

paddling Together:

First Nations Health Authority
Health and Wellness Plan



First Nations Health Authority
Health through wellness

2023/2024 FNHA Summary Service Plan

OUR BRAND

The First Nations Health Authority (FNHA) 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'pamuz artist well known for his prints and paintings.



First Nations Health Authority
Health through wellness

Paddling Together Towards Health and Wellness: 2023/2024 FNHA Summary Service Plan

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The work represented in this plan was carried out on the unceded territories belonging to self-determining First Nations in what is now British Columbia. The First Nations Health Authority acknowledges and thanks those whose wisdom, knowledge and contributions are reflected in this plan.

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Paddling Together: Our Plan at a Glance

Our Plan is depicted as a canoe and is reflective of the shared journey we are on with First Nations in British Columbia (BC) as we paddle together towards the **vision** of healthy, self-determining and vibrant BC First Nations children, families and communities.

This journey is one of unity, resilience and strength. It keeps us connected to our history and to the people we serve. As we paddle ahead together, we continue to look back at our journey and hear the wisdom of those who charted the course before us. Our 7 Directives, the foundations of the canoe, support us as we travel towards our Shared Vision, which is the skyline ahead keeping us focused. Our paddles reflect the work of the regions in our travels.

Our journey moves in the direction set by First Nations through engagement, and is guided by the teachings from First Nations and the strengths of their knowledge, beliefs, values, practices and medicines. Our journey also supports the traditions of our matriarchs who play an important role in bringing future generations into being, and our Two-Spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex and asexual (2SLGBTQIA+) leaders working to decolonize gender and reclaim important roles they hold in many First Nations cultures.

This is a shared journey, one where First Nations are paddling with us in the canoe and guiding our direction. Partners sit in the canoe with us to support our vision and tackle the waterway challenges we face. We know that our canoe journey will take time and that it needs to take in all aspects of health, including physical, mental, emotional and spiritual wellness. We are committed to change and we invite you into the canoe with us.

Shared Vision: Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities



Paddling Together: FNHA Health and Wellness Plan

Our Guideposts



First Nations
Perspective
on Health
and Wellness



Quality



Culture and
Decolonization



Urban and
Away From
Home



Innovation

GOAL 1



Drive transformation
through the BC First Nations
Health Governance Structure
and partnerships

1.1 Collaborate with the First Nations Health Council and the First Nations Health Directors Association to advance our shared vision and strengthen BC First Nations health governance and partnerships.

1.2 Operate through excellence, strengthening regional decision-making and bringing services closer to home.

1.3 Champion health and wellness with partners to advance social determinants of health.

GOAL 2



Enhance access to quality
health and wellness
services

2.1 Advance timely and equitable access to culturally safe, team-based primary care.

2.2 Champion the BC First Nations Perspective on Health and Wellness with First Nations.

2.3 Transform FNHA programs and services in areas such as First Nations Health Benefits, health emergency management, and urban and away from home.

GOAL 3



Enhance culturally safe mental health and wellness approaches

3.1 Develop and implement a healing-from-trauma approach, focused on the root causes of trauma, including residential school legacies.

3.2 Enhance access to a continuum of mental health and wellness approaches, emphasizing cultural healing, and prevention.

3.3 Implement harm reduction strategies for substance use and the toxic drug crisis.

GOAL 4



Advance First Nations approaches to addressing anti-Indigenous racism in health

4.1 Work with partners in BC to support a racism-free health system with embedded cultural safety and humility practices.

4.2 Champion cultural safety and humility in BC through regional innovation, First Nations-led responses and service excellence.

4.3 Advance First Nations approaches to addressing complaints.

GOAL 5



Drive health and wellness innovation together with First Nations and other partners

5.1 Champion BC First Nations initiatives, supporting capacity building and sharing of innovative practices.

5.2 Advance First Nations data governance principles, health research partnerships and evidence-based data.

5.3 Leverage innovative partnerships to advance creative and health and wellness initiatives.

Introduction and Who We Are

We are honoured to share the *Paddling Together: First Nations Health Authority Summary Service Plan* (our Plan) for 2023/2024. This marks the second year of the FNHA's Multi-Year Health Plan (2022/23-2026/27) and includes goals, strategies, annual operational priorities, measures and guideposts for our work ahead.

The Plan builds on what we have learned and heard as well as the health and wellness achievements accomplished together with First Nations in BC. These achievements include transitioning and increasing health benefits coverage and access; expanding mental health and wellness and primary health care supports; and establishing an emergency response structure.

Our Plan also considers the changing environment in which our work takes place. Recent years were marked by two significant public health emergencies: the COVID-19 pandemic and the toxic drug crisis, both of which continue to have far-reaching effects on the health and wellness of First Nations in BC. In the ongoing toxic drug poisoning public health emergency, First Nations people remain overrepresented in drug poisoning deaths and events; the FNHA is currently in a Level 2 response to the ongoing emergency.

In addition, there are heightened and likely long-term challenges related to changing climate conditions, including floods, wildfires and extreme temperatures. Systemic Indigenous-specific racism remains prevalent within the health care system. The uncovering of unmarked graves at former residential school sites also continues to have significant impacts, amplifying the importance of addressing the root causes of trauma during healing journeys.

The FNHA continues to work with our partners to adapt and find innovative ways to respond to the evolving needs of communities. In addition, as we have heard through hundreds of engagements conducted since 2020, it is important we maintain a focus on our broader vision and enhancing programs and services in the areas outlined in this Plan.

Paddling Together is built on the groundwork that has been accomplished so far and draws on the strengths of our partnerships with First Nations in BC and others to chart a journey forward. Our journey is one that considers flexible, innovative and responsive approaches to our environment while advancing and transforming programs and services that support First Nations.



Who We Are

The FNHA is a health and wellness partner to over 200 diverse First Nations communities across BC. We are working to transform and reform the way health care is delivered to First Nations. The FNHA is one component of the health governance structure established by BC First Nations to strategically advance First Nations health and wellness philosophies, interests and priorities.

Informed through regional processes, the FNHA works alongside its governance partners – the First Nations Health Council (FNHC) and the First Nations Health Directors Association (FNHDA)—to achieve our Shared Vision of **“Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities”** and to pursue strong health partnerships and integration with federal and provincial governments.

It is befitting that our vision includes reference to self-determination, as health and wellness go hand in hand with self-determination. It is vital to the achievement of our goals that First Nations continue to drive decision-making over the design and delivery of health systems, programs and services.

Our work is grounded in the ***First Nations Perspective on Health and Wellness*** – an approach that defines the FNHA as a health and wellness organization that is different from other health authorities and organizations. In accordance with our values and 7 Directives, we pursue excellence in the delivery of our mandate.







