First Nations Health Authority
Health through wellness

Annual Report 2025/2026

Cover photo: Burning sage at the opening ceremony of Tsë Lhts'ënc'il Nec'igekh Be Yikh (Split Rock Healing House)

The First Nations Health Authority acknowledges the unceded lands and territories of the self-determining First Nations where the work of this report took place in what is now known as British Columbia. We express gratitude to all those whose wisdom, knowledge and contributions are reflected.

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Message from the Board Chair

Jack Page

Interim Board Chair, First Nations Health Authority

On behalf of the First Nations Health Authority Board of Directors, I am honoured to present the 2025/26 Annual Report.

I would also like to acknowledge and thank former Board Chair Sheila Blackstock for her leadership and contributions to the FNHA Board. On behalf of the Board, I extend our gratitude for her service and commitment to advancing First Nations health and wellness.

This report highlights the progress made possible over the past year through the leadership, strength and wisdom of First Nations communities throughout British Columbia. It demonstrates what can be achieved when First Nations leaders, Knowledge Keepers, Health Directors, health professionals and partners work together toward a shared vision of health and wellness grounded in self-determination.

Throughout the year, we continued to advance priorities identified by First Nations through regional health and wellness plans and our shared governance structure. Across the province, Nations strengthened community-driven approaches to health and wellness, advanced innovative models of care and continued important work to address racism, improve cultural safety and bring services closer to home.

The Board remains committed to ensuring FNHA's decisions are informed by the voices of First Nations communities and guided by the teachings, values and strengths that have sustained First Nations Peoples since time immemorial. This commitment was reinforced through ongoing engagement across regions, the continued advancement of regionalization and efforts to strengthen accountability and governance throughout the organization.

The stories shared throughout this report remind us that health and wellness extend far beyond health care services. They are rooted in connection to culture, language, land, family and community. They are strengthened through youth leadership, mental wellness, cultural safety and systems that reflect First Nations ways of knowing and being.

While important work remains ahead, we continue to see First Nations leadership driving meaningful changes in health and wellness across British Columbia. The progress highlighted in this report gives us confidence in what can be achieved together for current and future generations.

On behalf of the Board, I extend my sincere gratitude to First Nations communities, the First Nations Health Council, the First Nations Health Directors Association, FNHA staff and our many partners. Your dedication, collaboration and shared commitment continue to advance our shared vision for First Nations health and wellness.

Together, we are building a healthier future for First Nations children, families and communities.

Message from the CEO

Monica McAlduff,

Chief Executive Officer, First Nations Health Authority

It is my privilege to present the First Nations Health Authority's 2025/26 Annual Report.

This report reflects a year of meaningful progress, innovation and partnership as we worked alongside First Nations communities, leaders, partners and staff as we continue to advance our shared vision of health, self-determining and vibrant First Nations children, families, and communities throughout British Columbia.

Across every region, I witnessed firsthand the strength, knowledge and resilience of First Nations people. During community visits, caucuses, gatherings and meetings with leaders, I consistently heard a common message: health and wellness must remain grounded in First Nations priorities, self-determination, culture and connection. The achievements highlighted throughout this report demonstrate our collective efforts to honour that direction.

This year marked meaningful progress across each of FNHA's strategic goals. We strengthened governance partnerships, advanced regionalization and expanded opportunities for decisions and services to be delivered closer to communities. We continued growing access to culturally safe primary care, virtual services and community-based health programs. We expanded healing, treatment and recovery supports, advanced First Nations-led responses to the toxic drug public health emergency and continued working alongside partners to address anti-First Nations racism and strengthen accountability throughout the health system. We also advanced innovation in areas such as data governance, workforce development and digital health, helping create stronger foundations for the future.

We also continued to invest in the people who make this work possible. From strengthening the First Nations health workforce to supporting youth leadership and future health professionals, we are helping build the capacity needed to support healthy and thriving communities today and for generations to come.

Across BC, Nations and communities continued to demonstrate extraordinary leadership through land-based healing, cultural revitalization, climate health preparedness, youth wellness initiatives, early years programming and innovative approaches to care. These stories remind us that many of the most important innovations emerge directly from communities and are rooted in local strengths, knowledge and priorities.

The progress highlighted throughout this report reflects the collective commitment of First Nations communities, leaders, health professionals, partners and FNHA employees working together to advance our shared vision. I am continually inspired by the leadership, innovation and determination demonstrated across the province and honoured to witness the impact this work is having in communities

As we look ahead, we do so with optimism and purpose, remaining focused on advancing self-determination, strengthening regional approaches, improving access to services and supporting community-driven innovation. Guided by our Shared Vision and the direction of First Nations

communities, we will continue working together to create lasting change for current and future generations.

Thank you for your continued trust, partnership and leadership as we paddle forward together.

Introduction

The First Nations Health Authority (FNHA) 2025/26 Annual Report highlights our collective progress in advancing the goals and strategies outlined in Paddling Together: 2025/26 Summary Service Plan. It also shares our ongoing work toward realizing our Shared Vision and the advancements made with partners to transform the health system and deliver services that align with First Nations perspectives, priorities and ways of knowing and being.

This report draws upon both quantitative and story-based data to illustrate FNHA's progress and demonstrate the impact of our work in First Nations communities.

Five guideposts are woven throughout the report, highlighting the wisdom and guiding principles that ground FNHA's work. The report also contains updates from each of the five regions, highlighting progress made toward regional health and wellness priorities for the Fraser Salish, Northern, Interior, Vancouver Coastal and Vancouver Island regions.

Our Goals and Strategies

Our goals, as set out in our Service Plan align with the priorities identified through regional health and wellness plans. Each goal is supported by an outcome statement that describes the change we hope to achieve, along with strategies that guide how we will work toward that outcome. The Service Plan also identifies operational priorities for the 2025/26 fiscal year, outlining where and how efforts were focused to advance our goals and strategies.

Goal 1: Governance and Partnerships

Drive transformation through the BC First Nations Health Governance Structure and partnerships by advancing work with health governance partners to take action on First Nations priorities around embedding First Nations health and wellness perspectives throughout the system.

Goal 2: Access to Quality Services

Enhance access to culturally safe health and wellness and primary care that reflects First Nations perspectives of wellness, while advancing First Nations-led primary health care projects and nursing services and virtual options to bring services closer to home.

Goal 3: Mental Health and Wellness

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

Goal 4: Addressing Anti-First Nations Racism

Advance First Nations approaches to addressing anti-First Nations racism. Improve culturally safe health care experiences where First Nations in BC feel heard, valued and seen.

Goal 5: Health and Wellness Innovation

Drive community-based and nation-based health and wellness innovation together with First Nations and other partners. Collaborate with partners to access sustainable funding for innovative program and service delivery models.

Our Guideposts

Our Service Plan includes guideposts that span all five of our goals. They reflect what we consistently heard through engagement with First Nations in BC and help keep us grounded as we implement our Service Plan's goals and strategies.

First Nations Perspective on Health and Wellness

We uphold a shared understanding of a wholistic view of health and well-being that understands health and wellness journeys are owned by the individual and influenced by families, communities, environments and other Social Determinants of Health.

Quality

We weave cultural safety and humility and First Nations-specific anti-racism practice into the health and wellness system to improve health outcomes for First Nations in BC. We also strive for excellence and continual improvement by seeking feedback from First Nations and building on wise practices to enhance the quality of programs and services.

Culture and Decolonization

We work with our partners to address First Nations-specific racism and transform the health system in ways that reflect the connection to land, language and culture that are foundational to First Nations health and wellness. We embrace wisdom and guidance from communities and Nations to embed First Nations priorities and perspectives in our programs, services, partnerships and operations.

