

LOOKING FORWARD

2015/2016 FNHA SUMMARY SERVICE PLAN

An Operational Plan for the Fiscal Year 2015/2016



First Nations Health Authority
Health through wellness



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EXECUTIVE SUMMARY

OCTOBER 1ST, 2014 MARKED THE ONE YEAR ANNIVERSARY OF THE HISTORIC TRANSFER OF FIRST NATIONS & INUIT HEALTH-BC REGION SERVICES, STAFF AND RESOURCES TO THE FIRST NATIONS HEALTH AUTHORITY (FNHA). AS WE LOOK FORWARD TO THE SECOND FULL FISCAL YEAR OF OPERATIONALIZING THE TRANSFER, OUR FOCUS CONTINUES TO BE ON STABILIZING THE ORGANIZATION, IMPROVING CUSTOMER EXPERIENCE AND MAKING INCREMENTAL CHANGES WHERE POSSIBLE, AND EMBARKING ON BROADER TRANSFORMATIONAL INITIATIVES ENABLED BY STRATEGIC PARTNERSHIPS AND CONTINUED ENGAGEMENT WITH BC FIRST NATIONS.

The FNHA keeps at the core of what we do, the Seven Directives and Shared Values given to us by First Nations in British Columbia. As we work together in this transformational work, we bring a renewed commitment to uphold our Shared Values of Respect, Discipline, Relationships, Culture, Excellence and Fairness. The FNHA is committed to a health and wellness approach that is founded in First Nations knowledge and teachings. Creating a First Nations health organization of this size that reflects the philosophy and culture of BC First Nations is an ongoing process. Over the past year the FNHA has focused efforts on managing a smooth transition and making incremental improvements where possible including:

- increased regional capacity and investment to support local-decision making
- improving crisis response to reduce administrative burden on communities
- increase patient travel rates and customer service focus for Health Benefits Program
- increased access to provincial health services through collaboration and partnership

The FNHA has been learning as we transform, all within a very complex environment. We have focused on some key projects in the last year to achieve on-the-ground change, learn from the experiences, and improve and accelerate future initiatives, while ensuring service continuity.

CRISIS RESPONSE PROTOCOL

Since transfer, FNHA has been working to strengthen our crisis response process. As a wellness partner, the FNHA is committed to providing timely and comprehensive responses to communities in crisis. A crisis is defined as an extraordinary circumstance that significantly challenges community capacity to respond and could arise from a suicide loss, violent death, or environmental emergency.

The new crisis response protocol, developed in 2014, outlines clear roles and responsibilities during crisis response to expedite support and promote coordinated service delivery. When a crisis occurs, the FNHA engages and leverages partnerships to wrap needed services and supports around communities. The FNHA takes a strategic and long-term view beyond the initial crisis response, supporting communities to address crisis prevention and wellness promotion.

Over the coming year, we will continue to keep our eye on our long-term strategic interests and transformation while fulfilling and improving our core business functions. This Summary Service Plan (SSP) outlines some key accomplishments over the last year as well the FNHA's operational goals, objectives, and strategies for fiscal year 2015/2016. In the coming year, the FNHA is focusing efforts in four key goal areas:

1. Enhance First Nations Health Governance;
2. Promote and implement the BC First Nations Perspective on Wellness as a Health and Wellness Champion;
3. Improve Health Service and Programs as a Health and Wellness Partner; and
4. Strengthen the FNHA as a sustainable and effective First Nations Health Organization.

We are working through our governance structures and processes, and with key partners, to implement new and innovative services for First Nations. Importantly we are learning to work through situations together with BC First Nations. This includes learning what BC First Nations expect from their health authority and defining our collective accountability to improve health opportunities and outcomes for those that we serve. The province is beside us, a willing partner, ready to do the work.

We are working to improve access and innovation, while transforming FNHA health programs and services in a manner that incorporates First Nations inputs and maximizes partnership opportunities. We are implementing robust planning and evaluation frameworks and continuing to develop and evolve our regional investment and implementation approach. We are implementing organizational policy; a robust and wellness-based approach to human resource management and employee engagement, recruitment and retention, while pursuing operational excellence and accreditation.

GOALS	1	2	3	4
OBJECTIVES	<p>ENHANCE FIRST NATIONS HEALTH GOVERNANCE</p>	<p>PROMOTE AND IMPLEMENT THE BC FIRST NATIONS PERSPECTIVE ON WELLNESS AS A HEALTH AND WELLNESS CHAMPION</p>	<p>IMPROVE HEALTH SERVICES AND PROGRAMS AS A HEALTH AND WELLNESS PARTNER</p>	<p>STRENGTHEN THE FNHA AS A SUSTAINABLE AND EFFECTIVE FIRST NATIONS HEALTH ORGANIZATION</p>
	<ul style="list-style-type: none"> ■ Develop and align regional-based supports for relevant decision-making over the design, and delivery of health and wellness services and initiatives. ■ Collaborate with the First Nations Health Council and First Nations Health Directors Association to implement the joint commitments in the health plans/agreements to achieve our shared vision. ■ Build and evolve relationships and leverage opportunities with Federal and Provincial health partners to achieve the tripartite shared vision statement. 	<ul style="list-style-type: none"> ■ Engage First Nations individuals and families in their wellness journeys. ■ Support communities in their wellness journeys. ■ Facilitate a two-way conversation on health and wellness between First Nations and mainstream health service providers and provincial partners to support the First Nations Perspective on Wellness. 	<ul style="list-style-type: none"> ■ Improve access to, innovation of, and integration with the provincial health system and other mainstream health care providers to achieve high quality, culturally safe, and patient-centred care for BC First Nations. ■ Transform FNHA Health Programs and Services in a manner that incorporates First Nations input and maximizes partnership opportunities. ■ Partner with BC First Nations to support their delivery of high quality health programs and services. 	<ul style="list-style-type: none"> ■ Foster strong leadership and First Nations organizational culture throughout the FNHA. ■ Create an environment to support staff in developing a safe, healthy and productive workplace. ■ Strive for excellence and client-centredness in serving First Nations people and communities through good organizational governance, redesign and operations.

TABLE 1: FNHA 2015/16 organizational goals and objectives.

The SSP provides an opportunity to celebrate the achievements thus far and to outline the FNHA's goals and objectives, and 2015/2016 strategies and key deliverables. The focus this year will be supporting another year of smooth operations while expanding our focus on transformation and innovation, enabled by our governance and other strategic partnerships.

