

2016/2017 FNHA SUMMARY SERVICE PLAN

An Operational Plan for the Fiscal Year 2016/2017



First Nations Health Authority
Health through wellness



First Nations Health Authority
Health through wellness

OUR BRAND

The First Nations Health Authority brand is based on the thunderbird, a traditional symbol of transformation and healing. The crescent around the thunderbird represents our environment, families, communities and the context in which our health is determined. The thunderbird's wings reach beyond this crescent, working within our context, but looking to break new ground in First Nations health. The thunderbird is shown looking up to signify a healthy future.

THE DESIGN WAS CREATED BY ANDREW (ENPAAUK) DEXEL, A NLAKA'PAMUX ARTIST WELL KNOWN FOR HIS PRINTS AND PAINTINGS.

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“HEALTHY, SELF-DETERMINING AND
VIBRANT BC FIRST NATIONS CHILDREN,
FAMILIES AND COMMUNITIES.”

SHARED VISION
OF THE FNHA, FNHC, AND FNHDA

EXECUTIVE SUMMARY

The First Nations Health Authority supports BC First Nations individuals, families and communities to achieve and enjoy the highest level of health and wellness by: working with them on their health and wellness journeys; honouring traditions and cultures; and championing First Nations health and wellness within the First Nations Health Authority organization and with all of our partners.”

– FNHA Mission

This Summary Service Plan marks a new chapter for the First Nations Health Authority (FNHA) - one in which we articulate a set of five-year goals, outcome statements, and objectives, and a set of specific strategies and priorities for 2016/17. The development and implementation of this Plan has been, and will be, guided by our Vision, Seven Directives, Shared Values, and the First Nations Perspective on Health and Wellness - supporting the FNHA to be grounded in First Nations knowledge and teachings, and aligning our work with the consensus leadership expressed by our communities.

Since the transfer of Health Canada operations to the FNHA in 2013, the work of the organization has focused on advancing the health and wellness philosophy of the organization; strengthening services and operations; stabilizing and evolving the organization, including aligning functions associated with service delivery, operations, and medical expertise, and aligning to the five regions; and, nurturing partnerships with First Nations, government and health system partners.

OUR ROADMAP

Our **GOALS** are a statement of a strategic level aspiration of the FNHA for the next five years. Each goal is coupled with an **OUTCOME STATEMENT** that describes the desired changed state resulting from our course of action over the next five years.

The **OBJECTIVES** describe how each goal will be achieved. They are the bridge between where we are now and where we want to be.

This work continues through the next stage of the journey, as the FNHA pursues four key goals thoughtfully designed to continue to advance our journey towards our shared vision:

- Enhance First Nations health governance;
- Champion the BC First Nations Perspective on Health and Wellness;
- Advance excellence in programs and services; and
- Operate as an efficient, effective, and excellent First Nations health organization.

Our goals are deliberately sequenced to focus first on the importance of First Nations engagement and decision making in relation to their health and wellness, as part of the new health governance partnership; second, on championing the concept and philosophy of health and wellness throughout the health system and partnering with individuals, families and communities in their health and wellness journeys; third, on innovation and transformation of the delivery of programs and services that address and focus on health and wellness; and, fourth, on developing the FNHA into a First Nations Health and Wellness organization that BC First Nations are proud to call their own, which will work to serve BC First Nations peoples and advocate for their health and wellness interests with the broader health system.

STRATEGIES AND ANNUAL KEY PRIORITIES are identified for our objectives. Strategies describe the specific mechanisms and processes by which each objective will be achieved. Similarly our annual key priorities describe particular core areas of focus for the coming fiscal year.

PERFORMANCE MEASURES are quantitative and qualitative measures used to signal organizational progress toward our goals over the next five years. Clear performance measures with annual targets allow us to meaningfully assess our work and make changes, where needed, to reach our goals. The FNHA performance measurement approach is aligned with and contributes to a much broader evaluation agenda which will assess progress of the tripartite partners towards the commitments we have collectively made in the health plans and agreements.

The transformation journey is a monumental endeavour that entails time, commitment, communication, teamwork and pacing. While we embrace change and seek ways to be innovative and creative, we also do our best to uphold the integrity of our work and commitment to First Nations by making optimal use of our available resources. We do this by taking time to assess and maximize any opportunities considering where we will have the greatest impact based on what is feasible. Our plan has been carefully crafted to reflect both what we see as critical to our success coupled with what we have available in front of us to make that happen.

In this new health ecosystem we have established, we need to be mindful of how our actions impact community, and recognize that 'what happens to community happens to all of us, and what happens to us happens to community'. The health and wellness of communities impacts on the health and wellness of the FNHA, and the health and wellness of the FNHA impacts on the health and wellness of communities. We are learning to work through health opportunities and situations together as BC First Nations, to support our common interest in the quality and sustainability of programs and services at all levels.

The FNHA is pleased to have established a five year direction for our organization – a direction based on our refreshed four goals, all working to achieve *our shared vision of Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities*.

THE STORY BEHIND OUR PLAN

Since time immemorial, healthy, self-determining, and vibrant First Nations individuals, families and communities thrived throughout what is now known as British Columbia. A common thread across these diverse First Nations cultures was, and is, a holistic perspective on health and wellness reflective of the interconnectedness of the mental, physical, emotional and spiritual facets of life. The well-being of First Nations peoples was forcibly interrupted through government colonial measures designed to “get rid of the Indian problem”, including through disrupting First Nations’ personal and collective self-determination, dispossessing First Nations from the environments that enabled them to flourish, and severing cultural and familial connections that supported First Nations’ mental, emotional, physical and spiritual security.