Urban and Away-from-Home

We work to address barriers and expand programs and services to support First Nations peoples living in urban areas and away-from-home who have not always been meaningfully included in service design or delivery.

Innovation

We lift up, celebrate and support innovative, community-led approaches to transforming the planning and delivery of health services in ways that will improve health outcomes for First Nations in BC.

Goal 1: Governance and Partnerships

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

Outcome Statement: A transformed health system that reflects the priorities of First Nations in BC and is supported by the First Nations Health Governance Structure.

Strategy 1.1: Collaborate with the First Nations Health Council (FNHC) and the First Nations Health Directors Association (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.

2025/2026 Operational Priorities

- Work with health governance partners to develop and implement a FNHA-FNHC-FNHDA Three Pillar Joint Action Plan.
- Strengthen processes for capturing, integrating and actioning what we hear through regional/community/Nation engagement and governance processes to amplify community/Nation voices and traditional wisdom in FNHA planning and initiatives.
- Develop and implement Region-specific plans for regionalization, in alignment with Operating Principles.
- Continue implementation of the 10-Year Strategy on the Social Determinants of Health Implementation Plan and strengthen reciprocal accountability with partners.

Strategy 1.1: Collaborate with the FNHC and the FNHDA to advance our shared vision and strengthen BC First Nations health governance and partnerships.

Measuring Our Progress: Walking Together – We Are One

Indicator: Percentage of Tripartite evaluation recommendations addressed

- Progress on all three recommendations and 19 sub-recommendations from the Evaluation of the BC Tripartite Framework Agreement on First Nations Health Governance 2018/19–2023/24.
- Co-developing a Tripartite Management Response Action Plan to support coordinated action, accountability and sustained progress.
- Prepared a draft progress report for the Tripartite Committee on First Nations Health, supporting shared learning and transparent implementation reporting.

Other Highlights:

- 600+ participants at Gathering Wisdom for a Shared Journey XIII
- FNHC introduced draft *First Nations Principles to Guide Health-Related Legislation*
- Progress on the development of the FNHA-FNHC-FNHDA *Three Pillars Action Plan*
- Progress towards renewal of the FNHA-FNHC-FNHDA *Relationship Agreement*
- Completed the Evaluation of the FNHA Board of Directors (2019/20–2023/24)
- Supporting ongoing engagement to inform FNHC evolution, with FNHDA Board Evaluation in 2026/27

Stories of Progress

Bringing Leaders Together to Advance Health Governance at Gathering Wisdom XIII

Gathering Wisdom for a Shared Journey XIII (GWXIII) jointly hosted by FNHA, FNHC and FNHDA, brought together more than 600 First Nations leaders, Health Directors, partners and community representatives to discuss priorities for First Nations health and wellness. The gathering created space for dialogue, collaboration and shared direction on First Nations health governance.

Key discussions focused on the draft *First Nations Principles to Guide Health-Related Legislation*, which aim to strengthen First Nations influence in health-related law-making and ensure legislation reflects First Nations values and priorities.

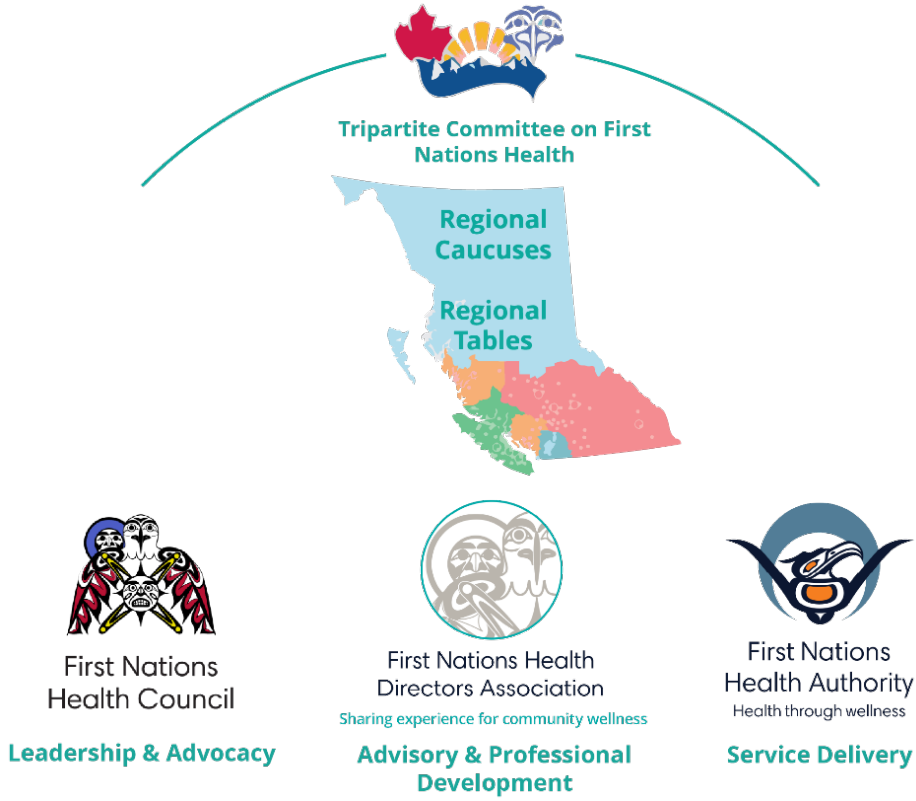
Participants also explored the *10-Year Strategy on the Social Determinants of Health*, community-led health infrastructure and land-based healing approaches to address the toxic drug emergency. A dedicated Youth Leaders Program engaged representatives aged 19 to 30 in governance dialogues. Together, these discussions reinforced a wholistic, First Nations-led approach that connects governance, culture, land and community well-being.

The gathering also supported dialogue with federal and provincial partners on cultural safety, First Nations-specific anti-racism and coordinated action to advance shared health priorities.

Youth Leaders delegates at Gathering Wisdom for a Shared Journey XIII, June 2025

Improving Coordination and Alignment Among Health Pillar Partners

Collaboration among the FNHA, FNHC and FNHDA remains central to advancing a strong, First Nations-led health system in British Columbia and ensuring First Nations voices help shape decisions affecting their communities. Guided by the *BC Tripartite Framework Agreement on First Nations Health Governance* (2011), the three partners work together to bring services closer to home and enhance First Nations control over health service design and delivery. Each organization plays a distinct role in supporting healthy, self-determining and thriving First Nations children, families and communities.



First Nations Health Governance Structure

Over the past year, the partners strengthened their collaboration through the development of the *Three Pillars Action Plan*, creating a shared strategic direction and coordinated governance approach. Work also progressed toward renewing the foundational *Relationship Agreement,* which outlines the partners' shared values, responsibilities and governance roles.

Joint efforts focused on improving coordination, clarifying roles, streamlining decision-making and enhancing accountability across the First Nations health governance structure. FNHC advanced community priorities through its Regionalization and Transformation Working Group and engagement with Fraser Salish communities and Interior Region leaders. FNHDA contributed concept papers on Anti-First Nations Racism, Cultural Safety and Humility, Medical Transportation and the Toxic Drug Public Health Emergency to support collective action.

FNHA supported these efforts through joint planning sessions with FNHC and FNHDA, contributing system-level data, community-informed insights and operational expertise. This work helped align governance discussions with regional priorities and supported coordinated responses to shared priorities, including the toxic drug public health emergency and cultural safety initiatives.

Improving Governance Effectiveness Through Ongoing Learning and Reflection

An Evaluation of the FNHA Board of Directors (2019/20–2023/24) was undertaken to support ongoing learning, self-reflection, and quality improvement. The evaluation examined the Board's effectiveness in governance, oversight, accountability, strategic leadership and relationships with First Nations communities and key partners. The evaluation found that the Board has strengthened its understanding of roles and responsibilities, improved oversight and accountability, and enhanced alignment with FNHA's mission and priorities. These improvements support transparent decision-making grounded in First Nations values and ways of knowing and being.