- **Reflect the overall strategic and operational direction of the FNHA, including key organizational goals and objectives.**
- **Guide opportunities for integration and collaboration with provincial health services and the development of other key partnerships.**
- **Fulfill the requirements of the British Columbia Tripartite Framework Agreement on First Nation Health Governance ("Framework Agreement"), associated Sub-Agreements, and the Canada Funding Agreement.**

We are in a period of time where some early successes from our transformation journey are making a difference. Guided by the wisdom of BC First Nations and aided by a strong planning approach, the FNHA and its partners are continuing to travel this journey together and pave the way to a future of wellness for First Nations peoples and all British Columbians.

Table 1 shows the FNHA 2015/16 organizational goals and objectives.

This Summary Service Plan (SSP) celebrates the progress made collectively by BC First Nations and their partners in the historic made-in-BC health reform process and provides an overview of the key objectives and strategies of the FNHA. In 2015/2016, the FNHA is prioritizing continuous and seamless delivery of health programs and services; implementing improvements to those programs and services; and the ongoing organizational development of the FNHA. This will be achieved by working in close collaboration with First Nations communities, and provincial, regional and other partners.

THE WORK OF THE FNHA, INCLUDING THIS SSP, IS GUIDED BY THE SHARED VISION OF THE FNHA, FNHC, AND FNHDA OF “HEALTHY, SELF-DETERMINING AND VIBRANT BC FIRST NATIONS CHILDREN, FAMILIES AND COMMUNITIES.”

In working toward this shared vision, the work of the FNHA and its partners is guided by the Seven Directives provided by BC First Nations Chiefs and Leaders in the “Consensus Paper 2011: BC First Nations Perspectives on a New Health Governance Arrangement”:

1. Community-Driven, Nation-Based
2. Increase First Nations Decision-Making and Control
3. Improve Services
4. Foster Meaningful Collaboration and Partnership
5. Develop Human and Economic Capacity
6. Be Without Prejudice to First Nations Interests
7. Function at a High Operational Standard

The principle of Reciprocal Accountability is fundamental to the new First Nations health governance structure and the health partnership, meaning that the parties “will work together at all levels in a collaborative manner to achieve our shared goals, living up to our individual and collective commitments”.

The FNHC, FNHDA, and FNHA conduct our efforts in accordance with our Shared Values:

- Respect
- Culture
- Discipline
- Excellence
- Relationships
- Fairness

The Health Partnership Accord also identifies the following Shared Principles to guide the tripartite work amongst the FNHC, FNHDA, FNHA and federal and provincial partners:

- Lead with culture
- Create strong relationships
- Honour those who paved the way
- Maintain unity and discipline
- Engage at the appropriate level
- Respect each other’s process

THE FNHA BOARD OF DIRECTORS PROVIDES LEADERSHIP AND OVERSIGHT FOR THE ACTIVITIES OF THE FNHA. THE BOARD AS A WHOLE COMBINES YEARS OF EXPERIENCE IN FIRST NATIONS HEALTH, COMMUNITY DEVELOPMENT, FINANCIAL MANAGEMENT AND POLITICAL EXPERTISE AT ALL LEVELS OF GOVERNMENT. CURRENT BOARD MEMBERS INCLUDE CHAIR LYDIA HWITSUM, VICE-CHAIR MARION COLLEEN ERICKSON, SECRETARY-TREASURER JASON CALLA, NATHAN MATTHEW, HELEN JOE, MADELEINE DION STOUT, DR. ELIZABETH WHYNOT, AND JIM MORRISON.

The Board of Directors includes members selected from nominations of First Nations in the five regions (Fraser, Interior, North, Vancouver Coastal and Vancouver Island) in addition to Board members chosen at large. The Board continues to collectively work and make decisions for the benefit of all BC First Nations, regardless of residence. At the same time, the structure makes space for regional and other relevant experiences and perspectives. The appointments to the FNHA Board of Directors are made by the members of the FNHA.



LYDIA HWITSUM
CHAIR



MARION COLLEEN ERICKSON
VICE-CHAIR



JASON CALLA
SECRETARY-TREASURER



NATHAN MATTHEW



HELEN JOE



MADELEINE DION STOUT



DR. ELIZABETH WHYNOT



JIM MORRISON

EXECUTIVE TEAM AND ORGANIZATIONAL STRUCTURE

The FNHA's organizational structure continues to evolve to reflect the organization's progress in transition and to meet its mandate as a governance partner, policy and strategy developer, and health service delivery organization at local, regional and provincial levels. A matrix approach to the work across the organization facilitates the delivery of programs and services and ongoing strategic work, including central and regional supports, cross-departmental cooperation and linkages.

The FNHA has established an experienced and skilled team of senior leaders consisting of:

Chief Executive Officer (CEO)	Joe Gallagher
Chief Operating Officer (COO), Policy, Planning & Community Services	Richard Jock
Chief Medical Officer (CMO)	Dr. Evan Adams
VP First Nations Health Benefits	John Mah
VP Innovation & Information Management Services & Chief Information Officer (CIO)	Joseph Mendez
VP Corporate Services	Greg Shea
VP Special Projects	Yousuf Ali
VP Human Resources	Jacqueline Bohez
Chief Financial Officer (CFO)	Tally Bains

Each department plays a critical role in the FNHA and collectively, these departments operate as one family toward meeting the organizational goals and objectives they share. Cross-functional collaboration is exercised as a matter of daily operational practice within the FNHA.

Figure 1 shows the FNHA functional organization structure as of April 1, 2015. In the 2015/2016 year, the structure of the FNHA will continue to evolve.