First Nations leadership, over many years, has fought to change this narrative through direct action, court cases, and negotiations which strived for the acknowledgement of their land title and rights, and led to the implementation of a new relationship with federal and provincial governments, and society as a whole. Through these efforts, opportunities were created specifically to address the health and wellness of First Nations in BC. A series of plans and agreements from 2006 to today reflect a broad First Nations health and wellness agenda supported by a strong governance partnership between First Nations and federal and provincial governments. These plans and agreements were developed through the consensus leadership of BC First Nations, exercising their authorities collectively to establish a health governance structure and standards, and mandate that governance structure to strategically advance BC First Nations health and wellness philosophies, interests, and priorities.

THE FNHC, FNHDA, AND FNHA CONDUCT
OUR EFFORTS WITH ONE ANOTHER
IN ACCORDANCE WITH OUR SHARED
VALUES:

RESPECT

DISCIPLINE

RELATIONSHIPS

CULTURE

EXCELLENCE

FAIRNESS



SHARED PRINCIPLES GUIDE THE TRIPARTITE WORK AMONGST THE FNHC, FNHDA, FNHA AND FEDERAL AND PROVINCIAL PARTNERS:

The FNHA is a first of its kind First Nations organization created by BC First Nations and for BC First Nations. The approaches of the FNHA flow from the First Nations perspective of health and wellness – an approach that defines the FNHA as a wellness organization which is different from other mainstream health authorities and organizations that are acute care focused. The FNHA is one component of this health governance structure established by BC First Nations. Informed through regional processes, the FNHA works alongside the First Nations Health Council (FNHC) and First Nations Health Directors Association (FNHDA) to achieve *our shared vision of reclaiming “Healthy, Self-Determining, and Vibrant*

BC First Nations Children, Families, and Communities” and pursue strong health partnerships and integration with federal and provincial governments. Honouring the governance processes and standards that have led to the creation of this organization, the FNHA advances health system transformation and undertakes program and service delivery in a manner aligned with First Nations philosophies, perspectives, and ways of being. In accordance with our values and Directives, we pursue excellence in the delivery of our mandate, striving for efficiency and effectiveness to maximize value for those we serve.

THE WORK OF THE FNHA
AND ITS PARTNERS IS
GUIDED BY THE SEVEN
DIRECTIVES PROVIDED BY
BC FIRST NATIONS CHIEFS
AND LEADERS:

1

COMMUNITY-DRIVEN,
NATION-BASED

2

INCREASE FIRST NATIONS
DECISION-MAKING
AND CONTROL

3

IMPROVE SERVICES

Our goals reflect our ongoing journey in the pursuit of excellence. Our goals: draw upon our past, solidifying and building upon the elements of our success to date; reflect upon our culture and uniqueness and what this has to offer for those we serve and the broader health system; and signal our ongoing commitment to pursue excellence in programs and services and the operations that support their delivery.

THE PRINCIPLE OF RECIPROCAL ACCOUNTABILITY IS FUNDAMENTAL TO THE FIRST NATIONS HEALTH GOVERNANCE STRUCTURE AND THE HEALTH PARTNERSHIP, MEANING THAT THE PARTIES *"WILL WORK TOGETHER COLLABORATIVELY AND BE ACCOUNTABLE TO ONE ANOTHER AT ALL LEVELS TO ACHIEVE OUR SHARED GOALS, LIVING UP TO OUR INDIVIDUAL AND COLLECTIVE COMMITMENTS."*