The evaluation also highlights how strong governance supports regional approaches and advances First Nations self-determination. Decisions are increasingly informed by community priorities, regional needs, and connections to land and culture. The Board continues to strengthen relationships with Tripartite Partners, including Indigenous Services Canada and the BC Ministry of Health, while reinforcing reciprocal accountability with regional health authority partners.

The evaluation also identified opportunities to strengthen Board Secretariat support and further clarify roles and responsibilities related to engagement and advocacy with FNHC, FNHDA and Tripartite Partners.

The evaluation also reinforced a shared commitment among Health Governance Partners to continuous improvement. To that end, FNHA will support FNHDA in undertaking a voluntary evaluation of its Board of Directors in 2026/27. Following the FNHC's 2023 evaluation, the Council conducted extensive engagement on its mandate, structure and accountability processes to explore approaches that could help inform its evolution. This work will lead to a decision by Chiefs and Leaders at the provincial Gathering Wisdom for a Shared Journey XIV event on September 21-24, 2027, on the evolution of the FNHC in the health governance structure.

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

Measuring our Progress: Closer to Home

Indicator: Planned transfers of programs, services and staff

- Ongoing development of region-specific regionalization plans is informing the organization-wide regionalization approach
- Achieved a 15 per cent increase in the number of regional staff over 2025/26
- Directed 96 per cent of direct community service funding expenditures to regional programs and services supporting First Nations communities
- Established a Letter of Commitment between FNHA and Interior Region Nation Executive to support Nation sovereignty
- Strengthened relationship with Treaty 8 First Nations to advance shared priorities and regional health planning
- Established a formal partnership and Letter of Commitment with Provincial Health Services Authority to address barriers to medical and pharmaceutical supplies for First Nations communities

Other Highlights:

- Regional, sub-regional/family/Nation engagement, targeted community outreach on service improvement priorities and technical support for the development and updating of community health and wellness plans
- Re-established regional representation at the Tripartite Committee on First Nations Health Governance
- Developed a provincial Community Profiles tool and enhanced processes to track and respond to community input.
- Developed Memorandums of Understanding, joint advocacy letters, Working Groups and Advisory Committees and refreshed Terms of Reference in response to community feedback
- Improved FNHA's ability to support communities through recruitment of critical health roles, First Nations youth capacity development, progress towards accreditation and development of an FNHA Zero-Tolerance First Nation-Specific Anti-Racism Framework
- Advanced the Metro Vancouver Office Project to 83 per cent construction completion in fiscal year 2025/26, maintaining the Board-approved $128.6 million budget and projecting occupancy in April 2027

Stories of Progress

Engaging Nations Across BC to Shape Planning and Priorities

In 2025/26, FNHA engaged First Nations across all five regions to help shape planning, priorities and resource allocation. Through regional caucuses, Nation health assemblies, town halls and working groups, communities shared their perspectives on the health and wellness priorities that matter most to them. Throughout summer and fall of 2025, the FNHA's Chief Executive Officer

conducted a province-wide tour to visit and meet directly with communities in each region to discuss priorities, challenges and ideas for change.

Engagement took many forms, including:

- Community visits, regional gatherings and caucuses to identify shared priorities;
- Meetings with leaders and Health Directors to guide regional planning;
- Collaboration with communities to identify local priorities, such as access to care, transportation and culturally grounded services; and
- Outreach with urban and away-from-home members to better understand needs and improve access to services and supports.

Community health and wellness plans (CHWPs) are another important way communities identify and communicate their health and wellness priorities. Developed by communities, CHWPs reflect local strengths, needs, goals and actions across a range of health and wellness areas. They support community-driven planning grounded in culture, lived experience and Nation priorities, while also helping strengthen alignment among community priorities, regional planning and FNHA programs and services. Through CHWPs, communities communicate priorities such as access to care, mental health and wellness, cultural safety, transportation, prevention, Elder and youth wellness supports, and culturally grounded approaches to care.

Together, these efforts are deepening relationships and helping ensure FNHA's planning and investments reflect community-identified needs and aspirations.

FNHA VI Region Vice President Brennan MacDonald, FNHA Vice President of Health Benefits and Wholistic Wellness Katie Hughes, FNHA Board Member Greg Louie, former Board Chair Sheila Blackstock, FNHA CEO Monica McAlduff, former Health Director of Ligwilda'xw Health Society Rhonda Elliott, Health Director of Ligwilda'xw Health Society and FNHDA Board Director Kim Roberts tour the Vancouver Island Region as part of the CEO's provincial tour, July 2025.

Deepening How Community Input Shapes Decisions

FNHA's approach to community engagement follows a clear cycle: listening to community perspectives, validating what was heard, acting where possible and reporting back on FNHA's response. Enhanced tools and processes strengthen how feedback is captured, tracked incorporated into planning and decision-making, translating community voices into visible actions. In 2025/26, FNHA strengthened how community feedback is captured, shared and used to inform planning, services and partnerships. Enhanced tools and processes were adopted to help identify common themes, support follow-up and improve accountability to communities.

Work is also underway to build a comprehensive, province-wide picture across more than 200 Nations and communities. Profiles will include population data (on-and off-reserve) and information on whether communities are rural and remote, isolated or located on the edge of or across different political boundaries – and how their location impacts community needs and access to services. They will include current and historical data on funding, programs and services in community, the infrastructure, facilities and capital investments that exist as well as several other key data points.

The goal is to clearly see where gaps exist, where pressures are most urgent and where targeted investments can make the biggest difference. The profiles will also help to address long-standing inequities and discrepancies. With community input and direction, the profiles will also enable the development of different funding approaches based on community context and need.

FNHA also continues to implement the Community Engagement Reporting Model — a structured approach to documenting how community feedback is tracked, reviewed and incorporated into planning and decision-making across the organization.

Examples from across the province show how community voices are shaping action:

- Interior Region: 7 Nations input that regionalization is grounded in the understanding that Traditional Wellness is health governance, is being used to reshape FNHA's role to better support Nations-led planning, services, and systems of wellness.
- Vancouver Coastal Region: Community and Nation voices, along with traditional wisdom guided improvements to patient travel services, and ongoing work with Regional Health Authority partners to establish and advance regional specific pathways for culturally safe access to care, feedback and accountability.
- Northern Region: Community input helped identify community solutions to improved access and coordination for medical transportation, opportunities to enhance cultural safety in dental services, and ways to enhance access to treatment services and in-community aftercare and healing.
- Vancouver Island Region: Improved planning and governance by implementing leadership roles aligned with cultural families, fostering stronger partnerships, and creating new advisory structures, including Youth and Elder Advisory Committees, to ensure diverse perspectives inform decision-making.

Members of the newly-established VI Region Youth Advisory Committee with Elder Advisor Cliff Atleo

- Fraser Salish Region: Regional engagement informed development of a Traditional Wellness Framework, establishment of a refreshed Youth Council and enhancement of Health Emergency Management partnerships and service delivery pathways.
- Central Urban and Away-From-Home Team: Advanced development of the Urban and Away-from-Home Engagement Framework. Engagements with the UAH population, Indigenous Service Organizations, partners and First Nation communities are complete in the Northern, Interior and Vancouver Island regions. The draft Urban and Away-from-Home Engagement Framework and the Health and Wellness Service Needs Report were presented to the Northern Sub-regional caucuses for validation and feedback while drafting of these two documents for Interior and Vancouver Island regions are well underway.

Across the province, community feedback helps shape planning, services and action that reflect community priorities and needs.