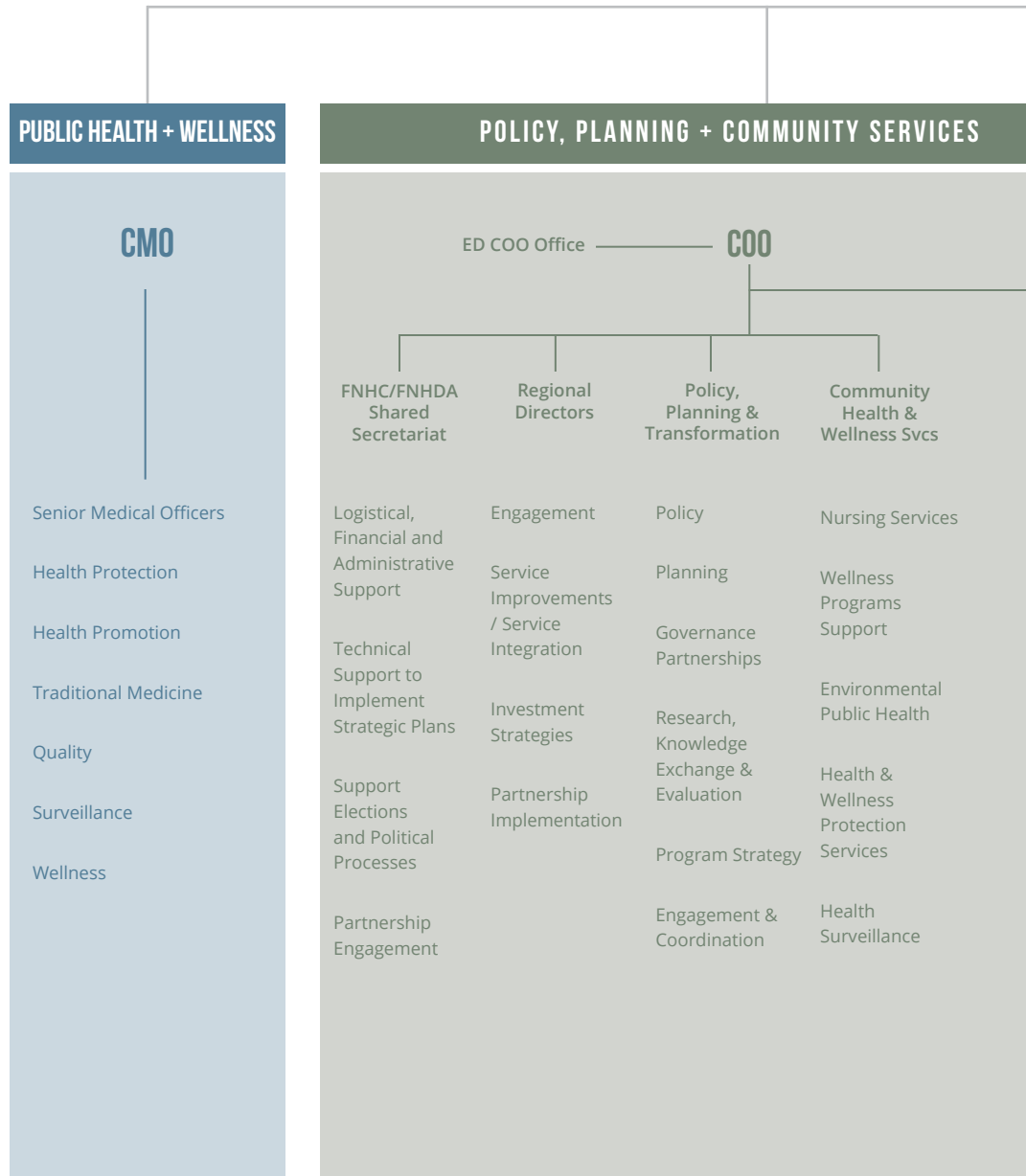


FIGURE 1:
FNHA Functional Organizational Chart

CEO

VP

SPECIAL PROJECTS

VP
HEALTH BENEFITS

Benefits Management, Policy Development, Planning

Operations

Program Analysis, Claims Adjudication

IIMS

VP / CIO

Core Technologies & User Support Services

Application Analytics & Information Management

Project & Risk Management Services

eHealth

CORPORATE SERVICES

VP

Capital Assets

Business Services

Funding Arrangements

Community Capital Facilities

FINANCE

CFO

Accounting Services

Financial Planning & Analysis

Procurement & Contracting

Peoplesoft
SME Group

HUMAN RESOURCES

VP

Recruiting

Employee Relations


Compensation & Benefits

People Development

Learning

Workplace Wellness

Human Resource Information System



OUR FIRST NATIONS HEALTH GOVERNANCE STRUCTURE AND SYSTEM DRIVES OUR PLANNING PROCESSES. FIRST NATIONS COMMUNITIES, REGIONAL CAUCUSES, REGIONAL TABLES, REGIONAL PARTNERSHIP ACCORD STEERING COMMITTEES, THE FNHC, FNHDA, FNHA, TRIPARTITE AND OTHER PARTNERS ALL HAVE A PART TO PLAY IN FIRST NATIONS HEALTH OUTCOMES. A COMMON FUNCTION OF ALL PARTIES IS STRATEGIC AND OPERATIONAL PLANNING. FIGURE 2 DEPICTS THE PLANNING APPROACH WITHIN THE NEW FIRST NATIONS HEALTH GOVERNANCE STRUCTURE.

This is a bottom-up approach to planning. In alignment with the Seven Directives, the strengths of the existing community health planning process will be built upon through a refreshed community wellness planning approach. Community Health and Wellness Plans will inform Regional Health & Wellness Plans, which in turn will inform the FNHA, FNHC, and FNHDA Plans.

There an opportunity to further streamline planning efforts between Regional Health Authorities, FNHA and First Nations. Over the past year, the FNHA has continued to improve alignment in planning in order to reach the ideal process described in Figure 2.

Development and the Regions

In May 2012, through the adoption of the Consensus Paper 2012, First Nations agreed upon the need to strengthen the role of the regions by bringing decision-making closer to home and building regional capacity. The FNHA is continuing a transformation process which will move more health service capacity into the regions and bring a regional orientation to central service delivery. This emerging regional context is a key consideration for FNHA planning endeavours.