4

FOSTER MEANINGFUL
COLLABORATION
AND PARTNERSHIP

5

DEVELOP HUMAN
AND ECONOMIC
CAPACITY

6

BE WITHOUT
PREJUDICE TO FIRST
NATIONS INTERESTS

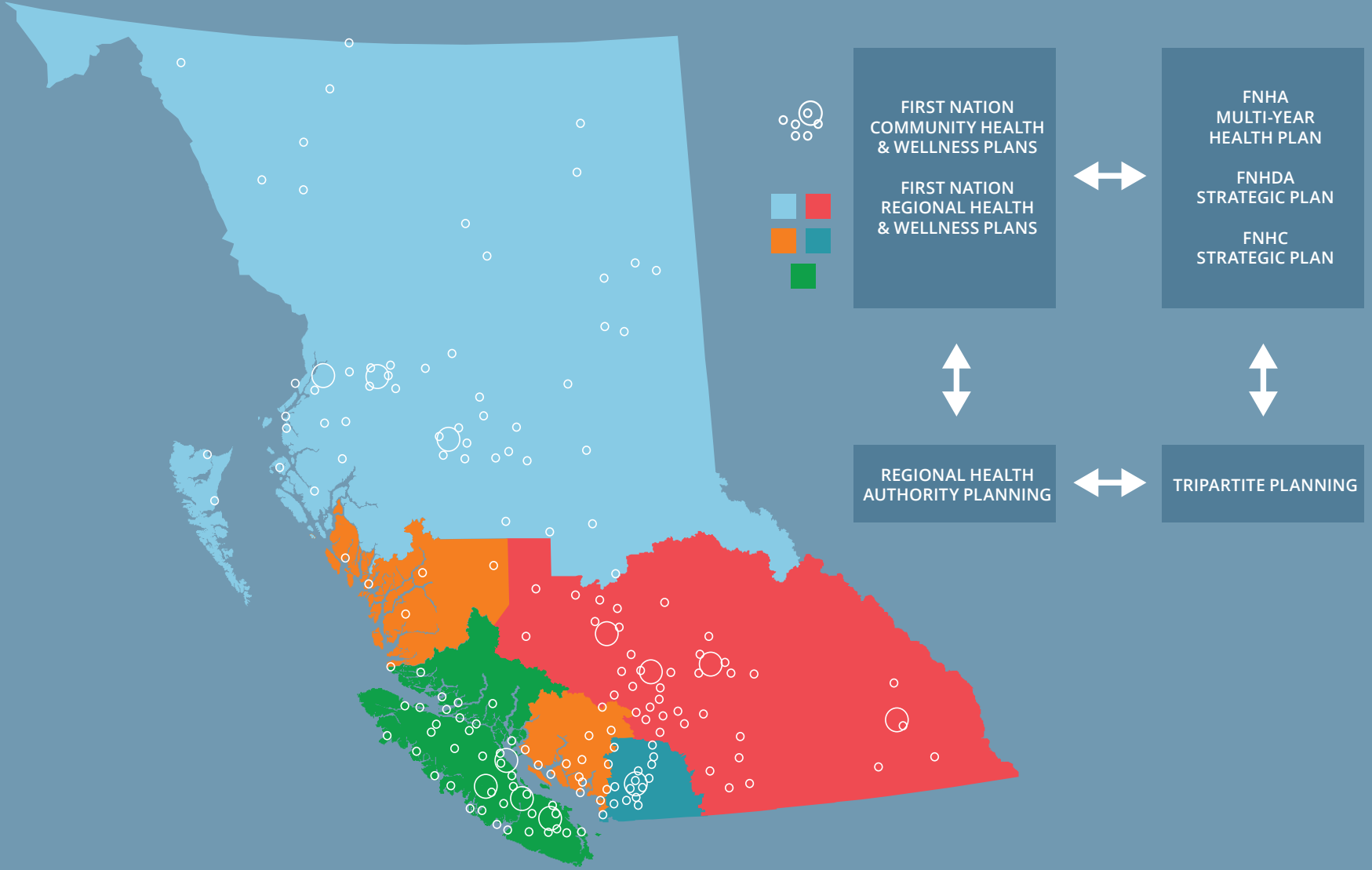
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FUNCTION AT A
HIGH OPERATIONAL
STANDARD

FNHA PLANNING APPROACH

The FNHA is utilizing a ground up planning approach to ensure that the priorities, goals and perspectives expressed by BC First Nations guide the plans and investments made regionally and provincially. This planning approach ensures that activities at all levels are complementary to and support one another, and are consistent with the 7 Directives, our Operating Principles, and other guiding elements. The intent is to create a more integrated health system based on logical, transparent and synchronized planning with clearly defined service standards at each level.

The diagram on the facing page depicts the planning approach within the new First Nations health governance structure. Community Health and Wellness Plans will inform Regional Health and Wellness Plans, which in turn inform the FNHA plans as well governance partner plans. .





FNHA STRUCTURE

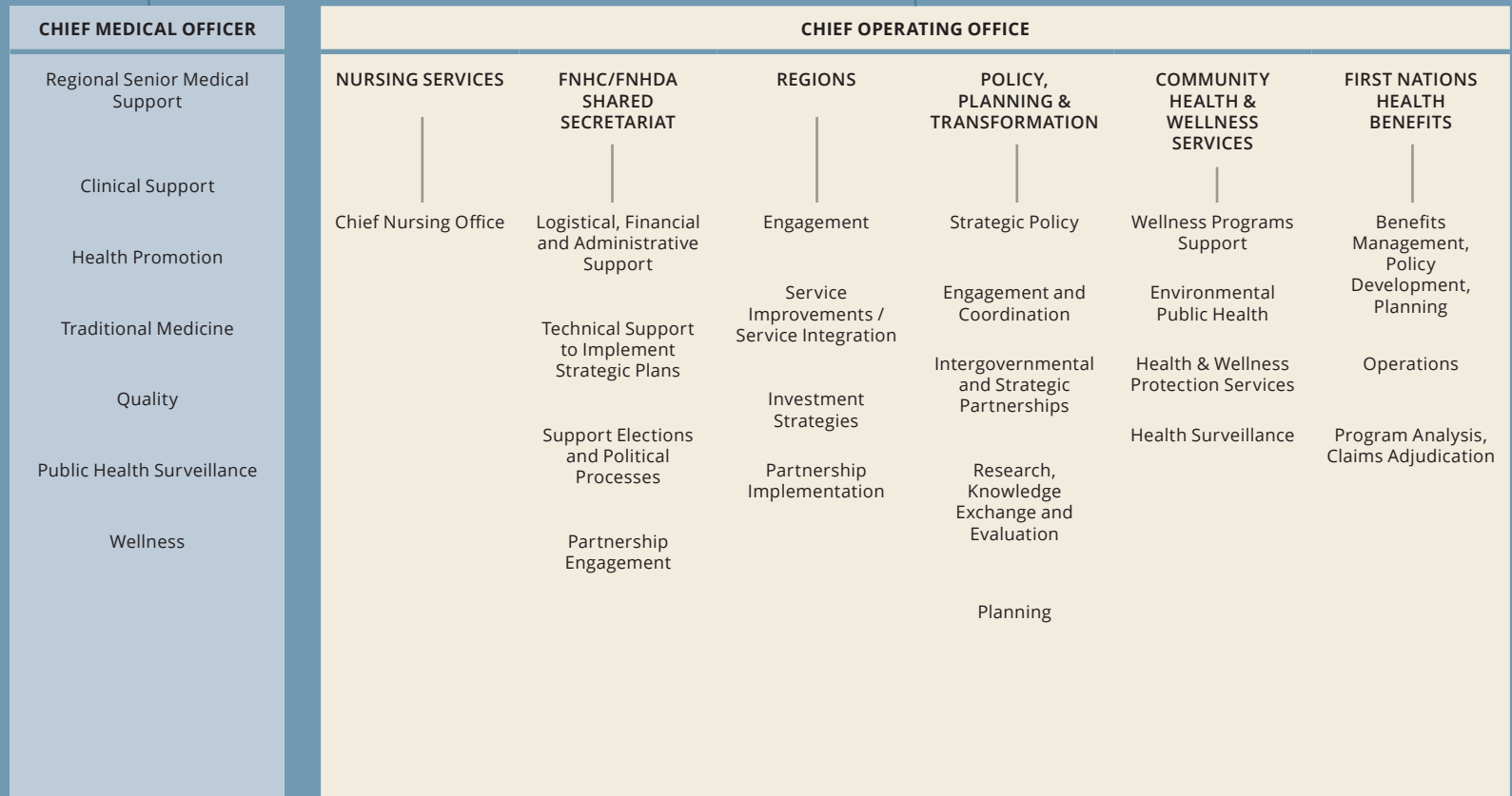
THE FNHA BOARD OF DIRECTORS PROVIDES LEADERSHIP AND OVERSIGHT FOR THE ACTIVITIES OF THE FNHA. THE BOARD AS A WHOLE COMBINES YEARS OF EXPERIENCE IN FIRST NATIONS HEALTH, COMMUNITY DEVELOPMENT, FINANCIAL MANAGEMENT AND POLITICAL EXPERTISE AT ALL LEVELS OF GOVERNMENT.