FNHA, FNHC, FNHDA SHARED VISION:
*Healthy, Self-determining and Vibrant BC First Nations
Children, Families and Communities*

FNHA MISSION

The FNHA 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 FNHA and with all of our partners.

The work of the FNHA and its partners is guided by the 7 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
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

Shared Principles guide the tripartite work amongst the FNHC, FNHDA, FNHA and federal and provincial partners:

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

Shared Values

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

Respect

We believe that maintaining respectful relationships is fundamental to the achievement of our Shared Vision. Respectful relationships are built upon the recognition that we all have something to contribute as individuals, and participants in the First Nations health governance structure. Therefore, we commit to treating each other with dignity and generosity, being responsive to one another, and acknowledging that each entity has their own respective processes and practices. We are also committed to respectful interactions with First Nations, tripartite partners, and other collaborators.

Discipline

We have the historic opportunity to achieve transformative change in First Nations health and wellness, and an obligation to make the most of this opportunity. This will require discipline amongst us, including through: loyalty to one another and our Shared Vision; upholding and supporting our roles, responsibilities, decisions, and processes; maintaining and nurturing unity and a united front; integrity and reliability in fulfilling our commitments, and accountability to one another for these commitments and contributions; and, solutions-oriented and active participation.

Relationships

We believe that effective working relationships with First Nations, tripartite partners and with one another are the foundation for achieving our vision and implementing our health plans and agreements. We commit to fostering effective working relationships and camaraderie underpinned by: trust; honesty; understanding; teamwork; and mutual support. We also acknowledge that humour and laughter are both good medicine, and a good way to build relationships.

Culture

We are here because of those that came before us, and to work on behalf of First Nations. We draw upon the diverse and unique cultures, ceremonies, customs and teachings of First Nations for strength, wisdom and guidance. We uphold traditional and holistic approaches to health and self-care and strive to achieve a balance in our mental, spiritual, emotional and physical wellness.

Excellence

We are humbled and honoured to have been asked by First Nations to work on their behalf to improve health and wellness, and have a moral and personal responsibility to strive for excellence. Excellence means that our outcomes are sustainable, that our processes are professional and transparent, and that we commit to learn continuously – through capacity development opportunities, from each other and from new, different and innovative models worldwide.

Fairness

We work to improve the health and wellness of all First Nations in BC. Our decision making reflects the best interests of all First Nations, and leads to just and equitable treatment amongst all First Nations communities and First Nations organizations across all regions of BC. We are committed to make room for everyone, and are inclusive in our communications, information-sharing, and discussions.

Honouring Those Who Paddled Before

Our history is an important part of our journey. Through the Health Partnership Accord, our leadership encouraged us to reflect on and honour those who have paddled before us – to honour the wisdom of those who brought us to where we are today. For this reason, we focus not just on where we are going, but also on where we have been.

Since time immemorial, healthy, self-determining and vibrant First Nations, individuals, families and communities thrived throughout what is now known as BC. Guided by their teachings and traditions, Nations planned and provided for the health and wellness of their families and communities. A common thread across the diverse First Nations cultures in BC is a wholistic perspective on health and wellness, reflecting the interconnectedness of the mental, physical, emotional and spiritual facets of life.

Many attempts were undertaken—including through policies and direct acts of colonialism and racism—to disrupt the health and well-being of First Nations people. Despite these attempts, First Nations people remained resilient and strong, and the establishment of the FNHA is an expression of that strength, self-determination and resistance to colonialism.

The FNHA respects First Nations self-determination, which serves as an important focal point of health and wellness for many First Nations people and is considered a determinant of health. First Nations leadership have fought for many years to solidify these understandings and pave the way for the exploration of new service models.



First Nations Health Governance Structure in BC

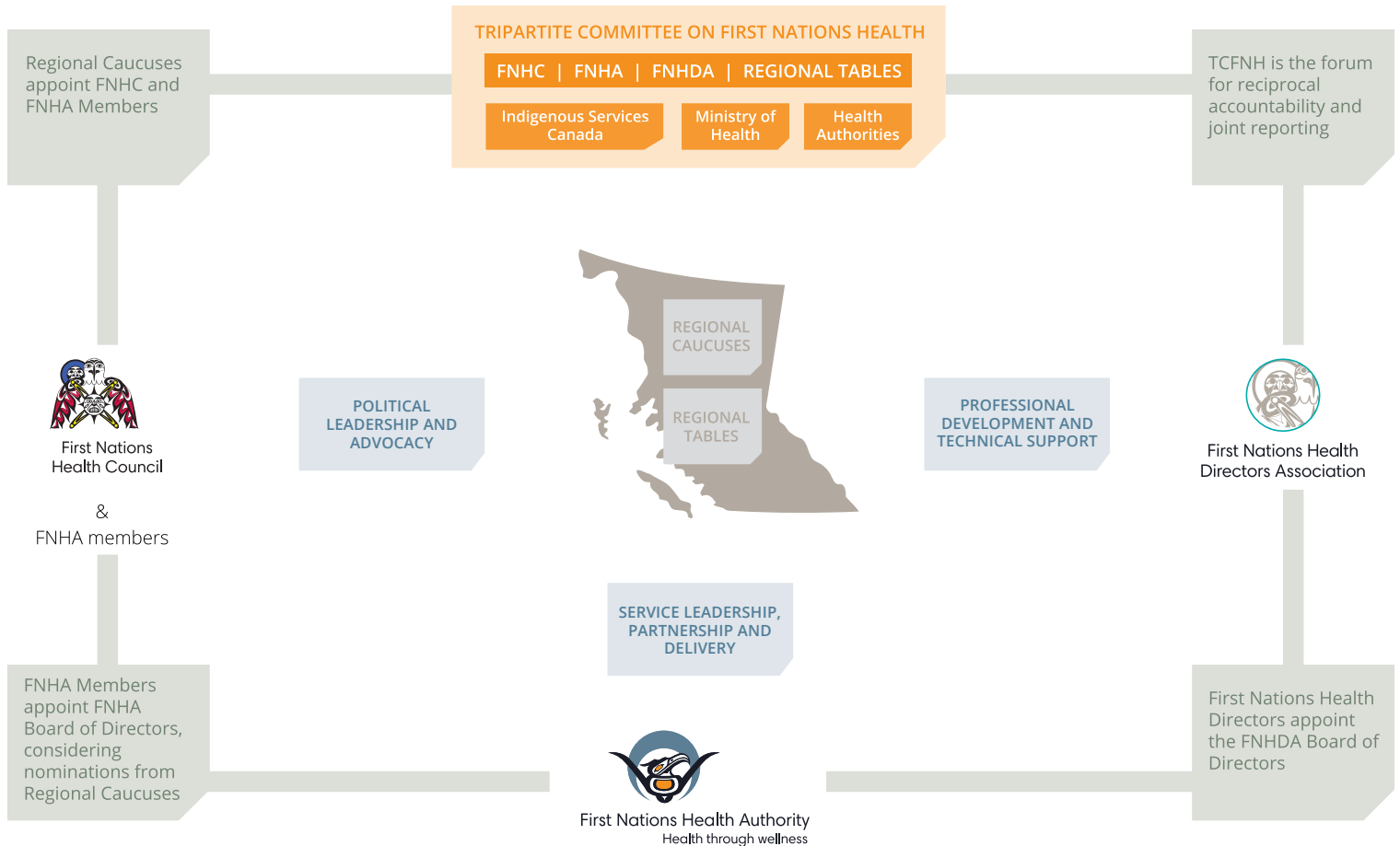
In 2005, First Nations in BC and federal and provincial governments committed to a shared agenda through the Transformative Change Accord to establish a new relationship based on mutual respect and recognition and to develop plans that bridge differences in socio-economic and health outcomes between First Nations and other British Columbians.