Bringing Health and Wellness Services Closer to Home

FNHA is committed to bringing health and wellness decisions, services and resources closer to First Nations communities. Through regionalization, FNHA supports First Nations leadership and creates greater opportunities for Nations, families and communities to help shape the programs, services and resources that reflect their unique needs, priorities and strengths. This work is guided by the 7 Directives and the principle of reciprocal accountability.

Regionalization has been a priority for FNHA since its creation. In 2025/26, provincial and regional teams continued working together to strengthen regional decision-making and ensure planning and investments were informed by regional priorities, community voices and local knowledge. FNHA also continued developing ways to measure progress and understand the long-term impact of regionalization.

FNHA continued to strengthen regional capacity to support Nations and communities. In 2025/26, 96 per cent of FNHA direct community service funding was managed through regional offices, supporting regional leadership in shaping health and wellness priorities and directing resources where they are needed most. Between March 2025 and March 2026, the number of staff working in regional offices grew from 370 to 424, increasing from 33 per cent to 36 per cent of FNHA's workforce.

Across the province, regions worked with Nations and communities to support local leadership and decision-making:

- Fraser Salish Region:
    - Engaged communities and completed change management initiatives to help strengthen readiness for regionalization.
    - Began refreshing the Regional Health and Wellness Plan.
    - Additional engagement is planned in 2026/27 to help renew the Regional Health and Wellness Plan and Regional Health Governance Structure.

- Interior Region:
    - Worked alongside Nations to advance a Nations-led approach to regionalization through the 7 Nation-FNHA Relationship Agreement pathway, supporting decision-making that reflects the distinct priorities, governance pathways and responsibilities of the 7 Nations.

    - Approved additional funding to advance a Regional Secretariat, community engagement, Nation Shared Services and technical expertise to support Nation-based regional planning.
    - Continued working with the Interior Region Nation Executive on regionalization priorities identified at GWXIII to help bring decision-making, resources and accountability closer to Nations and communities.

- Northern Region:
    - Focused on leadership development, workforce planning and stronger organizational alignment.
    - Gathered input from communities to help identify priorities for services and supports and shape the Northern regionalization plan.
    - Continued working with Treaty 8 First Nations to explore opportunities for collaboration on shared health priorities, including the 3Nations Memorandum of Understanding.

- Vancouver Coastal Region:
    - Developed a regionalization plan to guide staff decision-making, communication and efforts to bring resources and services closer to communities.

- Vancouver Island Region:
    - Collaborated with families and communities to identify opportunities and considerations for a Vancouver Island regional model. Feedback is shaping options for Chiefs to consider, improving the alignment of programs, services, and resources with regional needs and priorities.

For information on progress bringing services closer to home, see Goal 2.

Community Spotlight: Advancing Regionalization Through a Shared Commitment (Interior Region)

In October 2025, Chiefs and Leaders representing the 7 Nations of the Interior Region and FNHA leadership signed a Joint Letter of Commitment affirming a shared commitment to regionalization and strengthening Nation-led decision-making in health and wellness.

The commitment was signed by Chiefs and Leaders representing the Dãkelh Dené, Ktunaxa, Tsilhqot'in, syilx, St'at'imc, Secwépemc and Nlaka'pamux Nations, alongside the FNHA Board Chair and Chief Executive Officer. Together, they committed to a two-year process to advance regionalization and support the transfer of decisions and resources closer to the 54 First Nations communities in the Interior Region.

The Letter of Commitment outlines a shared vision for strengthening Nation sovereignty and self-determination through health transformation. The commitment aligns with the 7 Directives and recognizes that decision-making authority belongs with Nations and communities. It also affirms the importance of embedding local languages, knowledge systems and culture within the work moving forward.

Key priorities include accelerating regionalization through a co-developed regionalization plan, developing a relationship agreement between FNHA and Nations, establishing a Regional Secretariat and ensuring regional work is guided by the direction of the Interior Region Nation Executive. The commitment also recognizes traditional wellness as a foundation for governance and aligns with the principles reflected in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Declaration on the Rights of Indigenous Peoples Act (DRIPA) and Bill C-15.

This shared commitment demonstrates how regionalization is being advanced through collaboration and Nation-led decision-making. By working together to bring decisions and resources closer to communities, FNHA and Interior Region Nations are helping ensure health and wellness services better reflect the priorities, cultures and strengths of First Nations communities.

Chiefs and Leaders from the Interior Region's seven Nations joined FNHA leadership to sign a Joint Letter of Commitment affirming a shared vision for regionalization and Nation-led decision-making, October 2025.

Improving Quality in How We Support Communities

In 2025/26, FNHA began a multi-year journey toward organizational accreditation establishing a roadmap and formally entering Accreditation Canada's national program. This process includes self-assessments, quality improvement planning and collaboration across programs and regions to align policies, practices and services with recognized standards.

Accreditation will help strengthen quality, safety, accountability and continuous improvement across FNHA's governance, leadership and clinical services. Guided by the 7 Directives, this work will support consistent standards, identify opportunities for improvement and build a stronger foundation for delivering high-quality, culturally safe services to First Nations communities.

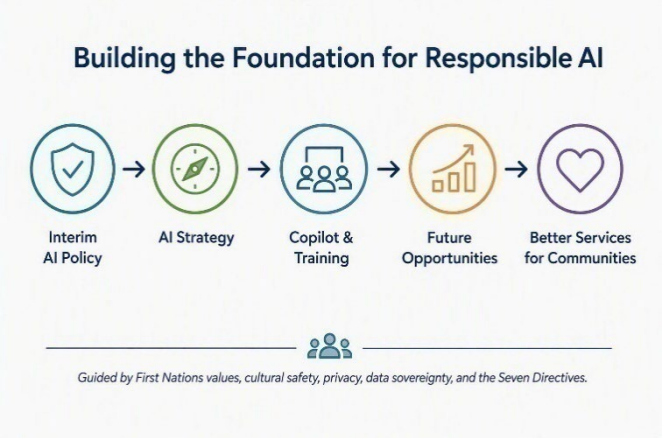
The accreditation journey is also an opportunity to show how high-quality health services can be delivered in ways that are grounded in First Nations values, culture and ways of knowing.

Building the Foundation for Responsible Use of Artificial Intelligence

Artificial Intelligence (AI) is becoming increasingly common in health care and public services. This year, FNHA began laying the groundwork for how AI could be used responsibly to support First Nations communities while protecting privacy, cultural safety and First Nations data sovereignty.

FNHA developed an Interim Generative AI Policy and an AI Strategy. Grounded in the 7 Directives and supporting First Nations data governance principles such as OCAP®, these documents provide guidance for the evaluation and use of AI across the organization. FNHA also introduced Microsoft Copilot Chat and delivered staff training to build AI literacy and promote safe and responsible use.

Together, these efforts are helping FNHA build governance, policies, and workforce capabilities needed to assess future AI solutions. Over time, AI may help improve access to services, reduce administrative burdens, increase the time available for direct support to First Nations people and communities and contribute to improved health and wellness outcomes.



Advancing Completion of the Metro Vancouver Office Project

FNHA made significant progress on the Metro Vancouver Office Project (MVOP), with construction reaching 83 per cent completion. The project is on track for occupancy in April 2027. First Nations business participation in construction was actively tracked against established targets, reflecting FNHA's commitment to creating economic opportunity alongside organizational investment.

Preparing the Workforce that Supports First Nations Health and Wellness

FNHA continued to prepare and support the workforce that services First Nations communities across BC. In 2025/26, efforts focused on improving workforce readiness through learning, mentorship, leadership development, cultural safety & humility training, and succession planning. During the year, FNHA advanced a Zero-Tolerance First Nations-Specific Anti-Racism Framework to strengthen accountability and support timely, consistent responses when racism occurs.