The Board of Directors includes members nominated by First Nations in our five regions and as well as members 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.

Board members include: Board officers Lydia Hwitsum (Chair), Jason Calla (Secretary Treasurer) and Marion Colleen Erickson (Vice Chairperson), Helen Joe, Dr. Elizabeth Whynot, Jim Morrison, Norman Thompson, David Goldsmith and Graham Whitmarsh.

CEO

LEGAL | COMMUNICATIONS | CEO OFFICE



CHIEF ADMINISTRATION OFFICE AND BOARD GOVERNANCE

INNOVATION & INFORMATION MANAGEMENT SERVICES	CAPITAL	CORPORATE SERVICES	BOARD SECRETARIAT	FINANCE	HUMAN RESOURCES
Core Technologies & User Support Services	Community Capital	Business Services	Board Governance	Accounting Services	Recruiting & Selection
Application Analytics & Information Management	Corporate Capital	Business Development	Corporate Governance	Financial Planning & Analysis	Employee & Labour Relations
Project and Risk Management Services	Accommodations	Accreditation	Board Administration	Procurement & Contracting	Compensation & Benefits
eHealth		Risk Management		Funding Arrangements	Talent Management
				Peoplesoft SME Group	Learning & Development
					Workplace Wellness
					Human Resource Information System
					Organization Development

OUR PLAN FOR 2016 – 2017

This Summary Service Plan marks a new chapter for the First Nations Health Authority (FNHA) – one in which we articulate a set of five-year goals, outcome statements, and objectives, and a set of specific strategies and priorities for 2016/17.

1. Enhance First Nations health governance;
2. Champion the BC First Nations Perspective on Health and Wellness;
3. Advance excellence in programs and services; and
4. Operate as an efficient, effective, and excellent First Nations health organization.

1

2

3

4

GOAL 1

ENHANCE FIRST NATIONS HEALTH GOVERNANCE



GOAL 2

CHAMPION THE BC FIRST NATIONS
PERSPECTIVE ON HEALTH AND WELLNESS



GOAL 3

ADVANCE EXCELLENCE IN PROGRAM AND SERVICES



GOAL 4

OPERATE AS AN EFFICIENT, EFFECTIVE, AND
EXCELLENT FIRST NATIONS HEALTH ORGANIZATION





GOAL 1

ENHANCE FIRST NATIONS HEALTH GOVERNANCE

THE FIRST NATIONS HEALTH GOVERNANCE STRUCTURE WAS BUILT BY AND FOR FIRST NATIONS TO BRING DECISION-MAKING CLOSER TO HOME AND INTO OUR HANDS.

Self-determination is a key determinant of health, and the FNHA remains committed to supporting sustainable and effective processes that enable First Nations to make their own decisions about their health and well-being. The principle of reciprocal accountability acknowledges that BC First Nations collectively own our parts of the First Nations health governance structure, and are therefore together responsible for resolving concerns and issues, making key decisions, and celebrating our successes. In assuming collective responsibility, we have created a health ecosystem in which we are all connected, and where our decisions and actions impact upon one another, and at multiple levels. Within this health ecosystem, the FNHA will provide capacity and other supports that enable decision-making at appropriate local, regional, and provincial levels, and engage with First Nations to inform our decision-making.

In the spirit of reciprocal accountability – meaning that the partners “will work together at all levels in a collaborative manner to achieve our shared goals, living up to our individual and collective commitments” – we will work to further evolve and develop our governance partnerships with federal and provincial partners at multiple levels. We will represent our interests and priorities as First Nations throughout the health system, and work as governance partners to develop and implement strong shared agendas and processes resulting in measurable progress. The governance partnerships amongst BC First Nations, and between First Nations and federal and provincial governments, will provide leadership to and enable the health systems transformation envisioned in the tripartite health plans and agreements.