This work culminated in a series of agreements between First Nations leaders and the federal and provincial governments to confirm the First Nations Health Governance Structure and the creation of the FNHA, FNHC and FNHDA. It was also through this process that the 7 Directives were established by BC First Nations.

The 7 Directives, together with the agreements, serve as the foundation for our work and contain important commitments related to our relationships, including reciprocal accountability. They guide how we approach service delivery, engage with First Nations people and work with our health governance partners to strategically advance health and wellness philosophies, interests and priorities.

We raise our hands to First Nations and the work that they have done throughout the years since transfer within their communities, families and Nations and together at regional tables. The FNHA is honoured to be a partner in health transformation.



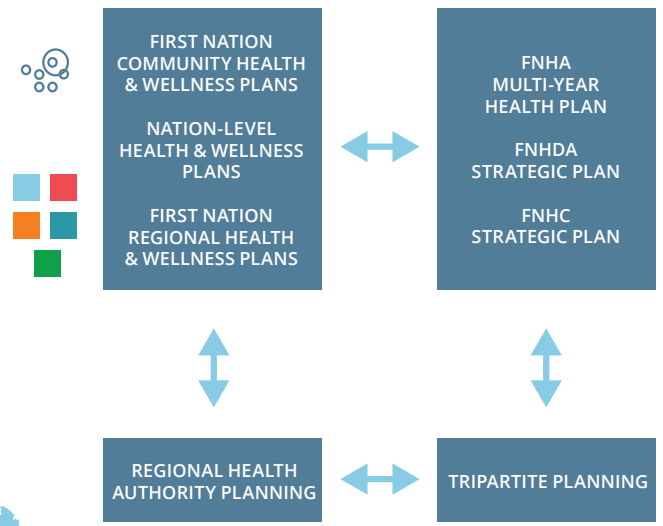
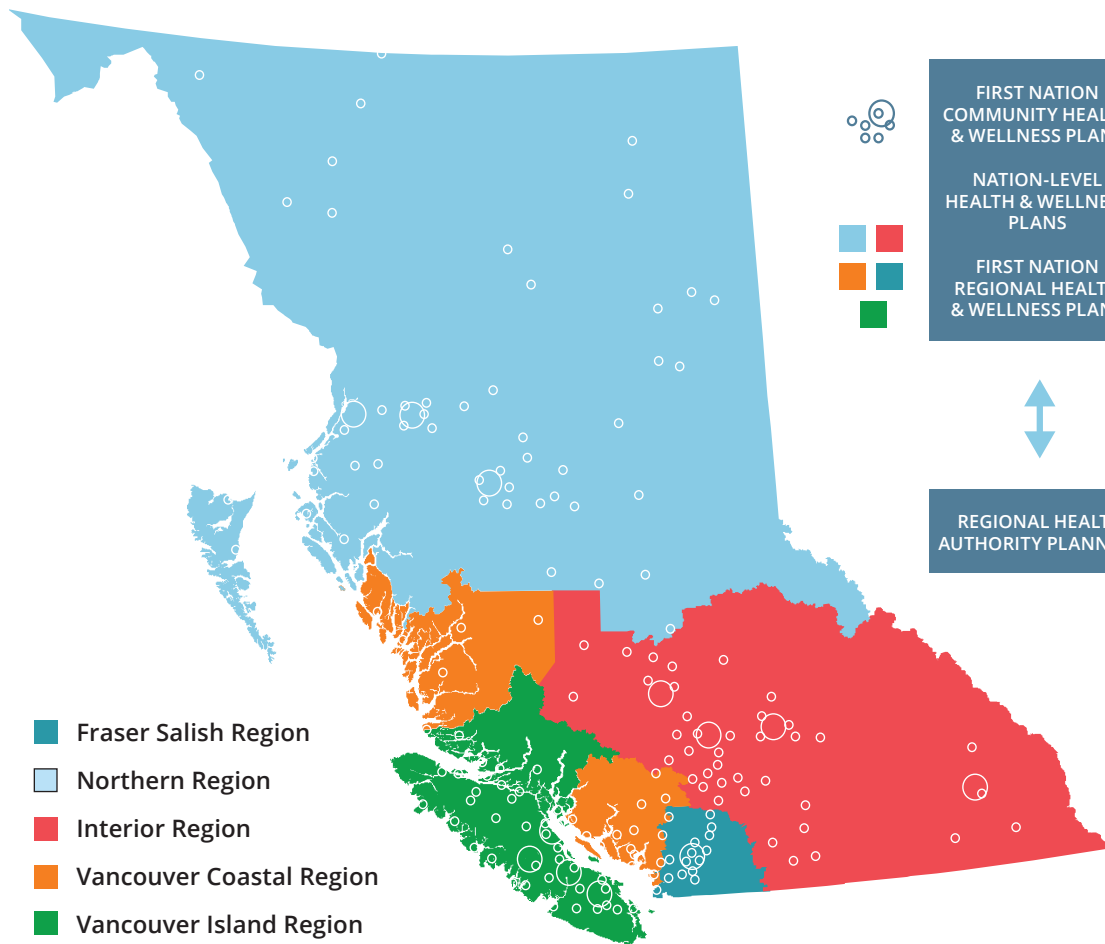


Our Approach to Planning

The FNHA uses an ecosystem-based, ground-up approach to planning that begins with the priorities, goals and perspectives expressed by BC First Nations.