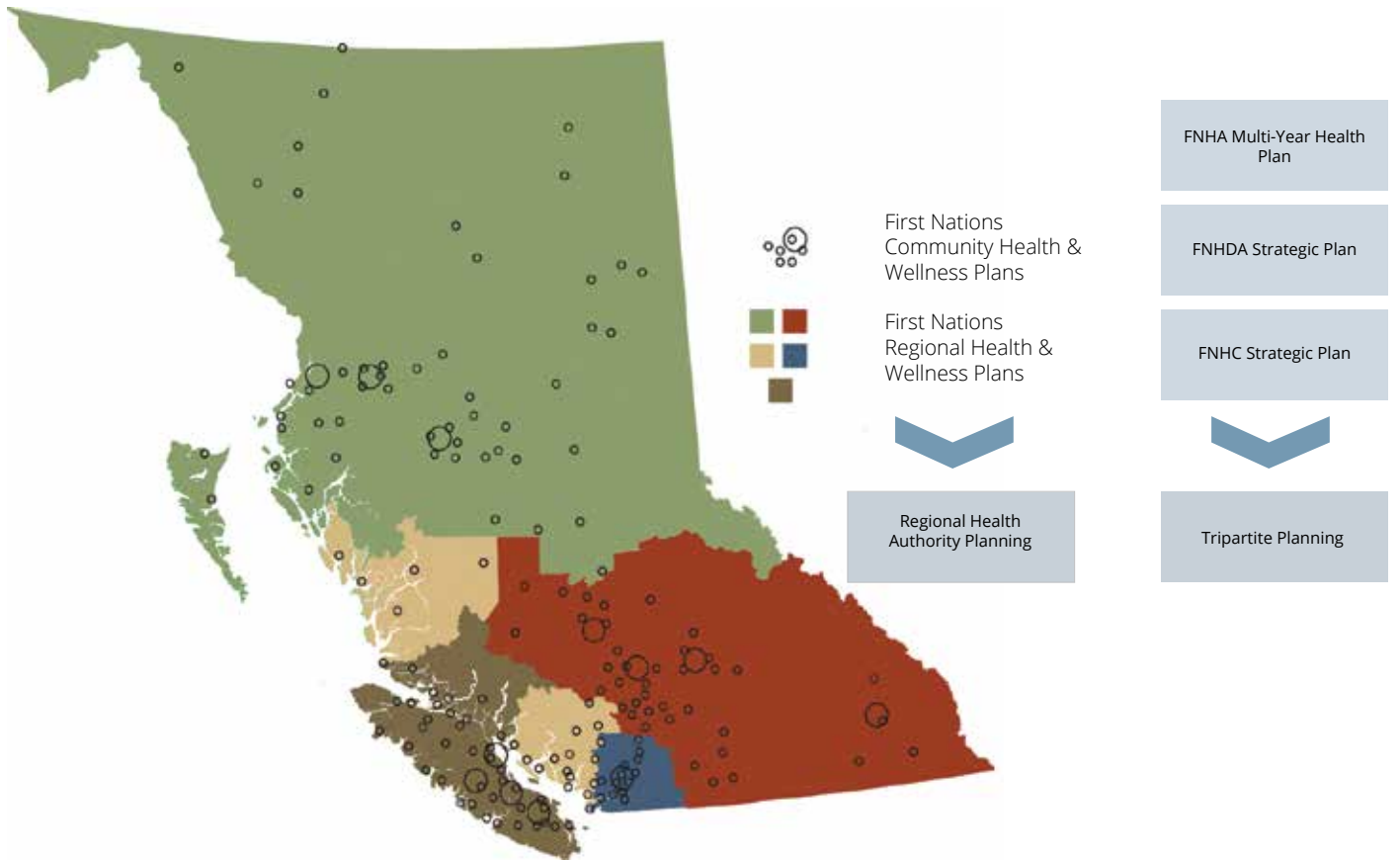


FIGURE 2:
First Nations Planning Approach



LOOKING FORWARD

THE PRECEDING SECTIONS HAVE OUTLINED THE CONTEXT IN WHICH THE FNHA OPERATES: A TRANSFORMATIVE ENVIRONMENT GROUNDED IN FIRST NATIONS TRADITIONAL WELLNESS, IN WHICH THE FNHA WORKS CLOSELY AND COLLABORATIVELY WITH PROVINCIAL AND FEDERAL PARTNERS AND OTHER HEALTH SYSTEM PARTNERS TO SUPPORT FIRST NATIONS HEALTH AND WELLNESS LOCALLY, SUB-REGIONALLY, REGIONALLY AND PROVINCIALY.

This Summary Service Plan outlines the FNHA's key goals and objectives leading into a significant period of transformative change and reflective of the FNHA's new responsibilities as a health service delivery organization. Of note, the FNHA is now focusing its efforts on four strategic goals, rather than five. The previous strategic goal of a smooth transition has now been removed as we are beginning to move past this stage of the work.

The four key strategic goals are:

Goal 1 Enhance First Nations Health Governance;

Goal 2 Promote and Implement the BC First Nations Perspective on Wellness as a Health and Wellness Champion;

Goal 3 Improve Health Service and Programs as a Health and Wellness Partner; and

Goal 4 Strengthen the FNHA as a Sustainable and Effective First Nations Health Organization.

On an annual basis, the FNHA will refine a set of strategies associated with each of the Objectives and reflect these in the Summary Service Plan. Organized by the four FNHA goals, what follows is a description of the associated objectives and annual strategies. A number of key anticipated results and deliverables for the 2015/16 year are also highlighted.

Enhance First Nations Health Governance

Throughout this health systems transformation journey, BC First Nations have stated that decisions need to be made by the right people at the right level. The FNHA upholds this view by supporting and enabling this decision-making process: at the provincial level through supporting the FNHC and FNHDA processes; at the regional level through supporting Regional Caucus, Regional Table, and Regional Partnership Accord engagement and planning processes; and at the community level through supporting wellness planning.

OBJECTIVE

STRATEGY

OBJECTIVE 1.1

Develop and align regional-based supports for relevant decision-making over the design, delivery and evaluation of health and wellness services and initiatives.

STRATEGY 1.1.1 Enhance capacity support for regional and sub-regional priorities and processes.

STRATEGY 1.1.2 In partnership with the FNHC and the FNHDA, engage BC First Nations through Gathering Wisdom for a Shared Journey, regional and sub-regional sessions, and local and urban sessions that are equitable, efficient, and cost-effective.

STRATEGY 1.1.3 Support the implementation of regional partnership accords between regional tables and provincial regional health authorities.

STRATEGY 1.1.4 Facilitate health services improvement through community-led health and wellness planning supporting the identification of regional priorities and issues.

OBJECTIVE 1.2

Collaborate with the FNHC and FNHDA to implement the joint commitments in the health plans/agreements to achieve our shared vision.

STRATEGY 1.2.1 Develop shared understandings and processes related to reciprocal accountability, strategic planning and implementation amongst the FNHC members, the FNHDA Board of Directors, and the FNHA Board of Directors.

STRATEGY 1.2.2 Support effective secretariat supports for the FNHC and FNHDA and establish working relationships between the FNHA Senior Executive team and the FNHC/FNHDA Secretariat Executive Director to support ongoing collaboration and knowledge transfer.

KEY DELIVERABLES

- Achieving efficient governance processes and decision-making to support each region to fully expend regional envelopes in a timely and strategic manner.
- Host Gathering Wisdom for a Shared Journey VII.
- Establish FNHA executive participation in processes related to Partnership Accord implementation.
- Develop a plan to reorient current community health planning process to a wellness based approach, including interim improvements to the FNHA process.
- Develop plans, approaches, projects, initiatives that respond to identified priorities arising from Regional Health and Wellness Plans.

- Refresh the relationship and accountability documents and processes between the FNHC/FNHDA/FNHA.
- Develop and implement a joint workplan amongst the FNHC, FNHDA and the FNHA based on their Strategic Plans.

Enhance First Nations Health Governance

OBJECTIVE

OBJECTIVE 1.3

Build and evolve relationships and leverage opportunities with Federal and Provincial health partners to achieve the tripartite shared vision statement.

STRATEGY

STRATEGY 1.3.1 Establish effective working partnerships with Health Canada at a senior executive level and participate in federal health governance structures on matters including development of new Health Canada programs and funding, national reporting, knowledge transfer, data sharing, and reciprocal accountability.