GOAL 1. ENHANCE FIRST NATIONS HEALTH GOVERNANCE

OUTCOME: Sustainable and accountable governance structures leading change.



OBJECTIVES	STRATEGIES	ANNUAL KEY PRIORITIES
<p>1.1 Strengthen regional decision-making approaches.</p>	<p>1.1.1 Enhance capacity on a regional basis to advance regional priorities and processes.</p> <p>1.1.2 Work with FNHC and FNHDA to engage BC First Nations in a manner that is equitable, efficient, and cost effective.</p> <p>1.1.3 Support the implementation of regional partnership accords.</p>	<ul style="list-style-type: none"> Engage with regional governance structures to fully expend the flexible portion of regional envelopes in alignment with Regional Health & Wellness Plan priorities and Regional Partnership Accord priorities.
<p>1.2 Collaborate with the FNHC and the FNHDA to achieve our shared vision.</p>	<p>1.2.1 Uphold commitments to our First Nations health governance partners.</p> <p>1.2.2 Provide effective and appropriate secretariat supports for the FNHC and FNHDA.</p> <p>1.2.3 Represent FNHA perspectives on social determinants of health with federal and provincial departments.</p>	<ul style="list-style-type: none"> Finalize and implement a renewed Relationship Agreement between the FNHC, FNHDA, and FNHA.
<p>1.3 Partner with federal and provincial governments to implement the tripartite health plan and agreements.</p>	<p>1.3.1 Establish effective bilateral working partnerships and processes with federal and provincial governments.</p> <p>1.3.2 Actively and effectively participate in tripartite health governance structures and processes</p> <p>1.3.3 Engage other government departments, federal and provincial associations, and other service providers and agencies in health plan implementation.</p>	<ul style="list-style-type: none"> Develop and implement annual Letter of Mutual Accountability and Joint Project Board work plan with the BC Ministry of Health, and the Shared Vision and Common Understanding document and Vice President-Director General Joint work plan with Health Canada.



HOW WILL WE MEASURE OUR PROGRESS?

Sustainable and accountable governance structures require productive and high-functioning relationships. The FNHA will actively uphold its commitments to communities, our First Nations health governance partners, the FNHC and FNHDA, as well as our federal and provincial government partners through regular engagement activities. This engagement will allow us to jointly reflect on how we are doing and whether we are successfully meeting our shared commitments. Throughout the year we will track:

- REGIONAL CAUCUS SATISFACTION
- PLANNED PARTNERSHIP ACTIVITIES COMPLETED



GOAL 2

CHAMPION THE BC FIRST NATIONS PERSPECTIVE ON HEALTH AND WELLNESS

THROUGH THE PROCESS OF CREATING THE FNHA, BC FIRST NATIONS HAVE COME TOGETHER TO RESTORE THEIR SHARED PERSPECTIVE ON HEALTH AND WELLNESS, ENCOURAGE POSITIVE AND WELLNESS-BASED CULTURAL APPROACHES AND PRACTICES, AND SHARE THESE WITH THE BROADER HEALTH SYSTEM IN BC AND BEYOND.

The BC First Nations Perspective on Health and Wellness articulates a holistic view of health and well-being, and the understanding that health and wellness journeys of individual human beings are owned by the self-determining individual – and our values and four dimensions of wellness as First Nations people, and at the same time guided and influenced by external factors such as our families and communities, our environments, and the social determinants of health.

We breathe life into this Perspective in the work we do as an organization in three key ways – As a Champion, Partner, and through Living It. We Champion this Perspective amongst our communities and across the health system as a whole. In order to provide health care to First Nations, providers and health care systems need to understand how First Nations see their own health and wellness – through the First Nations Perspective on Health and Wellness. By embedding this philosophy throughout the health system and supporting the integration of traditional knowledge and approaches within mainstream health

care, there will be improved cultural safety and humility in the health system that serves all British Columbians, and a repositioning of the current sickness treatment system into one that supports health and wellness.

We are a Partner to communities and individuals on their health and wellness journeys, recognizing that individuals and families are the active decision-makers in their health and well-being. It is our role to provide support to these journeys through providing expertise, support, tools, resources, and initiatives. This includes areas of support and investment aligned with the First Nations Perspective on Health and Wellness more broadly, such as traditional and alternative medicine and healing; recreation, sport and physical activity; and, cultural and spiritual teaching and practice.

As an organization, we are committed to Living It by serving as healthy and well individuals. We support and make time for our individual health and wellness journeys, whatever stage they are at, and treat one another with kindness.

GOAL 2. CHAMPION THE BC FIRST NATIONS PERSPECTIVE ON HEALTH AND WELLNESS

OUTCOME: Culturally safe and supported health and wellness journeys.