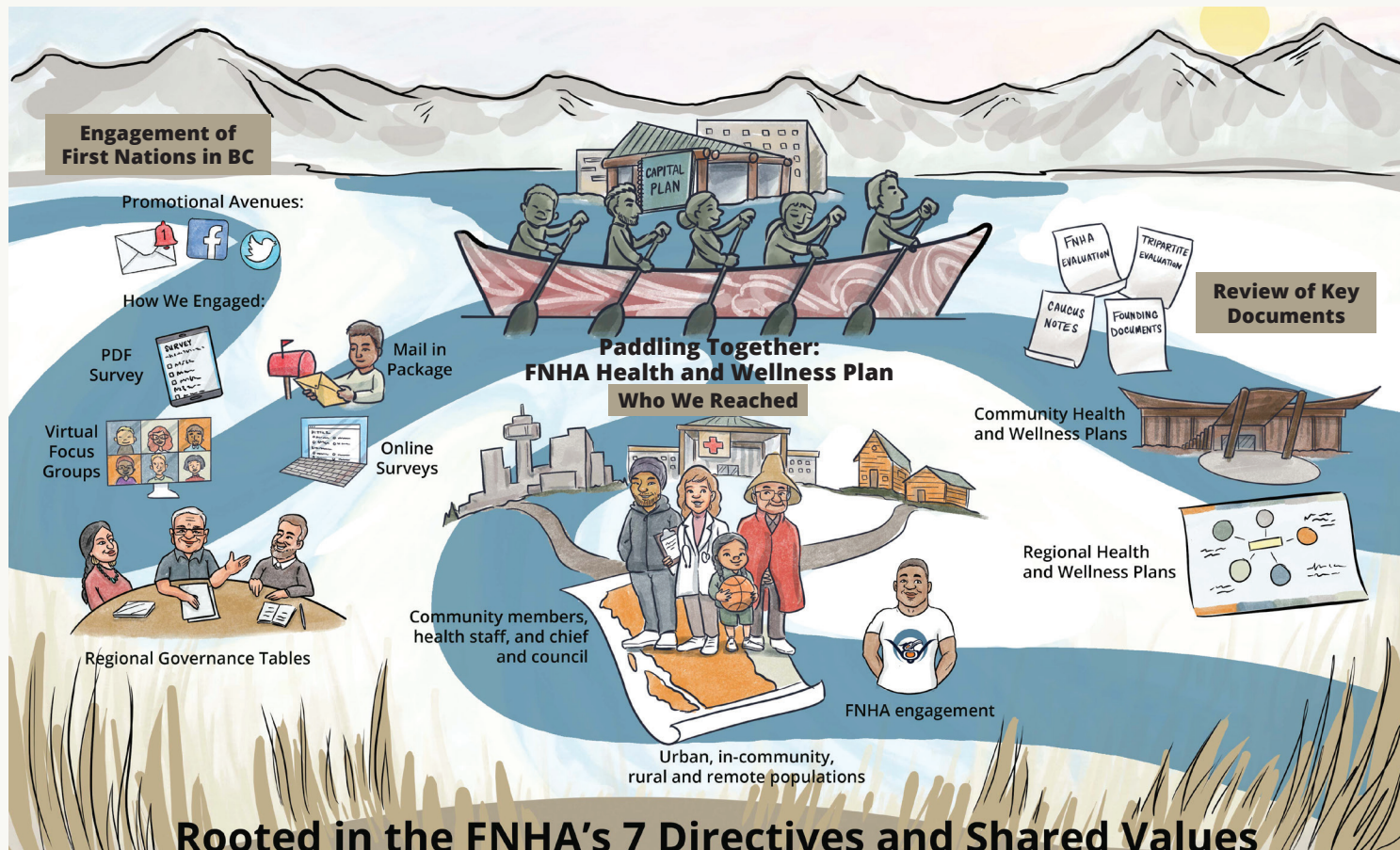
In this approach, Community or Nation Health and Wellness Plans inform Regional Health and Wellness Plans, which in turn inform FNHA plans. Available resources are aligned with identified priorities by way of a multi-year financial strategy.

This method of planning respects community-based, Nation-driven processes and helps to ensure that activities at these different levels support and are complementary to one another. This approach also works to ground the activities in the 7 Directives, our operating principles and other guiding elements.



Pathways Informing Our Plan

Our health and wellness journey moves in the direction set by First Nations through engagement. We therefore purposefully cast a wide net to guide priority-setting and stay grounded in Directive 1: *Community-Driven, Nation-Based*. Our process involved several concurrent approaches and is guided by First Nations in BC through various pathways.



Listening to First Nations

We aligned our priorities with what First Nations told us through a multi-pronged engagement approach. These engagements, held in 2020 and 2021, included open provincial sessions and on-request regional and sub-regional sessions with community members, Chiefs and leaders and health staff, as well as mail-in and online surveys. The FNHA communicated engagement opportunities through various FNHA channels, regional teams and other pathways, such as presentations at regional tables and Caucus sessions, and collaboration through the FNHC and FNHDA. In addition to engagements, we reviewed Community and Regional Health and Wellness Plans to gather information on community priorities.

Learning from our Story

To reflect on and learn from our journey so far, our Plan considered the findings from key evaluations, such as the [Evaluation of the British Columbia Tripartite Framework Agreement on First Nation Health Governance \(2019\)](#) and the [Evaluation of the First Nations Health Authority \(2020\)](#). These evaluations capture the stories of change related to the work of the Tripartite partnership. They are important markers and reflection points for the FNHA. They are also part of FNHA's ongoing commitment to monitoring, evaluating and reporting on our progress (See section on **Evaluating and Reporting on our Progress** on the next page).

Informing our Plan

Our Plan is also informed by data on the health and wellness of First Nations living in BC. A key source is the 2021 [First Nations Population Health and Wellness Agenda](#), which provides data on 22 indicators of First Nations wholistic health and wellness and provides a baseline against which the FNHA and Tripartite Partners assess progress on health outcomes for First Nations children and families. Another important source is [Sacred and Strong: Upholding our Matriarchal Roles \(2021\)](#), and its companion *Technical Supplement report* (2022) which contains data, stories and teachings about the mental, emotional, physical and spiritual health and well-being of BC First Nations women at every phase of life.

Refreshing our Plan

As we move forward, we continue to listen to communities while reflecting and learning from past lessons and new evidence. Every year, we look to the plans, reports and engagement data coming forward from communities, Nations and Regions to check that our goals and strategies remain aligned with the priorities of First Nations in BC.