STRATEGY 1.3.2 Establish effective working partnerships with the Ministry of Health at a senior executive level, including through governance structures such as Leadership Council, to align the FNHA and First Nations health plan implementation within the provincial health system and provincial Innovation and Change agenda and advance the shared principle of reciprocal accountability.

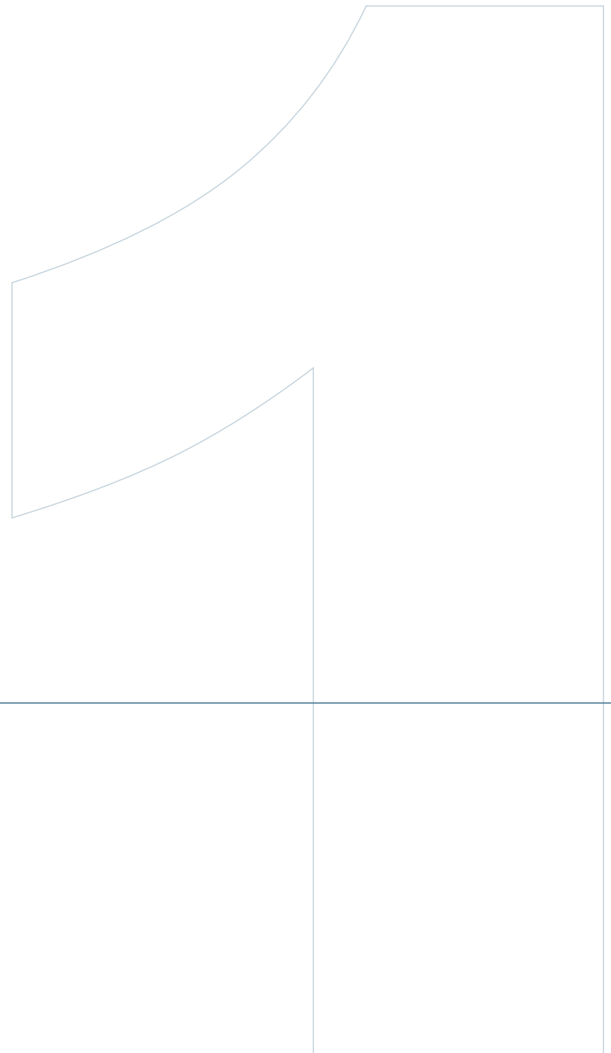
STRATEGY 1.3.3 Establish direct working partnerships with the provincial service agencies and providers including provincial health authority boards of directors and senior executives.

STRATEGY 1.3.4 Effectively participate in tripartite governance processes.

STRATEGY 1.3.5 Support the work with federal and provincial Deputy Ministers' tables on social determinants of health.

KEY DELIVERABLES

- Develop strong executive agenda and process with Health Canada.
- Develop strong executive agenda and process with the Province of BC, including development and implementation of Joint Project Board workplan.
- Implement FNHA partnerships and regular engagement with counterparts in provincial health system at multiple levels.
- Develop a Reciprocal Accountability Framework in partnership with tripartite partners.
- Participate in Implementation Committee and fulfill actions outlined in the Implementation Plan.



Promote and Implement the BC First Nations Perspective on Wellness as a Health and Wellness Champion

Our intent is to strengthen the FNHA's role as a Wellness Partner to BC First Nations individuals and communities through supporting events for First Nations communities, youth, and Elders, and providing tools, resources, and advice. Together, we need to ensure that we as individuals, teams and an organization are supporting each other in setting and achieving our wellness goals.

OBJECTIVE	STRATEGY
<p>OBJECTIVE 2.1 Engage First Nations individuals and families in their wellness journeys.</p>	<p>STRATEGY 2.1.1 Implement approaches and initiatives to strengthen health and wellness literacy amongst First Nations individuals and families.</p> <p>STRATEGY 2.1.2 Provide support to First Nations individuals and families in their health and wellness journeys.</p>
<p>OBJECTIVE 2.2 Support communities in their wellness journeys.</p>	<p>STRATEGY 2.2.1 Establish health and wellness champions amongst First Nations leadership.</p> <p>STRATEGY 2.2.2 Support and enable community efforts to champion health and wellness.</p> <p>STRATEGY 2.2.3 Engage BC First Nations communities in a Health through Wellness movement by supporting community based wellness events and activities.</p>
<p>OBJECTIVE 2.3 Facilitate a two-way conversation on health and wellness between First Nations and mainstream health service providers and provincial partners to support the First Nations Perspective on Wellness.</p>	<p>STRATEGY 2.3.1 Engage in the processes of the provincial health system to promote the First Nations Perspective on Wellness.</p> <p>STRATEGY 2.3.2 Promote cultural humility with service providers in the broader health system in BC.</p> <p>STRATEGY 2.3.3 Work within the provincial system to align research and data work with the First Nations Perspective on Wellness.</p>

KEY DELIVERABLES

- Develop a health literacy campaign to support First Nations individuals and families to engage with the provincial health system and FNHA services.
- Implement personal health and wellness plan templates and tools at flagship events and through regional engagement sessions.
- Develop and implement the annual Wellness Implementation Plan outlining activities in: tools and resources; events; and partnerships, and including a commitment to flagship events engaging Elders and youth.
- Coordinate 1000 general health screenings/ assessments at various FNHA supported events.

- Ongoing support for the successful execution of annual leadership wellness initiatives of: FNHC, FNHDA and FNHA Boards.
- Hold at least two rounds of Wellness grants.
- Refresh and expand existing partnerships with First Nations and Aboriginal organizations on wellness initiatives.

- Advance the First Nations Perspective on Wellness with provincially based health system partners through strong relationships and participation in provincial committee processes.
- Develop a tripartite cultural safety framework through the Tripartite Committee on First Nations Health.
- Implement the FNHA's edition of the international Indigenous Journal focusing on Wellness.
- Conduct regional engagement leading to the development of First Nations Health and Wellness Indicators.

Improve Health Services and Programs as a Health and Wellness Partner

A primary responsibility of the FNHA is to design, deliver, manage and fund health and wellness programs and services for First Nations. The majority of the FNHA's resources to achieve this mandate are flowed directly to BC First Nations communities through contribution agreements and the First Nations Health Benefits Program. In addition, the FNHA directly delivers a number of other services, and leverages additional health services through partnership. We are focused on identifying and implementing immediate improvements to health services and associated staffing supports – resulting in better quality health services to BC First Nation individuals, families and communities.

OBJECTIVE

STRATEGY

OBJECTIVE 3.1

Improve access to, innovation of, and integration with the provincial health system and other mainstream health care providers to achieve high quality, culturally safe, and patient-centred care for BC First Nations.