OBJECTIVES	STRATEGIES	ANNUAL KEY PRIORITIES
<p>2.1 Work with partners to transform from a sickness system to a wellness system by championing the First Nations Perspective on Health and Wellness.</p>	<p>2.1.1 Embed the BC First Nations Perspective on Health and Wellness in various strategies and initiatives across the health system, including the wellness, mental wellness, heart health and cancer strategies.</p> <p>2.1.2 Promote cultural safety and humility throughout the health system.</p> <p>2.1.3 Align research, data, measurement and evaluation with the BC First Nations Perspective on Health and Wellness, including wellness indicators development within the FNHA and tripartite contexts.</p>	<ul style="list-style-type: none"> • Implement FNHA policy and research agendas including finalizing Wellness and Cancer Strategies and Research Chairs. • Partner with signatories to the Declaration on Cultural Safety and Humility to develop specific priorities for action to be implemented within their organizations. • Develop Tripartite and FNHA Evaluation Frameworks and associated First Nations health and wellness indicators.
<p>2.2 Partner with First Nations individuals, families and communities in their health and wellness journeys.</p>	<p>2.2.1 Foster a Health through Wellness movement amongst BC First Nations by supporting initiatives, resources and tools aligned with the BC First Nations Perspective on Health and Wellness, including leadership challenges, day of wellness events across the province, and traditional and alternative medicine.</p> <p>2.2.2 Share health and wellness stories, and profile wellness champions.</p> <p>2.2.3 Support lateral kindness initiatives.</p>	<ul style="list-style-type: none"> • Undertake broad-based health literacy campaigns as well as implement or partner on targeted opportunities to encourage and support health and wellness journeys. • Finalize a Declaration on Lateral Kindness with FNHC and FNHDA and develop and carry out initiatives to support the implementation of the Declaration, reduce violence and support healing and reconciliation..

HOW WILL WE MEASURE OUR PROGRESS?

The FNHA will champion the First Nations Perspective on Health and Wellness in our work with First Nations individuals, families and communities and with our health system partners. In order to assess whether FNHA sponsored activities and key health partnerships are effectively contributing to culturally safe and supported health and wellness journeys, we will measure:

- **PARTICIPANT SATISFACTION WITH FNHA SPONSORED WELLNESS EVENTS AND INITIATIVES**



GOAL 3

ADVANCE EXCELLENCE IN PROGRAM AND SERVICES

THE PRIMARY MANDATE OF THE FNHA IS TO DESIGN, DELIVER, MANAGE AND FUND HEALTH AND WELLNESS PROGRAMS AND SERVICES FOR BC FIRST NATIONS. THE FNHA IS COMMITTED TO CONTINUOUS IMPROVEMENT FOR EXCELLENCE IN DELIVERING UPON THIS MANDATE.

We put those we serve at the centre of our model of care, and will continue to reposition our programs and services to align with First Nations knowledge, beliefs, values, practices, medicines and models of health and healing. We will seek greater value and efficiencies to maximize available resources for program and service enhancement, and will develop new health strategies and approaches in priority areas for BC First Nations. As a partner to First Nations communities, we will provide expertise and tools to support their continuous quality improvement journeys.

Integration and new and expanding partnerships with the provincial health system will support improved transitions in care, increased priority health and wellness services for First Nations in BC, and more efficient use of available resources.

GOAL 3. ADVANCE EXCELLENCE IN PROGRAMS AND SERVICES

OUTCOME: Advancements in the quality and cultural safety of programs and services available to First Nations individuals, families & communities in BC.



OBJECTIVES	STRATEGIES	ANNUAL KEY PRIORITIES
<p>3.1 Enhance integration with and access to quality and culturally safe provincial health care services for BC First Nations.</p>	<p>3.1.1 Advance innovative, responsive, culturally safe and integrated models of care.</p> <p>3.1.2 Prioritize improvements to primary health care and mental health and wellness services for First Nations in BC.</p> <p>3.1.3 Enhance the integration of First Nations medicines and practices within the health system.</p>	<ul style="list-style-type: none"> Partner with the Ministry of Health and Health Authorities at multiple levels to improve quality and cultural safety of existing services and implement new ways of delivering services that align with First Nations priorities. Develop an effective feedback and quality improvement process to collect data and address First Nations complaints and concerns. Publish Traditional Wellness Guidebook to advance and integrate traditional wellness into programs and services at multiple levels.
<p>3.2 Achieve measurable improvements to FNHA programs and services.</p>	<p>3.2.1 Nurture a customer-owner philosophy with BC First Nations.</p> <p>3.2.2 Undertake quality and cultural safety improvement of FNHA delivered programs and services.</p> <p>3.2.3 Maximize value for BC First Nations through integration, partnerships, and efficiencies.</p>	<ul style="list-style-type: none"> Advance migration from the Health Canada benefits system and continue to implement improvements to the medical transportation component of Health Benefits. Develop an FNHA Data Quality and Identity Management Framework underpinned by cultural safety and humility.
<p>3.3 Partner with BC First Nations to support their delivery of high quality health programs and services.</p>	<p>3.3.1 Support quality improvement and cultural safety of First Nation delivered health programs, services, and administration.</p> <p>3.3.2 Implement improvements to planning, funding arrangements, reporting, and accountability processes.</p> <p>3.3.3 Provide BC First Nations access to quality data and information, e-health, and information management and technology to support their program and service delivery.</p>	<ul style="list-style-type: none"> Continue to transform the FNHA relationship with communities by providing program consultation and clinical expertise, and making improvements to contribution agreements, community planning and reporting. Provide data, survey results and analytics to inform regional and local service planning and quality improvement.



HOW WILL WE MEASURE OUR PROGRESS?

Cultural safety and two-way lateral kindness create a strong environment for high-quality program and service delivery. The FNHA will undertake measurement activities to determine how well our services are received, and to ensure that we advance our commitment to lateral kindness. Specific measures include:

- PARTNERSHIP SATISFACTION BETWEEN FNHA AND FIRST NATIONS HEALTH ORGANIZATIONS
- CLIENT SATISFACTION WITH HEALTH BENEFITS THROUGH SURVEYS
- ADOPTION RATE OF THE DECLARATION ON LATERAL KINDNESS BY FNHC, FNHDA AND FNHA



GOAL 4

OPERATE AS AN EFFICIENT, EFFECTIVE, AND EXCELLENT FIRST NATIONS HEALTH ORGANIZATION

First Nations have established the FNHA as their health organization – reflective of their beliefs and worldviews and meeting the standards of the 7 Directives in its operations.