Programs such as Raising the Canoe and Firekeepers supported Indigenous students and emerging professionals in pursuing meaningful careers in health. Grounded in First Nations teachings, values, and ways of knowing, these programs provide hands-on experience, mentorship,

and career development opportunities. Since their inception, these programs have supported 90 students and 20 new graduates, with 18 participants moving into FNHA term or permanent roles.

By bolstering workforce capacity and supporting Indigenous leadership development, FNHA is helping future First Nations health professionals build the experience, confidence, and connections that will help them contribute to healthier and more self-determined First Nations communities for years to come.

Building FNHA Workforce Capacity — 2025/26

- 35 per cent Indigenous workforce (32% First Nations, 3% Inuit or Métis)
- 85 students and 19 new graduates supported through Raising the Canoe and Firekeepers since program inception
- 18 participants hired into FNHA term or permanent roles through these programs
- 90–94 per cent completion for key mandatory workforce training, including cultural safety, privacy and information security training

Strategy 1.3: Champion health and wellness with partners to advance Social Determinants of Health.

Measuring our Progress: Decolonizing Systems

Indicator: FNHA partnerships advancing improvements on Social Determinants of Health

- Developed a 10-Year Strategy on Social Determinants of Health (SDOH) Implementation Plan 2024-2026
- Developing SDOH Baseline Indicator Report for fall 2026 release
- Supported community-driven, Nation-based social determinants of health initiatives through direct funding, planning support and advocacy with system partners
- Strengthened partnerships with governments and health system partners through Regional Health and Wellness Plan refreshes, Partnership Accords renewals and a Memorandum of Understanding with FNHA, FNHC, BC Ministry of Health, Northern Health, Government of Yukon and 3Nations Society
- Became a third-party payment centre for Jordan's Principle
- Walked alongside community to advance wellness priorities including culture, language, ceremony, food security, health and wellness, social supports, workforce development and local leadership capacity
- Strengthened reporting and learning through community impact stories and emerging measurement approaches that support accountability and transparency

Stories of Progress

Advancing Partnerships with Governments to Improve Services and Address Social Determinants of Health

FNHA strengthened partnerships with the Province of British Columbia, Indigenous Services Canada (ISC) and health system partners to advance shared priorities under the BC Tripartite Framework Agreement on First Nations Health Governance (2011), including improved data sharing, governance, accountability and service coordination. FNHA also advocated for sustainable funding, infrastructure investments, First Nations-specific anti-racism initiatives and First Nations self-determination, while creating new opportunities for joint action across the health system. This included assuming a new role as a third-party payment centre for Jordan's Principle to help reduce payment delays for children and families and establishing new forums that bring together FNHA and health authority leaders to strengthen relationships and coordinate action. Regional representation was restored at the Tripartite Committee on First Nations Health, helping to elevate community priorities and regional perspectives inform provincial health planning and decision-making.

FNHA also continued to work with First Nations, governments and system partners to advance a coordinated approach to the social determinants of health. Collaboration focused on aligning investments, reducing duplication and improving outcomes in areas such as housing, education, workforce development and community wellness.

Partners advanced shared planning and accountability approaches, including alignment with commitments under the Declaration on the Rights of Indigenous Peoples Act (DRIPA). Workforce initiatives supported awareness, training and education opportunities, while creating clearer pathways for individuals to work and serve within their home communities.

Examples from across the province demonstrate how partnerships are improving services and supporting First Nations priorities:

- **Interior Region:** Worked with Interior Health and the Ministry of Health to advance a Joint Partnership Accord workplan and support the development of a 7 Nations–Ministry of Health Primary Care Working Group to strengthen collaboration and clarify shared roles.
- **Fraser Salish Region:** Continued to make progress on the refreshed Fraser Partnership Accord through the Indigenous Health Collaborative Council, supporting distinction-based health planning, accountability and service improvement.
- **Vancouver Island Region:** Completed the Regional Health and Wellness Plan, positioning it as a guiding framework for the renewal and alignment of the Partnership Accord, with support from Island Health through the Partnership Accord Executive Committee.
- **Vancouver Coastal Region:** Partnered with Wuikinuxv leadership, Island Health and Vancouver Coastal Health to address patient travel challenges and improve coordination across health systems. The Vancouver Coastal regional team and Vancouver Coastal Indigenous Health continue to make progress on the design of a Shared First Nations and Indigenous Complaint and Resolution Pathway
- **Northern Region:** Signed the 3Nations Transformational Health Declaration alongside the 3Nations Society, Northern FNHC representatives, Northern Health and the Ministry of

Health to transform health and wellness services for the Kaska, Tahltan, and Tlingit communities of the True North.

Together, these efforts are reinforcing partnerships, improving coordination across jurisdictions and helping ensure health services better reflect the needs and priorities of First Nations communities throughout BC.

"Our Nations have always known that true wellness is rooted in our lands, languages, and ways of life. This MOU is a step forward to reclaiming our responsibility to care for our people in a way that reflects who we are. By working together as Nations and partners, we strengthen our sovereignty, our voices and our ability to shape a health system that serves our communities with dignity, respect and cultural integrity." - Deputy Chief Harlan Schilling, Daylu Dena Council

First Nations leaders and Tripartite Partners sign the 3Nations Transformational Health Declaration, February 2026.

Community Spotlight: Working Together to Protect Land and Water Near Penticton (Interior Region)

In 2025, FNHA's Office of the Chief Medical Officer (OCMO) collaborated with the Office of the Provincial Health Officer on efforts to help mitigate environmental contamination and reduce potential impacts on adjacent First Nations lands and groundwater.

The collaboration began after concerns were raised about historical contamination from airport activities. A review identified six active contamination sites involving substances linked to aviation fuel spills and the past use of firefighting foams. These substances include PFAS, sometimes called "forever chemicals," as well as petroleum hydrocarbons and certain metals.

While cleanup and monitoring efforts are ongoing, First Nations communities are actively involved in discussions about protecting community health and the environment. Indigenous Services Canada and Transport Canada are working with local First Nations to support remediation efforts, long-term environmental monitoring, and risk management activities.

FNHA's role has focused on providing public health expertise and helping ensure that community health considerations remain central to the work. Through collaboration among First Nations, federal partners, and health experts, efforts are underway to better understand potential risks, protect local groundwater sources, and support healthy communities for future generations.

This work highlights the importance of partnership, transparency, and long-term stewardship in protecting the health of people, lands, and waters.

Advancing a Nation-Driven Approach to the Social Determinants of Health

First Nations people have always recognized the complex factors that impact an individual's wellness such as mental, emotional, spiritual and physical elements. Broader factors like land, culture, community, family and Nations are also understood to be part of a fulsome understanding of wellness. The First Nations Perspective on Health and Wellness visually depicts this wholistic understanding of health and wellness, and describes the FNHA's Vision: Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities.

The *10-Year Strategy on the Social Determinants of Health: A Framework for the Future* represents a fundamental shift towards addressing the root causes of health and wellness, including housing, food security, culture, education and community capacity. Developed with and endorsed by First Nations leadership at Gathering Wisdom XII, the Strategy provides flexible, long-term funding that supports self-determination by enabling communities to invest in community-defined priorities.

The strategy is supported by funding provided by the FNHA, the Government of Canada and the Government of British Columbia. FNHA and ISC are providing $5 million annually over 10 years, and the Province of British Columbia is providing $5 million annually through 2025/26. The funding is meant to provide Nations with flexible, sustainable, long-term funding to enable First Nations leaders to direct funding to projects and services that will have the greatest impact and address the unique needs of their people.