STRATEGY 3.1.1 Promote innovative models of care that support sustainable, culturally safe, and integrated programming.

STRATEGY 3.1.2 Maintain a focused effort on improving the primary health care system for BC First Nations.

STRATEGY 3.1.3 Work with partners to develop and implement a series of strategies of key interest to First Nations.

OBJECTIVE 3.2

Transform FNHA Health Programs and Services in a manner that incorporates First Nations input and maximizes partnership opportunities.

STRATEGY 3.2.1 Nurture the development of a customer-owner philosophy with BC First Nations.

STRATEGY 3.2.2 Align FNHA funded and delivered health services with First Nations health and wellness perspectives.

STRATEGY 3.2.3 Continuous quality improvement to FNHA funded and delivered programs and services.

OBJECTIVE 3.3

Partner with BC First Nations to support their delivery of high quality health programs and services.

STRATEGY 3.3.1 Provide tools, guidance and support to First Nations to improve their programs and services.

STRATEGY 3.3.2 Support organizational capacity development at the community level through professional development, accreditation, and continuous quality improvement methodology.

STRATEGY 3.3.3 Provide support and access to BC First Nations communities of innovative e-health and information management and technology as enablers of better health and wellness services.

KEY DELIVERABLES

- Implementation of Joint Project Board investments.
- Leverage opportunities to be at the forefront of implementing the provincial BC Rural and Remote Strategy.
- Develop a Primary Health Care approach.
- Develop and implement a workplan for the Tripartite Oral Health Strategy.
- Finalize and implement a series of strategies, including Mental Wellness and Substance Use Strategy, Cancer Strategy, and Heart Health Strategy.

- Explore an expanded mandate for the FNHA's environmental public health program.
- Develop and implement an engagement plan with Health Directors/administrators regarding improvements to funding and administrative arrangements between the FNHA and funding agreement holders.
- Develop and implement an engagement plan with BC First Nations and FNHA clients about service improvements, including in health benefits.
- Informed by findings of reviews, implement improvements in nursing, National Native Alcohol and Drug Addiction Program, and Indian Residential Schools.
- Implement a new approach to upstream investment funding to align with the Perspective on Wellness and wellness promotion.
- Establish a quality improvement framework for BC First Nations health programs and services.
- Develop a data governance (including identity management) strategy and implementation roadmap guided by engagement with First Nations.
- Develop a new approach for health facility capital investments.

- Provide a First Nations Wellness Guidebook to support the integration of traditional and cultural practices into program and service delivery at various levels.
- Support implementation of the Hope, Help and Healing Toolkit (Suicide Prevention, Intervention and Postvention) through a provincial forum and granting process.
- Develop and implement new approaches to supporting community-level accreditation.
- Develop and implement a plan to offer webinars to support organizational capacity development at the community level.
- Finalize and implement an eHealth Strategy.

Strengthen the FNHA as a Sustainable and Effective First Nations Health Organization

First Nations communities deserve a standard of excellence in the services they receive from the FNHA. This means that the FNHA must be a model First Nations health organization, acting in partnership with BC First Nations people and community health organizations. Through a high capacity and high quality organization, the FNHA will fulfill its mandate established by BC First Nations. In this early development period for the organization, the organization will continue to focus on making the FNHA whole and stable.

OBJECTIVE

OBJECTIVE 4.1

Foster strong leadership and First Nations organizational culture throughout the FNHA.

STRATEGY

STRATEGY 4.1.1 Build a common FNHA organizational culture founded upon the Seven Directives, the First Nations Perspective on Wellness, and respect and honouring of First Nations values and teachings.

STRATEGY 4.1.2 Support employee knowledge of and access to traditional knowledge and practices.

STRATEGY 4.1.3 Establish effective governance, reporting and evaluation structures to support effective organizational leadership at the Board of Directors level and at the CEO level.

STRATEGY 4.1.4 Establish an effective internal policy environment for the operation of the FNHA.

OBJECTIVE 4.2

Create an environment to support staff in developing a safe, healthy and productive workplace.

STRATEGY 4.2.1 Address performance measurement, evaluation and succession planning for all staff, including the senior executive.

STRATEGY 4.2.2 Implement a comprehensive workforce approach inclusive of employee engagement, recruitment and retention, and supporting the development of First Nations executive leadership for the FNHA.

STRATEGY 4.2.3 Establish ongoing learning and professional development as a fundamental building block of organizational success.

KEY DELIVERABLES

- Facilitate ongoing cultural opportunities and supports for FNHA staff, centrally and regionally.
- Develop and implement a comprehensive plan to successfully complete the Accreditation Canada process in 2016.
- Establish a well-rounded organizational policy framework that best reflects the roles and responsibilities of the Board, CEO and Executives.

- Develop a FNHA recruitment and retention program.
- Implement an FNHA Professional Development Program, including a leadership and management development stream.
- Develop and implement a health and safety management system framework.
- Develop and implement FNHA office accommodation standards to promote a safe and healthy work environment.

Strengthen the FNHA as a Sustainable and Effective First Nations Health Organization

OBJECTIVE

OBJECTIVE 4.3

Strive for excellence and client-centredness in serving First Nations people and communities through good organizational governance, redesign and operations.

STRATEGY

STRATEGY 4.3.1 Develop leading-edge FNHA infrastructure to position technology and information management to enable for First Nations health services and administration.

STRATEGY 4.3.2 Support transparent and proactive communications with First Nations.

STRATEGY 4.3.3 Establish clear and consistent processes for planning that ensures the FNHA's fulfillment of all legal and operational requirements.

STRATEGY 4.3.4 Guide the organizational redesign and transformation by focussing on efficiency and client-centred approaches.

STRATEGY 4.3.5 Generate and leverage additional resources through innovative approaches, fundraising, economic and business opportunities, shared services, and identifying and implementing efficiencies.

STRATEGY 4.3.6 Continue to enhance and implement sound FNHA financial management practices.

KEY DELIVERABLES

- Establish roadmap for FNHA business development and undertake the development of business opportunities.
- Develop communications approach to support a shared understanding of the goals and journey of the First Nations health governance structure and the work of the FNHA.
- Develop the five year Multi-Year Health Plan and Annual Summary Service Plan.
- Develop and implement a plan to establish an FNHA charitable foundation.