We are committed to creating an organizational culture based on First Nations culture, traditions, and teachings and in which staff members demonstrably live the Directives and values provided to us by First Nations. This includes ongoing strengthening of policies, procedures, and practices to reflect system-wide best practice and First Nations ways of doing business. We will pursue innovation and opportunities to generate and leverage revenues to reinvest in the delivery of our mandate. We will make continual learning a way of organizational life in order to improve our performance in service to First Nations and be a recognized leader in health system transformation. We are currently implementing best practices in a number of areas consistent with leading Indigenous health organizations, including best practices in our approach to recruitment of new staff, and in our day to day business as an organization dedicated to serving BC First Nations in the best way possible.

GOAL 4. OPERATE AS AN EFFICIENT, EFFECTIVE, AND EXCELLENT FIRST NATIONS HEALTH ORGANIZATION

OUTCOME: FNHA is an established leading edge First Nations Health Organization

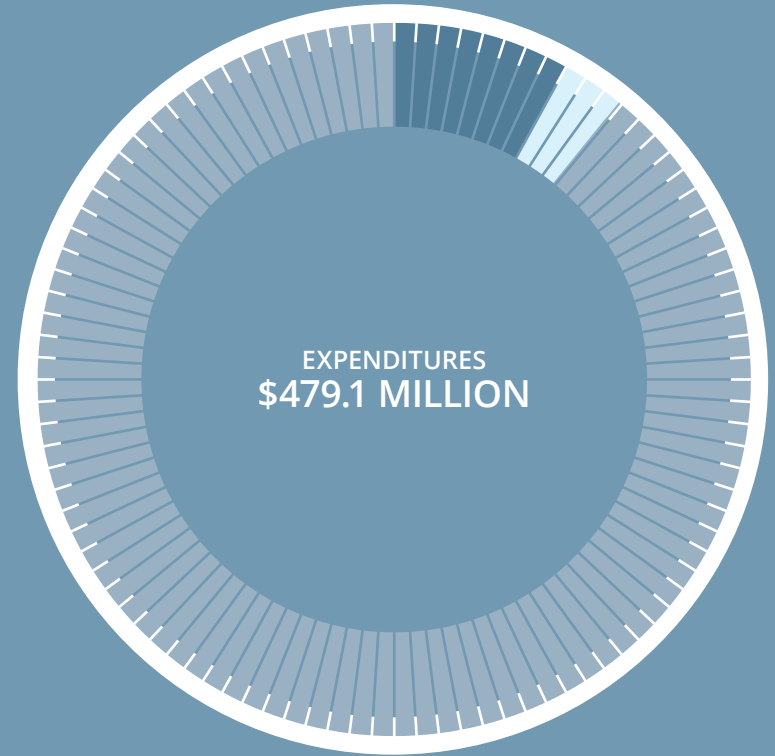
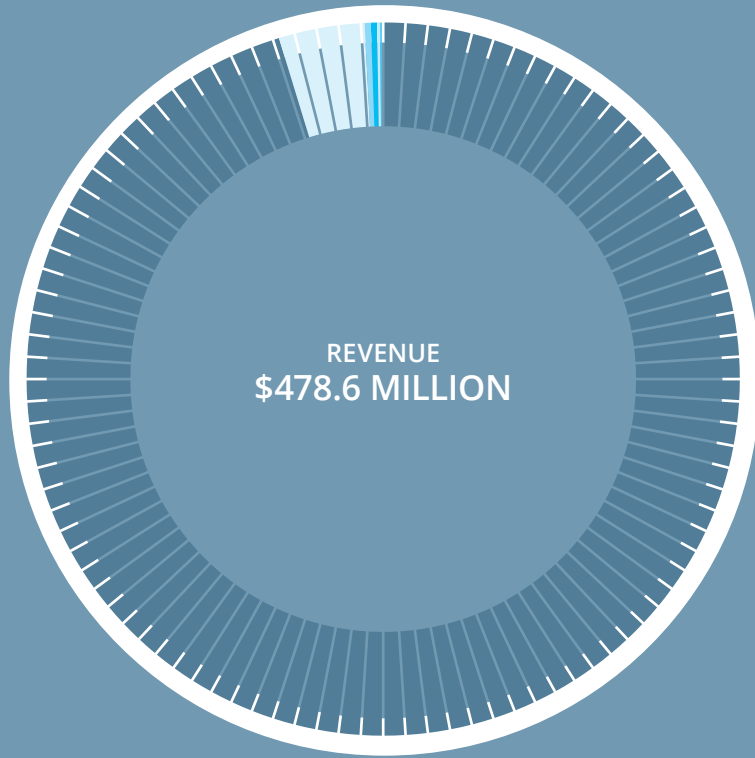