This refresh of Paddling Together was informed by a comprehensive environmental scan that drew on a diversity of sources, including a review of Community and Regional Health and Wellness Plans, evaluation findings and engagement feedback. The scan also included a review of new and emerging trends in health and wellness programming and service delivery, factors impacting First Nations health and wellness, and the FNHA's operating environment.



Our Plan for 2023/2024

Our Plan articulates the FNHA's goals, outcome statements, strategies and a set of operational priorities for 2023/2024. As we embark on just the second year of the FNHA's Multi-Year Health Plan (2022/23-2026/27), we are staying true to our course overall with no major changes to main components of the plan: our guideposts, goals and strategies. To track our progress over time, performance measures have also remained consistent.

Operational priorities listed within each goal area have been refreshed for 2023/24 to reflect the evolution of work in areas such as medical transportation, cultural safety and humility, maternal and child health, primary care and public health emergency response. These priorities, along with culture, were also at the forefront of our discussions throughout 2022/23 to renew the Canada Funding Agreement. We looked to align our future funding with what we heard from communities as well as evidence of the areas of greatest need, utilization and economic pressures, including inflation. Together with our First Nations Health Governance partners, we also looked to build on successes of the past ten years and secure funding that will allow us to continue to transform our health system and innovate in those areas of health and wellness that First Nations in BC have told us are most important.



Goals and Strategies

Our **goals** are a statement of a strategic-level aspiration of the FNHA for the duration of our Plan. As part of our planning approach, our goals align with priorities identified in Regional Health and Wellness Plans. Each goal is coupled with an **outcome statement** that describes the desired changed state resulting from our course of action. **Strategies** are identified for each of our goals. They describe specific mechanisms and processes by which the FNHA will work towards our desired outcomes as described by the outcome statements. Lastly, our Plan outlines **operational priorities** for the 2023/2024 fiscal year. These priorities describe annual work areas and activities of focus that reach across the strategies listed within each goal.

Evaluating and Measuring our Progress

The FNHA is committed to ongoing learning, improvement and remaining responsive and accountable to First Nations in BC through performance measurement, reporting and evaluation. We continuously monitor the progress made on our Plan's goals and strategies through an evergreen performance measurement framework and publicly report our progress in the FNHA Annual Report. Monitoring facilitates ongoing real-time quality improvement and responsiveness to the evolving needs and priorities of First Nations in BC and changes in the broader health system.

A number of **measures** are noted in strategies and outcomes under each goal, along with the direction we will use to monitor our progress. Our measures are framed from a First Nations perspective. Stories, which First Nations have used for thousands of years, figure prominently as a data source to consider the impacts of our efforts.

Guideposts

Our Plan also includes **guideposts**, topics of focus that flow across all 5 of our goals. They reflect what we consistently hear throughout our engagements with First Nations in BC and are intended to keep us grounded and offer ongoing direction as we implement our Plan's goals and strategies.

Our Goals and Strategies



GOAL 1:
Governance and
Partnerships



GOAL 2:
Access to
Quality Services



GOAL 3:
Mental Health
and Wellness



GOAL 4:
Addressing
Anti-Indigenous
Racism



GOAL 5:
Health and Wellness
Innovation

Governance and Partnerships



GOAL 1

Drive transformation through the BC First Nations Health Governance Structure and Partnerships

Alignment with Regional Priorities:



The BC First Nations Health Governance Structure was created by and for First Nations to bring decision-making closer to home. Within the structure, the FNHA, FNHC, FNHDA and the Tripartite Committee on First Nations Health are committed to work together based on reciprocal accountability – collaborating at all levels to achieve shared goals and living up to individual and collective commitments – to build a more integrated health system for First Nations people. Reciprocal accountability also commits us to work together as partners to develop responses, measures and strategies when faced with challenges.

For the duration of *Paddling Together*, the FNHA will continue to focus on the 7 Directives and build upon the partnerships, engagement pathways and the structures on which our collective work is based. Applying what we have learned from past engagements, we remain focused on health system transformation and decolonization for the benefit of First Nations across BC.

We continue to work with health governance partners to take action on First Nations priorities and embed First Nations health and wellness perspectives throughout the system. In alignment with the *10-Year Strategy on the Social Determinants of Health*, we also work together to influence a broader, more wholistic perspective of health and wellness and accelerate progress on the Social Determinants of Health. We recognize the importance of United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) for our work and for the health system.

The FNHA will continue to focus on operating through excellence in all that we do. Work under this goal will include the development and phased implementation of a sustainable plan to support regionalizing FNHA operations and bringing services closer to home. The focus is for the FNHA regional offices to have the necessary capacity, resources and supports to respond to community needs and priorities while maintaining organizational cohesiveness.



GOAL 1:

Drive transformation through the BC First Nations Health Governance Structure and partnerships

Outcome:

A transformed health system in BC reflecting First Nations priorities, supported by the First Nations Health Governance Structure.

Strategy 1.1

Collaborate with the FNHC and the FNHDA to advance our shared vision and strengthen BC First Nations health governance and partnerships.

Strategy 1.2

Operate through excellence, strengthening regional decision-making and bringing services closer to home.

Strategy 1.3

Champion health and wellness with partners to advance Social Determinants of Health.

2023/24 Operational Priorities:

- Progress work with health system partners in implementing recommendations from the Tripartite Evaluation.
- Continue work to establish an effective and regionally responsive operating model for FNHA.
- Strengthen FNHA policies, programs and services in ways that uphold First Nations perspectives of health and wellness.
- Bolster efforts to ensure First Nations perspectives and priorities are reflected in federal and provincial legislation and policies.

Measuring our Progress

Walking Together – We are One

Progress on evaluation recommendations, as measured by:

- % recommendations addressed
- Stories of collaboration

Closer to Home

Services brought closer to home, as measured by:

- % planned transfers of programs, services and staff implemented
- % rating of quality of health care services available in community or Nation as good or excellent

Decolonizing Systems

FNHA partnerships advancing improvements on social determinants of health, as measured by:

- Stories

Access to Quality Services



GOAL 2

Enhance access to quality health and wellness services

Alignment with Regional Priorities:

FRASER SALISH	INTERIOR	NORTHERN	VANCOUVER COASTAL	VANCOUVER ISLAND
Primary Health Care; Public Health and Health Literacy; Traditional Wellness; Urban and Away-from-Home	Improve Health Programs and Services	Revitalize Traditional Wellness; Deliver Primary Health Care; Support Maternal and Child Health; Improve Population and Public Health; Coordinate Emergency and Crisis Management	Wholistic Wellness and Health Service Delivery; Health Emergency Management; Urban Aboriginal Health Strategy	Primary Care and Nursing; Traditional Wellness; Health Benefits; Maternal, Child, and Family; Rural and Remote Communities; Away from Home

The FNHA works with First Nations in BC to improve access to quality and culturally-safe services that match the priorities of First Nations. Crises such as the COVID-19 pandemic, the toxic drug crisis and residential school legacies have highlighted the importance of addressing barriers to care.