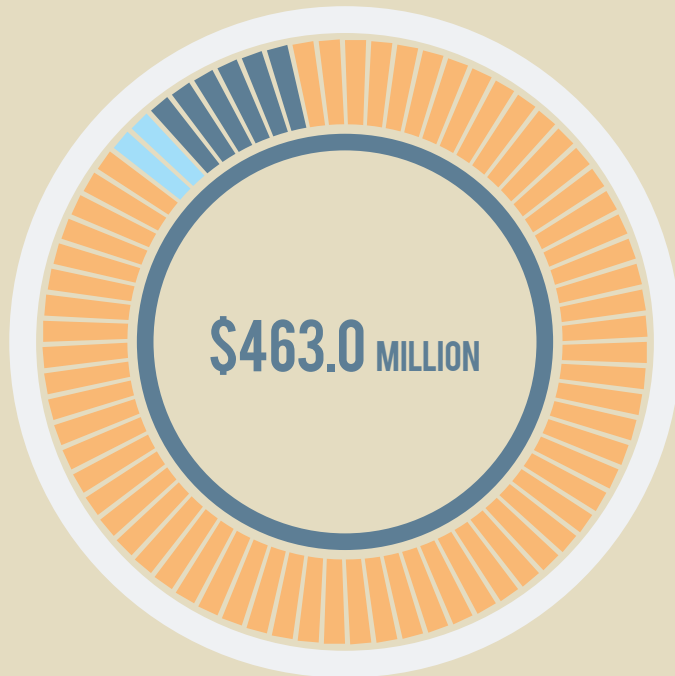


OPERATIONS

	2015/16 Budget	Canada	Province	Other
REVENUES				
Health Canada	435,727,167	435,727,167	-	-
Province of British Columbia	14,540,639	-	14,540,639	-
Interest Income	1,962,200	-	-	1,962,200
First Nations Information Governance Centre	999,592	-	-	-
Health Authorities	657,700	-	-	657,700
Miscellaneous Income	998,399	-	-	998,399
	454,885,697	435,727,167	14,540,639	4,671,891
EXPENDITURES				
Corporate Operations	42,966,892	42,713,132	253,760	-
	42,966,892	42,713,132	253,760	-
GOVERNANCE AND FIRST NATIONS ENGAGEMENT				
First Nations Health Council	1,581,531	1,581,531	-	-
First Nations Health Directors Association	1,112,796	1,112,796	-	-
First Nations Engagement	2,788,668	2,637,269	-	151,399
Regional Operations	4,294,704	4,294,704	-	-
	9,777,699	9,626,300	-	151,399
PROGRAM SERVICES				
Health Benefits	157,955,506	157,483,506	-	472,000
Direct Community Services Funding	178,060,603	167,851,692	10,208,911	-
Health Services and Programs	74,218,486	68,108,226	4,077,968	2,032,292
	410,234,595	393,443,424	14,286,879	2,504,292
	462,979,186	445,782,856	14,540,639	2,655,691
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES, CURRENT PERIOD	(8,093,489)	(10,055,689)	-	1,962,200



BUDGETED REVENUE



BUDGETED EXPENDITURES



**Difference between revenue and budgeted expenses is accounted for in FNHA's 2014/2015 carry forward balance.*

**REGIONAL ENVELOPES:
IMPROVING REGIONAL HEALTH SERVICES AND ENHANCING GOVERNANCE
DIRECT REGIONAL INVESTMENT 2015/2016**

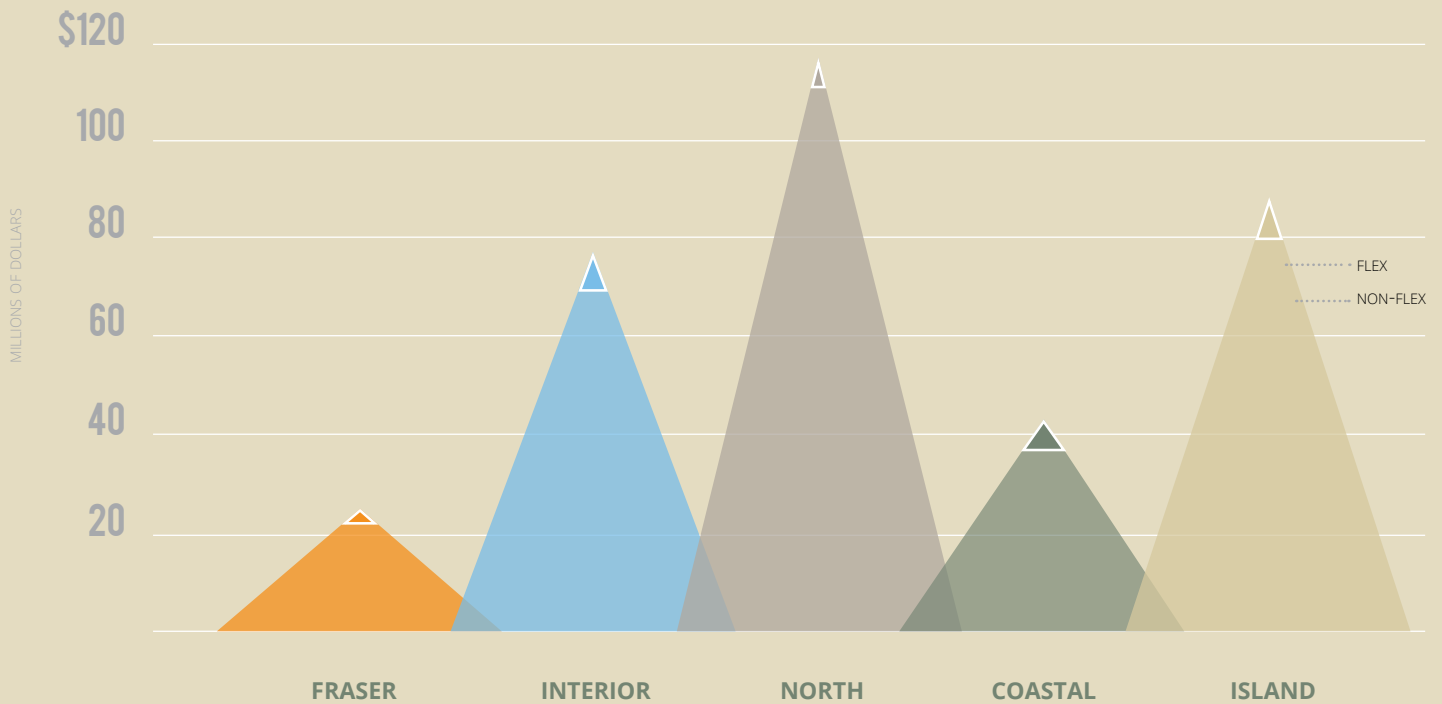
Regional envelopes are a mechanism to pair investment with planning; providing regions with the ability to make decisions around the investment in their key priority areas, including those identified in the RHWPs and Regional Partnership Accords. Regional envelopes support our objective of bringing health planning and decision-making closer to home.