In 2025/26, FNHA completed the Social Determinants of Health (SDOH) 2024-2026 Implementation Plan, establishing a coordinated framework to guide action across the system. FNHA also advanced a measurement framework and baseline indicator report (scheduled for release fall 2026), drawing on sources such as the Regional Health Survey, to support ongoing monitoring, learning and transparency. Together, these efforts are creating a stronger foundation for long-term, Nation-driven investments in wellness and community resilience.

This work is closely connected to the broader Population Health and Wellness Agenda, which centres First Nations knowledge systems and shifts away from deficit-based approaches toward strengths, resilience and community-defined success.

Social Determinants of Health Funding in Action

This year marked Year 2 of the 10-year Strategy, with funding continuing to flow to communities through an approach that includes base funding, population inclusive of members living at home and away from home and rural or remote considerations. This approach provides greater stability and supports longer-term planning. The funding has been distributed through 181 funding agreements signed across the province, with communities advancing initiatives that align with the four outcomes of the Strategy: **Connection to Culture, Connection to Community, Connection to Land, and Safety, Security, and Inclusion**. With the funding being flexible, long-term and

sustainable, communities can use these funds to enhance existing programs, fill gaps, and address their unique needs.

Communities used SDOH funding to advance priorities such as culture and language revitalization, land-based healing, food security initiatives, wellness programming, family supports, workforce development and leadership capacity building. These investments are improving local services, expanding access to culturally grounded support, and building community capacity.

Regional examples include:

- **Interior Region:** Funding supported healing initiatives, cultural infrastructure and Nation-based governance priorities identified by regional leadership.
- **Fraser Salish Region:** Across the Fraser Salish region, SDoH funding supported community-led initiatives that strengthened culture, language, healing, food security, community connection, and access to supports and services. Communities invested in priorities such as Elders and youth programming, traditional healing, land-based learning, cultural revitalization, and community wellness supports that reflected local needs and aspirations.
- **Northern Region:** Enhanced reporting, community health planning and environmental assessments helped identify opportunities to maximize the impact of SDOH investments and align funding with community priorities.
- **Vancouver Coastal Region:** Advanced SDOH planning, service mapping and early funding discussions. Communities explored innovative investments including patient transportation, community health workforce roles, emergency response capacity and culturally grounded bereavement supports.
- **Vancouver Island Region:** Flexible funding facilitated community-led initiatives, including food security programs, while dedicated project support strengthened Nations' ability to implement priorities and build sustainable planning and reporting capacity.

Across all regions, FNHA teams worked alongside communities to support implementation, reporting and long-term planning while responding to varying community capacities and emerging needs.

Community Spotlight: Dzawada̱'enux̱w First Nation Community-Owned Morgue (Vancouver Island Region)

In Ukwanalis Village (Kingcome Inlet), Dzawada̱'enux̱w First Nation used SDOH funding and local skilled tradespeople to build a community-owned morgue, addressing a longstanding gap in end-of-life care. As a remote community accessible only by boat, seaplane or helicopter families were often separated from loved ones after death when remains had to be transported out of community. The new facility allows families to keep loved ones closer to home, supporting cultural practices, community connection and dignity during times of loss. The project also created local employment opportunities

Community-owned Morgue, Ukwanalis Village

and demonstrates how flexible SDOH investments can address community-defined priorities while strengthening wellness, culture and self-determination.

Community Spotlight: Saulteau First Nations Youth and Wellness Program (Northern Region)

Saulteau First Nations used SDOH funding to provide equine therapy and mental health supports for community members. What began as weekly equine therapy sessions for youth quickly became a valued source of support, with strong participation and positive feedback from participants and families.

In response to community interest, the program was expanded to include one-on-one sessions for adults. The therapy sessions created opportunities for healing, personal growth, and connection in a supportive environment.

Community members reported positive experiences and benefits from participating in the program. By offering accessible and culturally relevant mental health supports, the initiative helped strengthen individual and community wellness while addressing priorities identified by the Nation.

Community Spotlight: Katzie First Nation Wellness and Cultural Connection Initiatives (Fraser Salish Region)

Katzie First Nation used SDOH funding to support community wellness initiatives focused on mental health, cultural connection, and family well-being.

Funding supported workshops, healing circles, and community gatherings that provided safe and welcoming spaces for people to come together, build relationships, and access wellness supports. Programs focused on enhancing emotional well-being, developing healthy coping skills, and promoting positive relationships.

The initiative also included culturally grounded activities such as Elder teachings and opportunities to connect with the land. By reducing barriers to participation and making supports more accessible, the program helped strengthen cultural connection, community belonging, and overall wellness for Katzie First Nation members.

Goal 2: Access to Quality Services

Enhance access to quality health and wellness services

Outcome Statement: 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.

2025/2026 Operational Priorities

- Continue the implementation, operations and evaluation of the 15 First Nations-led Primary Health Care Centres, including strategies for sustainability and community ownership.
- Optimize virtual primary care services in alignment with in-person services.
- Advance evidence-based, safe and patient-centered care across FNHA-operated Health Centres and Nursing Stations, First Nations Health Service Organizations and Virtual and Primary Care.
- Promote awareness and culturally grounded health literacy on First Nations health and wellness priorities as identified in the Interim Population Health and Wellness Agenda Report and other relevant surveillance data.

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

Measuring our Progress: Pathways to Access

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

First Nations-Led Primary Care Initiative:

- All 15 First Nations-Led Primary Care Centres (FNPCCs) open and providing services
- 80 per cent (12/15) FNPCCs offering family physician or nurse practitioner services.
- 100 per cent (15/15) FNPCCs offering services from traditional healers, knowledge keepers, and Elders along with allied health professionals.
- 114 First Nations communities within BC were connected to an FNPCC.
- 7 of 15 FNPCCs are now operated by First Nations Health Service Organizations, with remaining centres in interim FNHA operation as communities build toward self-determined governance.
- 11 of 15 FNPCCs operate using a hub and spoke model — spanning 16 hub locations and 57 spoke sites, including 8 sites accessible only by boat or air — bringing care to the most remote communities in the province.

Oral Health:

- 1500+ dental appointments delivered and 4600+ procedures completed through Community Oral Health Services (Q1–Q4)
- Up to 36 communities reached per quarter through Community Oral Health Services
- More than 50 communities reached per quarter through Children's Oral Health Initiative (COHI)
- 5200+ preventative services delivered through COHI, including fluoride varnish, silver diamine fluoride, sealants and temporary restorations through Q1-4

Virtual Doctor of the Day

- 11,515 physician encounters in 2025/26
- Approximately 34 supporting physicians
- 95% client satisfaction
- 94% clients reporting culturally safe services

Virtual Substance Use and Psychiatry Services

- 1,571 physician encounters in 2025/26
- 11 physicians supporting Virtual Substance Use and 7 supporting Virtual Psychiatry services
- 91% client satisfaction
- 93% of clients reported culturally safe services

Other Highlights:

- Expanded Electronic Medical Records (EMRs) and telehealth services

- First Nations Real-Time Access Nursing–Primary Care Integrated Network (FRANCINE) pilot, connecting remote Northwest communities with real-time virtual physician services and clinical support for nurses and nursing stations.
- Release of New Public Health Nursing Policy and Procedure Manual, wholistic prenatal health assessment and a diagnostic accreditation framework
- Implementation of the provincial Patient Safety Learning System (PSLS)

Stories of Progress

Expanding Access Through First Nations-Led Primary Care Centres

The First Nations-Led Primary Care Initiative (FNPCI), a partnership between FNHA, the BC Ministry of Health and 114 First Nations communities, continued to expand access to comprehensive, culturally safe primary care across the province.

Expanded access was supported in part through the Indigenous Health Equity Fund (IHEF), which provided targeted investments to enhance FNPCI operations and expand the reach of culturally safe primary care across BC.