For the duration of *Paddling Together*, the FNHA will continue to work for equitable access to quality services as directed by First Nations and Indigenous 2SLGBTQAI+ communities in BC. This means enhancing access to programs and services funded and delivered by the FNHA, including primary care, parental/caregiver and child health, traditional wellness, Elder wellness, youth

wellness and health promotion. It involves working with our partners to improve the quality of care provided to First Nations in the health system. It also means working with our partners to advance First Nations-led primary health care projects and nursing services and virtual options to bring services closer to home. This work will include amplifying a wholistic view of health, healing and wellness across the continuum of care— from prevention and health promotion to aftercare, and championing these perspectives with our partners.



GOAL 2:

Enhance access to quality health and wellness services

Outcome:

Access to culturally-safe health and wellness and primary care that reflect First Nations perspectives of wellness.

Strategy 2.1

Advance timely and equitable access to culturally safe, team-based primary care.

Strategy 2.2

Champion the BC First Nations Perspective on Health and Wellness with First Nations.

Strategy 2.3

Transform FNHA programs and services in areas such as First Nations Health Benefits, health emergency management, and urban and away-from-home.

2023/24 Operational Priorities:

- Implement the First Nations Primary Care strategy, including the opening of First Nations-led Primary Health Care Centres.
- Improve timely access to culturally safe care through eHealth and partnerships to advance enabling technology initiatives.
- Support communities in adapting to a changing climate by strengthening community preparedness activities, with a focus on those most at risk of climate-related health outcomes.
- Develop and implement a coordinated strategy supporting urban and away-from-home populations.
- Educate and strengthen awareness of the First Nations Perspective on Health and Wellness.
- Continue work to transform Health Benefits and make patient travel more accessible to First Nations.



Measuring our Progress

Pathways to Access

First Nations clients' satisfaction with accessibility and cultural safety of FNHA primary care services

Health Through Wellness

FNHA initiatives and programs that effectively incorporate First Nations perspectives on health and wellness, as measured by:

- Community feedback
- Stories

Pathways to Access

Clients' satisfaction with transformed FNHA programs and services

Mental Health and Wellness



GOAL 3

Enhance culturally safe mental health and wellness approaches

Alignment with Regional Priorities:



First Nations in BC continue to prioritize mental health and wellness. This includes approaches that facilitate healing from the impacts of trauma, colonialism and Indigenous-specific racism, which are at the root of the challenges that First Nations people are experiencing – and which integrate culture and the connection to land.

The FNHA has invested heavily in improving the quality of local mental health and wellness services to meet community needs. With government partners, the FNHA has also invested significantly in First Nations-operated treatment centres, with more work to come.

The FNHA will continue to prioritize support for wholistic First Nations-led mental health and wellness initiatives and prevention approaches that shift the focus to address the systemic root causes of trauma and support the restoration of the health

and wellness of First Nations people through reconciliation and Nation rebuilding.

Support for First Nations people to access a comprehensive continuum of mental health and wellness approaches remains a priority. This includes reaching urban and away-from-home populations and those in correctional facilities, and considering the diverse experiences of women, youth and 2SLGBTQIA+ individuals. We will work to increase access to a culturally-safe continuum of mental health and wellness services and supports that focus on healing, prevention and harm reduction using both First Nations and Western perspectives and approaches.



GOAL 3:

Enhance culturally safe mental health and wellness approaches

Outcome:

Healing from root causes of trauma through improved culturally-safe mental health, harm reduction, and substance use approaches.

Strategy 3.1

Develop and implement a healing-from-trauma approach focused on the root causes of trauma, including residential school legacies.

Strategy 3.2

Enhance access to a continuum of mental health and wellness approaches, emphasizing cultural healing and prevention.

Strategy 3.3

Implement harm reduction strategies for substance use and the toxic drug crisis.

2023/24 Operational Priorities:

- Implement a framework to support and sustain region-specific, trauma-informed mental health and wellness supports.
- Enhance supports for youth that facilitate traditional healing and prevention-based approaches.
- Prioritize the implementation of coordinated, comprehensive, evidence-based and gender-specific approaches, supportive of efforts to reduce the impacts of the toxic drug crisis.

Measuring our Progress

Healing Journeys

Integration of healing from trauma approaches, as measured by:

- Stories from programs, services, organizations and clients

Two-Eyed Seeing

Enhanced access to mental wellness and healing supports, as measured by:

- % of new/expanded mental health and wellness programs and services supported by the FNHA
- % of clients reporting satisfaction with mental health and wellness services

Healing Journeys

Increased supports for healing and substance use, as measured by:

- % reduction of First Nations toxic drug overdose incidents and deaths in BC
- Stories of healing and the impacts of harm reduction approaches

Addressing Anti-Indigenous Racism



GOAL 4

Advance First Nations approaches to addressing anti-Indigenous racism in health

Alignment with Regional Priorities:

FRASER SALISH Cultural Safety and Humility; Fraser Partnership Accord	INTERIOR Shared Services Model and Interior Partnership Accord	NORTHERN Revitalize Traditional Wellness; Deliver Primary Health Care	VANCOUVER COASTAL Cultural Safety and Humility; Indigenous-specific Racism	VANCOUVER ISLAND Cultural Safety and Humility
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Achieving health equity and eliminating Indigenous-specific racism in the health system are areas of focus for the FNHA and its health governance partners. Our work is grounded in the evergreen *FNHC-FNHDA-FNHA Anti-Racism, Cultural Safety & Humility Framework and Action Plan*, which focuses on regional innovation, First Nations-led responses and enhancing service excellence.

The FNHA, FNHC and FNHDA cannot alone transform the health system into one that is culturally safe. Collaborative approaches and a commitment to change are required to support a health system free of racism and discrimination, one where First Nations can access care that positively affirms their cultures, rights and identities.

A focus on First Nations-led approaches means commitment and accountability to upholding cultural safety and humility approaches and standards that resonate with First Nations. This includes culturally-safe experiences and accessible avenues for First Nations people to provide feedback on their experiences in health care. Recognizing that addressing Indigenous-specific racism is a long and complex journey, our work towards this goal is intended to help eliminate barriers and transform the health system.