In 2015/2016, \$346 million dollars will flow directly to the regions. This regional investment is split into two distinct categories: 1) Flexible and 2) Non-Flexible funds. Non-Flexible funds comprise the majority of funds flowing to the regions and include the funding that flow directly to communities through contribution agreements and health benefits; over time, these may become more flexible. Flexible funds are funds that regions collectively set priorities for including: Community Engagement (including personnel), Governance, Health Actions, Health Transformation, and Joint Project Board.

DIRECT REGIONAL INVESTMENT 2015/2016

	FRASER	INTERIOR	NORTH	COASTAL	ISLAND	TOTAL
Non-Flexible	23,230,959	69,733,293	111,039,092	38,989,404	79,899,089	322,891,836
Flexible	2,715,993	5,986,164	6,752,673	3,180,833	4,656,004	23,291,667
Total	\$25,946,952	\$75,719,457	\$117,791,765	\$42,170,237	\$84,555,093	\$346,183,503

TOTAL DIRECT REGIONAL EXPENDITURES: \$346 million dollars will flow directly to the regions through Community Contribution Agreements, Health Benefits, Health Actions, Joint Project Board, Health Transformation, Governance and Community Engagement



MEASURING PERFORMANCE

The complexity of FNHA operations and its governance partners requires a robust approach to evaluation and reporting to highlight the learning, celebrate the achievements and prioritize areas for further growing of the strengths as well as opportunities for improvement. The FNHA continues to measure progress in partnership with BC First Nations and our partners in order to:

- Assess accountability, and the effectiveness, efficiency, and compliance of decision-making structures and processes, with the goal of enhancing good governance;
- Determine how well the organization is meeting the needs of BC First Nations;
- Assess results of a particular service or program to refine program or services to better meet needs;
- Make best use of resources;
- Identify priorities for capacity and skill development;
- Assess overall progress.

TRIPARTITE EVALUATION ENVIRONMENT

Our FNHA performance measurement approach is aligned with other evaluation work such as the Tripartite Evaluation Plan in development. The Framework Agreement requires the parties to develop an evaluation plan and prepare an evaluation report every five years. The Tripartite Evaluation Plan will be composed of three categories: 1) governance and tripartite relationships; 2) health and wellness system performance; and, 3) measuring health and wellness outcomes. For each, the Plan will describe the approach for collecting data and reporting, and applicable processes, mechanisms and tools the Tripartite Partners will use in monitoring, evaluating and reporting.

HEALTH AND WELLNESS INDICATORS

A set of health indicators was identified to track progress in reducing the gap in health disparities between First Nations and other British Columbians. These health indicators are included in the Transformative Change Accord: First Nations Health Plan and the Framework Agreement:

- Life Expectancy at birth
- Mortality Rate
- Youth Suicide Rate
- Infant Mortality Rate
- Diabetes Rate
- Childhood Obesity Rate
- Number of Practising, Certified First Nations Health Care Professionals

These core health status indicators will continue to be tracked through the work of the Provincial Health Officer (with the exception of childhood obesity and number of practicing, certified First Nations Health Care professionals).

Work is underway to develop wellness indicators that approach health status tracking from a wellness perspective and will complement the above health indicators. In addition, each region is undergoing a process of defining success indicators regarding the implementation of their Regional Partnership Accords. The development of success indicators will take place over an extended period of time, as much of this work is ground-breaking.

EVALUATING PERFORMANCE IN OUR PLAN – HEALTH PERFORMANCE STANDARDS

The FNHA is developing a performance measurement approach as part of our planning framework. The intent is to take a consolidated and integrated approach to planning by matching organizational objectives and strategies to performance. This provides the FNHA Board and CEO with visibility into the outcomes of resources and dollars spent in achieving FNHA's strategic goals and objectives.

There are four initial Key Performance Indicators - one associated with each goal. Each has a number of sub-indicators that aggregate to the following high-level indicators:

1. First Nations are satisfied with Regional Caucuses (Goal 1: Governance)
2. First Nations' participation in wellness challenges, screenings and programs increases (Goal 2: Health & Wellness Partner)
3. Services delivered to and by First Nations increase (Goal 3: Improve Health Services)
4. FNHA investments leverage or generate additional resources in support of First Nations health and wellness (Goal 4: Strengthen Sustainability)

The FNHA has committed to creating a professional and an efficient First Nations organization, and living the corporate culture of ongoing Quality Improvement. The FNHA accreditation journey is well underway. The FNHA is pursuing accreditation for Aboriginal Leadership and Governance and has enrolled in Accreditation Canada's Qmentum program – the leading healthcare accreditation program in Canada. This accreditation program is recognized and subscribed to worldwide, and is an outside verification that there are strong internal quality improvement and client and employee safety systems in place. Accreditation is not new to First Nations communities. In total, 23 Health Centres have engaged in accreditation efforts and 21 have achieved an Accreditation award. Additionally, 10 National Native Drug and Alcohol Addiction Program treatment centres have also achieved accreditation.



CONCLUSION

THIS THIRD SUMMARY SERVICE PLAN MARKS AN EXCITING MOMENT IN THE TRANSFORMATIVE JOURNEY UNDERWAY FOR BC FIRST NATIONS, THE FNHA AND ITS PARTNERS. IT IS IMPORTANT TO REFLECT ON AND CELEBRATE THE ACHIEVEMENTS OF THE PAST YEAR, INCLUDING PROGRAM TRANSFORMATION IN MENTAL WELLNESS AND SUBSTANCE ABUSE, THE ESTABLISHMENT OF REGIONAL ENVELOPES AND RESULTING PROJECTS AND ORGANIZATIONAL REDESIGN. IT IS ALSO IMPERATIVE THAT IN THE 2015/2016 YEAR AHEAD, THE FNHA REMAIN FOCUSED IN ITS WORK TO:

- Ensure no disruption and minimal adjustment required by individual First Nations people and communities to the continuation of their health services or health benefits;
- Ensure minimal disruption and minimal added work burden on First Nations program providers who deliver community programs;
- Respect the Seven Directives; and
- Create a solid foundation for the continued implementation of the Framework Agreement.

Looking beyond the 2015/2016 year, the FNHA and its partners will continue on the transformative journey toward “Healthy, Self-Determining and Vibrant BC First Nations, Families and Communities”. The FNHA will continue forward with a strategic focus on its ongoing four priorities:

1. Enhance First Nations Health Governance;
2. Promote and Implement the BC First Nations Perspective on Wellness as a Health and Wellness Champion;
3. Improve Health Services and Programs as a Health and Wellness Partner;
4. Strengthen the FNHA as a Sustainable and Effective First Nations Health Organization.

We look forward to reporting progress as we continue our collaborations with our partners working towards our shared vision.



First Nations Health Authority
Health through wellness

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