OBJECTIVES	STRATEGIES	ANNUAL KEY PRIORITIES
<p>4.1 Build strong leadership and foster First Nations organizational culture.</p>	<p>4.1.1 Build a common FNHA organizational culture founded upon the 7 Directives, the First Nations Perspective on Health and Wellness, and Shared Values.</p> <p>4.1.2 Be a worldwide leader in cultural safety and humility in the workplace.</p> <p>4.1.3 Develop leadership at all levels consistent with First Nations approaches and teachings.</p>	<ul style="list-style-type: none"> • Develop and implement a comprehensive FNHA leadership approach that reflects First Nations teachings and practices, and develops leaders grounded in FNHA values and cultural safety and humility.
<p>4.2 Foster a healthy and engaging environment that enables personal excellence.</p>	<p>4.2.1 Support continuous learning and development.</p> <p>4.2.2 Implement an innovative health and wellness based workforce approach.</p> <p>4.2.3 Engage FNHA staff in the ongoing change and transformation process.</p>	<ul style="list-style-type: none"> • Build meaningful performance partnerships that align staff goals, learning, development and health and wellness with the strategic goals of the FNHA. • Provide ongoing coordinated and consistent messaging to staff regarding change process through internal communications, committee structures and staff engagement sessions..
<p>4.3 Achieve excellence in operations.</p>	<p>4.3.1 Strengthen operational policies and procedures reflective of First Nations ways of doing business while meeting our legal, operational and accreditation requirements.</p> <p>4.3.2 Generate and leverage additional resources through innovation, fundraising, business opportunities, shared services, and efficiencies.</p> <p>4.3.3 Provide integrated, effective and efficient corporate support services and systems.</p>	<ul style="list-style-type: none"> • Provide a comprehensive Human Resource approach that encompasses recruitment, compensation, labour relations and human resource information systems. • Develop a strategic financial management approach supported by sound financial management practices. • Develop a strategic overview for business opportunities including initial steps.

HOW WILL WE MEASURE OUR PROGRESS?

Decision making at every level of the FNHA is guided by our Operating Principles which embody wellness as integral to all that we do. Wellness at an organizational level includes sustainability, excellence, as well as continuous and shared learning. In order to ensure we are living up to these Operating Principles we will:

- ❑ **EMBED WELLNESS OPERATING PRINCIPLES IN OPERATIONAL DECISION MAKING ACTIVITIES**
- ❑ **CONDUCT AN ANNUAL EMPLOYEE ENGAGEMENT SURVEY TO IDENTIFY KEY AREAS NEEDING GROWTH OR IMPROVEMENT**



FEDERAL REVENUE	457.2
PROVINCE OF BC	18.4
INTEREST REVENUES	1.3
HEALTH AUTHORITIES	0.7
FIRST NATIONS INFORMATION GOVERNANCE CENTRE	0.5
OTHER REVENUE	0.5

PROGRAM SERVICES	426.2
CORPORATE OPERATIONS	38.9
GOVERNANCE & FIRST NATIONS ENGAGEMENT	14.0

FNHA OPERATIONS BUDGET 2016/17

	2016/17 Budget	Canada	Province	Other
REVENUES				
Federal Revenue	457,178,673	457,178,673	-	-
First Nations Information Governance Center	520,392	-	-	520,392
Health Authorities	657,698	-	-	657,698
Interest Revenues	1,330,364	-	-	1,330,364
Other Revenue	498,000	-	-	498,000
Provincial Revenues	18,403,950	-	18,403,950	-
TOTAL REVENUES	478,589,077	457,178,673	18,403,950	3,006,454
EXPENDITURES				
OPERATIONS				
Corporate Operations Programs	38,865,422	38,693,208	172,214	-
	38,865,422	38,693,208	172,214	-
GOVERNANCE AND FIRST NATIONS ENGAGEMENT				
First Nations Engagement	3,652,685	2,756,685	-	896,000
First Nations Health Council Program	1,412,374	1,412,374	-	-
First Nations Health Directors Association	1,513,748	1,513,748	-	-
Regional Operations Programs	7,482,123	7,482,123	-	-
	14,060,931	13,164,931	-	896,000
PROGRAM SERVICES				
Direct Community Service Funding	198,005,545	190,820,894	7,184,651	-
Health Benefits	160,515,632	160,515,632	-	-
Health Services and Programs	67,702,462	55,856,984	11,047,085	798,393
	426,223,639	407,193,510	18,231,736	798,393
TOTAL EXPENDITURES	479,149,992	459,051,649	18,403,950	1,694,393
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	(560,915)	(1,872,976)	(0)	1,312,061



THE FNHA HAS STRENGTHENED OPERATIONS, REORIENTED AND EVOLVED OUR ORGANIZATIONAL STRUCTURE TO BETTER REFLECT OUR SERVICE DELIVERY GOALS AND FUNCTIONS, AND CONTINUE TO BECOME GROUNDED IN LEADING-EDGE ORGANIZATIONAL POLICIES

CONCLUSION

Our fourth Summary Service Plan marks significant progress in our journey of transformation. Over the past two years, the FNHA has strengthened operations, reoriented and evolved our organizational structure to better reflect our service delivery goals and functions, and continue to become grounded in leading-edge organizational policies. Additionally, we have achieved significant progress in some initial service improvements that set the stage for more fulsome innovation and transformation.

This Summary Service Plan, informed through inputs and engagement from those we serve and our partners, articulates our hopes and dreams for the future, and establishes a tactical approach to set these plans into motion. This is when the process becomes truly transformative, signaling that our vision is no longer merely an idea for what can occur but a reality grounded in commitment and a carefully deliberated path forward.

Over the next five years, the FNHA will continue forward in our four key goal areas:

1. **Enhance First Nations health governance;**
2. **Champion the BC First Nations Perspective on Health and Wellness;**
3. **Advance excellence in programs and services; and**
4. **Operate as an efficient, effective, and excellent First Nations health organization.**

We are excited to embark on the next phase of our journey, and will report progress as we continue to collaborate with our partners, working towards our shared vision.



First Nations Health Authority
Health through wellness

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