GOAL 4:

Advance First Nations approaches to addressing anti-Indigenous racism in health

Outcome:

Culturally safe health care experiences where First Nations in BC feel heard, valued and seen.

Strategy 4.1

Work with partners in BC to support a racism-free health system with embedded cultural safety and humility practices.

Strategy 4.2

Champion cultural safety and humility in BC through regional innovation, First Nations-led responses and service excellence.

Strategy 4.3

Advance First Nations approaches to addressing complaints.

2023/24 Operational Priorities:

- Continue work to prioritize Indigenous-specific racism efforts across FNHA and in Regions.
- Champion cultural safety and humility as an organization.
- Promote the adoption of the Cultural Safety and Humility Accreditation Standard.
- Support the development and implementation of safe regional pathways to receive and address feedback from First Nations clients.

Measuring our Progress

Cultural Safety and Humility

Progress on Indigenous-specific racism, cultural safety and humility as measured by:

- Stories of FNHA-related work and accountability among health system partners
- % regional anti-racism and cultural safety initiatives on target

Being heard, valued and seen

- # of new complaints models embedding First Nations feedback pathways

Health and Wellness Innovation



GOAL 5

Drive health and wellness innovation together with First Nations and other partners

Alignment with Regional Priorities

FRASER SALISH Planning; Reporting; Evaluation; Research; Data Management	INTERIOR Function as an Excellent and Efficient Organization	NORTHERN Enhance Learning and Community Capacity; Develop Internal Infrastructure	VANCOUVER COASTAL Operational Excellence	VANCOUVER ISLAND Traditional Wellness; Mental Health and Wellness
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First Nations in BC continue to model and champion health and wellness innovation within their own communities and across Nations. As a health and wellness partner, the FNHA will continue to lift this work up. This will include collaborating with partners to access sustainable funding for innovative program and service delivery models. It will also entail the creation of a new First Nations Health Foundation to diversify our sources of funding and harness philanthropy dollars in support of the FNHA's mandate.

Over the duration of *Paddling Together*, we will learn from and amplify the creative direction and health and wellness priorities of First Nations in BC. This will include supporting training and access to relevant health and wellness data, and focusing on partnerships that have impact in areas important to First Nations. We will follow the wisdom of First Nations on how best to share

innovations and new approaches, celebrating the health and wellness initiatives happening in communities and Nations.

Work towards this goal is intended to further embed First Nations data governance principles such as OCAP® (the First Nations principles of ownership, control, access, and possession) into the health system, offering First Nations better access to – and greater control over – health and wellness data. Innovative partnerships with post-secondary institutions and other system partners will also be a focus.



GOAL 5:

Drive health and wellness innovation together with First Nations and other partners

Outcome:

Innovative community-driven, Nation-based wellness initiatives are supported and amplified throughout the health system.

Strategy 5.1

Champion BC First Nations initiatives, supporting capacity-building and the sharing of innovative practices.

Strategy 5.2

Advance First Nations data governance principles, health research partnerships and evidence-based data.

Strategy 5.3

Leverage innovative partnerships to advance creative health and wellness initiatives.

2023/24 Operational Priorities:

- Support and amplify community-based innovative approaches to advancing health and wellness priorities.
- Expand strategic partnerships to advance creative wellness initiatives.
- Facilitate the development of First Nations-specific data and research for decision-making.

Measuring our Progress

Community-driven, Nation-based

Increased First Nations health and wellness initiatives, as measured by:

- % of FNHA wellness initiatives on target
- Stories

First Nations decision-making and control

- % of initiatives generating new First Nations-specific data for decision-making

Lifting one another up

Increase in partnership initiatives, as measured by:

- # of new partnership initiatives
- Stories of innovative partnerships

Guideposts



Quality



**Culture and
Decolonization**



**Urban and
Away-from-Home**



Innovation



**First Nations
Perspective on
Health and Wellness**



Quality

The FNHA weaves cultural safety and humility standards and Indigenous-specific anti-racism practice into the health and wellness system to improve health outcomes for First Nations people. This includes working with organizations, professionals and health staff to support the delivery of person-centred care in a way that incorporates First Nations perspectives. It also involves working with our community, regional and provincial partners to enhance access to quality, culturally safe health care for First Nations in BC. This is done in tandem with addressing systemic racism in the health system.

The FNHA strives for excellence and continual improvement by building on wise practices to inform decision-making and enhance the quality of programs and services. This includes gathering First Nations feedback on our programs and services and offering a compliments and complaints approach through a quality care and safety team.



Culture and Decolonization

The connection to land, language and culture are foundational to First Nations health and wellness. Culture is a source of strength and identity for First Nations people. We embrace wisdom and guidance from communities and Nations to inform a health system that reflects culture. Our goals and strategies are directly tied to the five Regional Health and Wellness Plans. This helps to embed First Nations priorities and perspectives in our programs, services, partnerships and operations.

First Nations people continue to face significant barriers to wellness including systemic racism and colonization. The FNHA works together with our health governance partners on addressing ongoing Indigenous-specific racism and colonization. The FNHA, FNHDA and FNHC developed an Anti-Racism, Cultural Safety and Humility Framework and Action Plan which guides ongoing work towards a health system free from Indigenous-specific racism. FNHA is committed to the transformation of the BC health system through Indigenous ways of knowing, and by becoming world leaders in cultural safety and humility and anti-racism in the workplace.





Urban and Away-From-Home

The FNHA strives to be a health and wellness partner to all First Nations in BC, regardless of where they live or access services. The majority of First Nations people live in urban areas or away from home. Mainstream health services are not always accessible to the urban and away-from-home population due to systemic, institutional, clinical or individual barriers. This demographic is not always meaningfully included in service design or delivery.

The FNHA launched the [*Urban and Away-From-Home Health and Wellness Framework*](#) in 2021, which sets the foundations for being a health and wellness partner to First Nations people in BC living in urban areas and away from home. The framework outlines high-level principles and strategic directions to expand the FNHA's activities to support the urban and away-from-home population. Implementing the framework interconnects with our Plan's five goals and includes engaging with First Nations and system partners. The framework calls for enhancing or developing new partnerships with organizations serving the urban and away-from-home population, including provincial ministries, health authorities, Indigenous service organizations, and health and wellness organizations.