Watch Dr. Terri Aldred explain the FNPCI.

In 2025/26, four new First Nations Primary Care Centres (FNPCCs) opened in Bella Coola, Fort St. James, Harrison Mills and Lillooet, bringing the network to 15 active centres. Together, these centres provide a range of services including traditional wellness, nursing, allied health and primary care, with 12 centres operating with a family physician or nurse practitioner to date. Eleven of 15 centres employ social navigators, social workers and wellness coordinators to address the Social Determinants of Health alongside clinical care, and seven include traditional food advisors, reflecting the wholistic, First Nations-led model of care at the heart of the initiative.

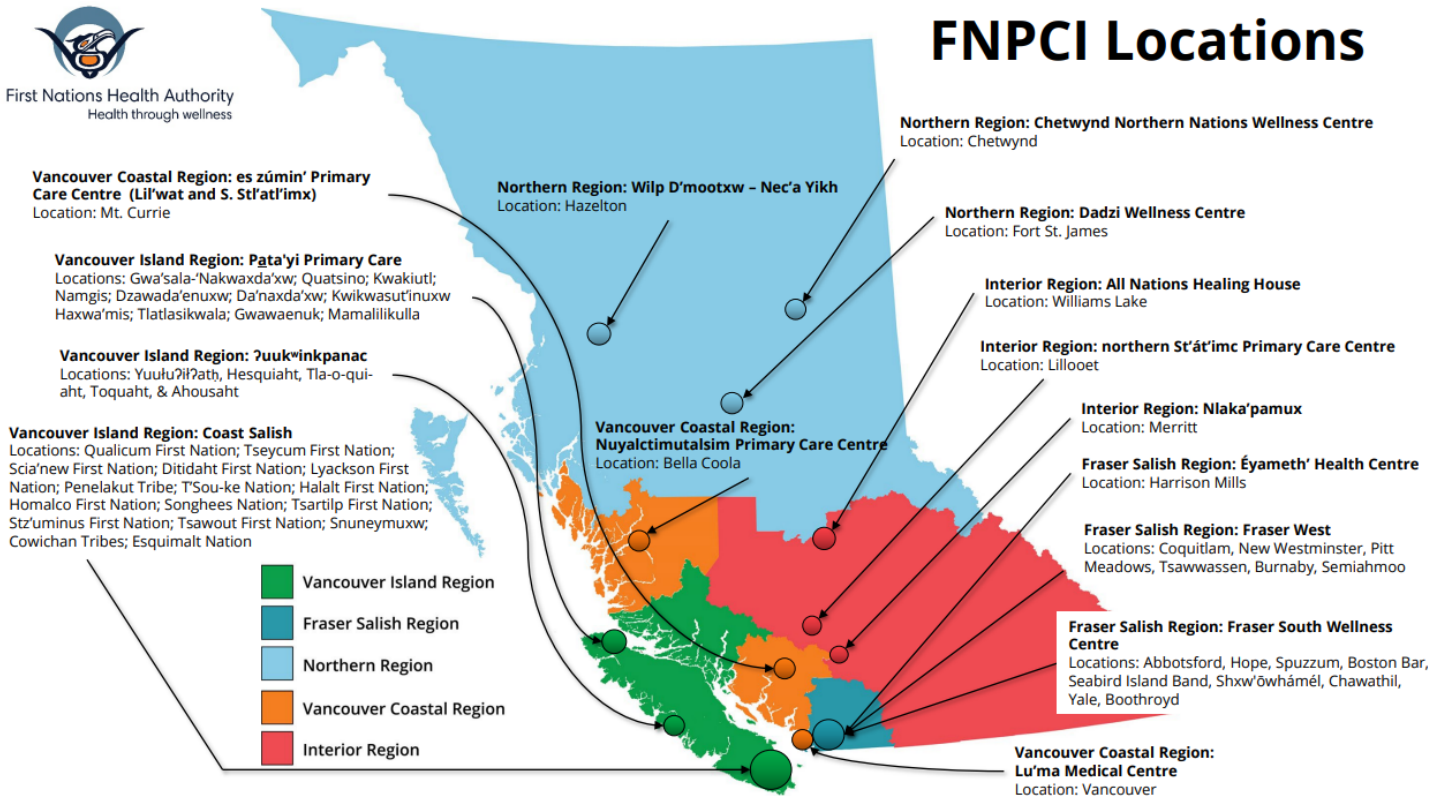
As the initiative matured, FNHA focused on developing the systems required to support long-term sustainability and community ownership. Fourteen of 15 service plans received approval from FNHA and the BC Ministry of Health, reflecting continued progress in aligning community priorities, funding models and operational delivery. Seven of 15 FNPCCs are now operated by First Nations Health Service Organizations, with the remaining centres in interim FNHA operation as communities build toward self-determined governance. FNHA also onboarded all FNPCCs to Human Health Resources reporting, creating a province-wide foundation for workforce planning and improved visibility into staffing needs across sites.

The geographic reach of the initiative is significant: 11 of 15 centres operate using a hub and spoke model, extending services across 16 hub locations and 57 spoke sites — including eight sites accessible only by boat or air — bringing culturally safe primary care to some of the province's most remote First Nations communities. FNHA advanced several key development initiatives to support growing operations, including the development of governance, organizational and policy templates for Society-led centres and the introduction of foundational information security resources. The completion of a rapid evaluation of the FNPCI provided important evidence on early implementation progress, successes and challenges, informing ongoing discussions with the Ministry of Health and guiding future improvements.

Early findings from the evaluation highlighted that FNPCC clients reported feeling heard, supported and cared for, with some community members returning to primary care after years of avoiding

the health system due to prior mistreatment. These accounts reflect what culturally safe, First Nations-led care can make possible.

While significant progress has been made, the evaluation highlighted the impacts of system-wide challenges, including recruitment and retention pressures for physicians, nurse practitioners and nurses, the need for strengthened financial and operational capacity, and evolving funding and reporting requirements. FNHA continues to work with communities, the Ministry of Health and health system partners to strengthen sustainability, streamline processes and support the long-term success of First Nations-led primary care delivery.



Note: Snuneymuxw First Nation has withdrawn from FNPCI service delivery effective April 1, 2026

The following summarizes regional progress toward FNPCCs and Primary Care Networks (PCNs):

- **Interior Region:**
    - Advanced First Nations-led primary care through the All Nations Healing House, Nlaka'pamux Health Services Society and northern St'át'imc Primary Care Centre
    - Expanded multidisciplinary care teams, advanced virtual care and patient safety initiatives, and supported primary care planning through the 7 Nations–Ministry of Health Primary Care Working Group

- **Fraser Salish Region:**
    - Expanded access to team-based primary care through ongoing services at Fraser West and Fraser South, completion of a mobile primary care trailer and the opening of the Éyameth Health Centre
    - Advanced plans for new Primary Care Hub sites in Burnaby and Abbotsford
- **Northern Region:**
    - Strengthened access through the Northern Nations Wellness Centre, the launch of services at Wilp D'mootxw Nec'a Yikh and the opening of the Dadzi Wellness Centre
    - Advanced virtual specialist access, electronic medical record integration and First Nations service models across 13 Primary Care Networks
- **Vancouver Coastal Region:**
    - Finalized the FNHA–es zúmin Primary Care Society Memorandum of Understanding to advance the transition of operations from FNHA to Society, supported service planning and recruitment of interdisciplinary teams across FNPCCs, strengthened partnerships with regional health partners promoting culturally safe engagement for PCN developments, and supported a Nation-led request for proposals for the construction of the primary care facility in Nuxalk Nation
- **Vancouver Island Region:**
    - Advanced progress on the transition of interim FNHA-operated centres to community-operated FNPCCs, and worked with Nations and health system partners to build stronger governance, improve service integration, and support long-term operational sustainability

Community Spotlight: Celebrating the Opening of Dadzi Wellness Centre (Northern Region)

January 2026: Dadzi Wellness Centre reception

In April 2026, the Dadzi Wellness Centre opened in Fort St. James. Renovated from a former educational facility, the centre was designed to reflect Dakelh culture throughout — from its logo, which features a loon recognized in Dakelh teachings as a traditional healer, to rooms named in the Dakelh language. The Centre exemplifies the First Nations Perspective on Health and Wellness — integrating physical, mental, emotional, and spiritual dimensions of care, while addressing the social determinants of health through culturally grounded, community-owned services. The centre brings together western clinical services and Traditional Wellness programming, including language classes and traditional practices alongside physiotherapy and dietitian-led sessions, to deliver wholistic care closer to home.

