and Support Services warrants a review and refresh in terms of its role and mandate linked to a changing, emerging provincial policy context and direction this area of business.

- Complete as required the repatriation of facilities operational oversight to Regional Health Authorities and the provincial policy, provincial coordination and oversight to the Ministry of Health Capital Planning Branch.

7. Operational Governance, Leadership, Management, Policy, Funding, Monitoring and Reporting and Evaluation Initiatives:

- Ensure effective review and continuous improvement of the provincial 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,

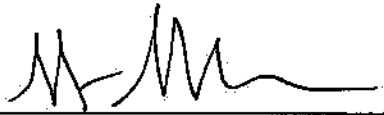


Honourable Adrian Dix
Minister of Health

Date: March 26, 2019

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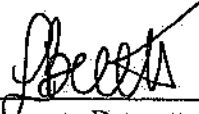
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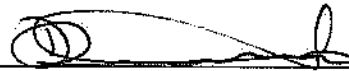
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Board Chair
Provincial Health Services Authority



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Provincial Health Services Authority



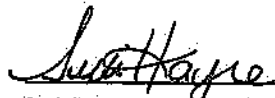
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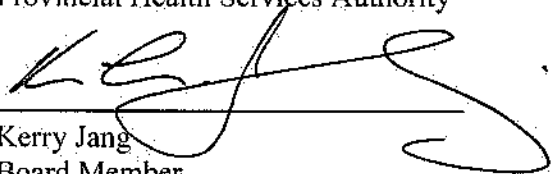
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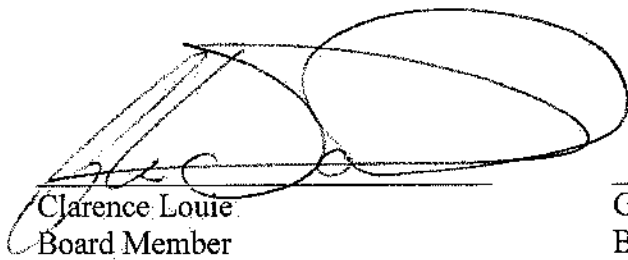
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