Innovation

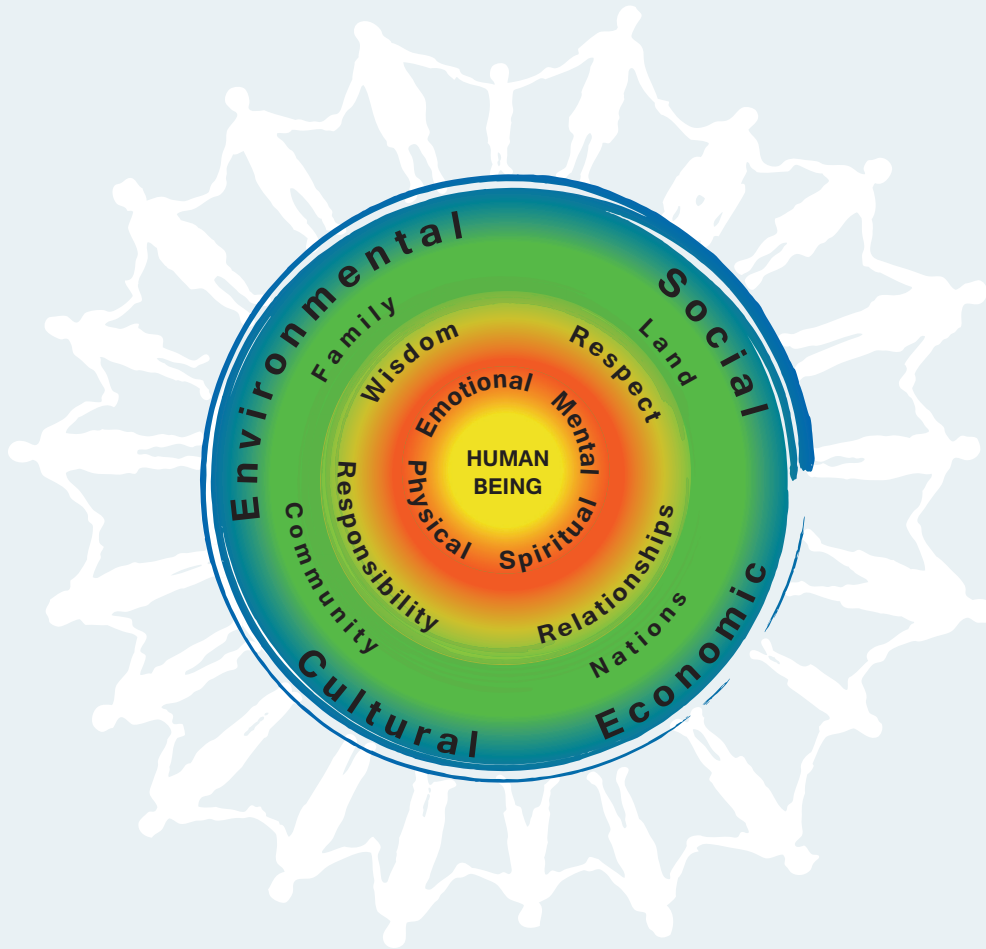
First Nations in BC have diverse cultures and protocols, languages and traditions. As a partner in health and wellness, the FNHA witnesses the strength and innovation of individuals, communities and Nations – who themselves are leading and innovating in ways that work for their people. The FNHA itself is a product of First Nations wanting an innovative approach to transform health care, and it is by Nations driving this new vision through the FNHA that we can support and improve health outcomes for First Nations.

As the first and only province-wide health authority of its kind in Canada, the FNHA is well-positioned to continue to improve and transform the planning and delivery of health care in BC. The FNHA supports innovation in various areas, such as through advancing initiatives related to mental health and wellness, Indigenous-specific racism and primary health care. As identified in the [*2020 Evaluation of the First Nations Health Authority*](#), the FNHA has the capacity and aspirations to continue influencing health care planning. The five goals of our Plan, particularly Goal 5, will guide innovation in how we adapt, adjust to new contexts and strategically pursue new opportunities that are important to First Nations.



First Nations Perspective on Health and Wellness

The [First Nations Perspective on Health and Wellness](#) depicts a shared understanding of a wholistic view of health and well-being. This view understands health and wellness journeys as being owned by the individual and influenced by families, communities, environments and other Social Determinants of Health. It is intended to serve as a starting point for discussion.



The Centre Circle represents the individual. Wellness starts with each of us taking responsibility for our own health and wellness (whether we are First Nations or not).

The Second Circle illustrates the importance of mental, emotional, spiritual and physical facets of a healthy, well and balanced life.

The Third Circle represents the overarching values that support and uphold wellness: respect, wisdom, responsibility and relationships.

The Fourth Circle depicts the people who surround us and the places from which we come: Nations, family, community and land—all critical components of healthy experiences.

The Fifth Circle depicts the social, cultural, economic and environmental determinants of our health and well-being.

Moving Forward

Paddling Together, the FNHA's Health and Wellness Plan, maps the next phase of our journey as a First Nations organization. The FNHA looks forward to the work ahead with First Nations in BC, our health governance partners and other stakeholders to advance our five goals:

1. Drive health system transformation through the BC First Nations Health Governance Structure and partnerships;
2. Enhance access to quality health and wellness services;
3. Cultivate culturally safe mental health and wellness approaches;
4. Advance First Nations approaches to addressing anti-Indigenous racism in health; and
5. Drive health and wellness innovation together with First Nations and other partners.

Our Plan reflects the wisdom, guidance and direction shared by First Nations in BC and we continue to be grateful for this direction. The FNHA remains steadfast and unwavering in our commitment to uphold our Shared Vision, Values and the 7 Directives that ground our work on our journey together toward healthy, self-determining and vibrant BC First Nations children, families and communities.

M. Colleen Erikson
FNHA Board Chair

Richard Jock
FNHA Chief Executive Officer



WATER

Annual Budget 2023/24

2023/24 Budget

REVENUES	
Health Canada	701,719,079
Province of British Columbia	111,782,795
First Nations Information Governance Center	1,446,555
Health Authorities	822,838
Interest Income	20,871,997
Miscellaneous Income	3,843,290
TOTAL REVENUES	840,486,555
DEFERRED INVESTMENT FUNDING	87,362,579
EXPENSES	
OPERATIONS	
Corporate Operations	65,065,634
	<u>65,065,634</u>
GOVERNANCE AND FIRST NATIONS ENGAGEMENT	
First Nations Health Council	2,791,874
First Nations Health Directors Association	3,110,218
First Nations Engagement	7,932,359
	<u>13,834,451</u>
PROGRAM SERVICES	
Health Benefits	259,070,394
Direct Community Service Funding	353,964,119
Health Services and Programs	223,075,838
Regional Operations	12,838,696
	<u>848,949,048</u>
TOTAL EXPENSES	927,849,134
EXCESS (DEFICIENCY) OF REVENUES AND DEFERRED INVESTMENT FUNDING OVER EXPENSES	-





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Health through wellness

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