"We're looking at the whole aspect of the human, the person. Whether they have trauma in their life or whether they have medical issues, addictions...I think it's really important to look at all aspects with whatever is going on with somebody and to help them from that point of view, from where they're at and that's what makes it different." - Donald Prince, Dadzi Operations Director

Watch Centre Operations Director Donald Prince describe what makes the centre unique.

Community Spotlight: Celebrating the Opening of n. St'át'imc Primary Care Centre (Interior Region)

The opening of the northern St'át'imc Primary Care Centre (SPCC) in Lillooet marks a significant step in bringing care closer to home for the six St'át'imc communities. The centre integrates primary care, mental health and traditional wellness supports within a team-based model shaped by St'át'imc cultural values, governance and connection to land. By reducing reliance on distant services and creating a culturally safe space grounded in St'át'imc ways of being, the centre addresses longstanding barriers to access while reinforcing continuity of care, demonstrating how First Nations leadership is reshaping systems of care to be more responsive, coordinated and equitable for their people.

Clients can access traditional wellness, mental health, wellness navigation and outreach services, with primary care and allied health services becoming available once recruitment and staffing is complete. The wrap-around health and traditional wellness services at the northern SPCC are the result of a dedicated local team. Many of the northern SPCC staff are from or have extensive experience working within northern St'át'imc and Indigenous communities.

Watch Chiefs and community leaders discuss the importance of the centre for the St'át'imc communities.

n. St'át'imc Bear Dancers perform at the opening of n. St'át'imc Primary Care Centre, June 2025.

Community Spotlight: Weaving Health Together in the North Fraser Region (Fraser Salish Region)

For generations, First Nations communities in the North Fraser region have envisioned a place where health care is delivered in a way that honours culture, community, and connection. In January 2026, the reality of this vision was celebrated with the opening ceremony for Éyameth' Health Centre. The name Éyameth' (pronounced ay-em-eth), meaning 'weaving health together' in the Halq'eméylem language, reflects the Centre's commitment to bringing together First Nations knowledge, traditional wellness practices and contemporary health care services.

As the first First Nations-led Primary Care Centre to open in the Fraser Salish Region, Éyameth' Health Centre represents a significant milestone in advancing culturally safe, team-based primary care closer to home. The Centre provides integrated services including primary care, maternal and family health, Elder care, mental health and wellness support, traditional healing, diabetes and chronic disease management, social navigation, and pharmacy services, creating a seamless and wholistic model of care for individuals and families.

Chief Chad Paul, Ches kin xen Siyam of Sts'ailes, opened the ceremony by expressing gratitude for all the people whose hard work "laid the foundation" for the new health centre. *"A lot of work went into making this happen. There's a lot of work physically, mentally, emotionally, spiritually, that made this happen to where we're at today – and all of those people, you know who you are – you're part of that vision, you're part of that vision forever."* - Chief Chad Paul

Developed through years of community leadership, partnership, and shared commitment, Éyameth' Health Centre demonstrates what is possible when First Nations communities, and health system partners work together toward a common vision. More than a health facility, the Centre serves as a welcoming gathering place that strengthens community wellness, reconnects people to culture and traditional ways of knowing, and supports healthier futures for generations to come.

Éyameth' Health Centre stands as a powerful example of self-determination in action, improving access to care while ensuring services are grounded in the values, teachings, and priorities of First Nations people. Its opening marks an important step toward a more equitable, culturally safe, and responsive health system for the North Fraser region.

Improving Oral Health Services and Prevention in First Nations Communities

Throughout 2025/26, FNHA provided access to preventative and clinical oral health services in more than 100 communities across BC. This included access to oral health services for First Nations children, families and communities through the Community Oral Health Services (COHS) program and the Children's Oral Health Initiative (COHI). Together, these programs provide preventive, restorative and therapeutic oral care in community, helping reduce barriers to care and support lifelong oral health.

Key areas of focus for the Oral Health team included quality improvement initiatives, such as X-ray inspections and enhancements to occupational health and safety practices; the introduction of Silver Diamine Fluoride services through COHI; participation in team-based care, including the integration of an FNHA-employed dental therapist at the All Nations Healing House; and partnerships with educational institutions to advance cultural safety and humility within oral health professions. FNHA also supported the next generation of Indigenous oral health professionals by providing a clinical placement for a First Nations dental therapist student.

Expanding Access Through Virtual Care Across BC

FNHA virtual services, reduce travel requirements and strengthen continuity of care between community-based and virtual providers. Since launching in 2020, virtual services have become a critical access point for First Nations communities across the province, providing culturally safe, team-based primary care and specialty services delivered by physicians, nurses, and allied health care professionals.

In 2025/26, the Virtual Doctor of the Day program provided nearly 11,515 physician encounters, supported by a team of 34 physicians. The service helped connect clients to primary care regardless of location and maintained timely access for urgent concerns, with wait times generally under four days for urgent appointments. Almost all clients were satisfied with the services received and felt them to be culturally safe.

Virtual Substance Use and Psychiatry Services continued to connect First Nations clients with specialized care regardless of location, reducing barriers to access and supporting continuity of care. Throughout 2025/26, the program supported hundreds of substance use and mental health encounters each quarter, with average wait times generally remaining at one to two weeks.

Read testimonials from First Nations Virtual Doctor of the Day clients.

"I was really pleased with the care I received, especially concerning the consideration given to social and cultural impacts on my mental and physical health. The providers I spoke to were all very informative, and I felt the care and suggestions I was given were personalized to me, which makes a big difference. Thank you for offering this service and thank you for your time." – Virtual Substance Use and Psychiatry Client

Interim Virtual Care Model Supports Remote Communities Facing Physician Shortages

In January 2026, FNHA launched the First Nations Real-Time Access Nursing–Primary Care Integrated Network (FRANCINE) pilot to improve access to primary care in the Tsimshian communities of Gitga'at, Kitkatla, Lax Kw'alaams and Metlakatla. In response to significant physician shortages, FNHA's Medical Affairs and Wellness Office and Virtual Services teams

partnered with Northern Health and the Rural Coordination Centre of BC's Real-Time Virtual Support program to rapidly establish an interim hybrid model of care.

The pilot connected seven physicians to communities through virtual visits and peer-to-peer clinical support, helping maintain access to care while longer-term recruitment solutions are pursued. By integrating virtual physicians with community nursing stations and regional partners, FRANCINE strengthened coordination across organizations and brought timely, culturally responsive care closer to home for these remote communities.

Advancing Connected Care Through Electronic Medical Records and Telehealth

First Nations health leaders have consistently called for clearer, easier ways for clients to communicate across their care — from community health centres to hospitals and specialists. This year, FNHA worked to improve coordination and close gaps across care delivery. To support this, FNHA advanced connected, team-based care by expanding Electronic Medical Records (EMRs) across FNPCCs, Virtual Services and community-based health programs. By the end of 2025/26, more than 313 providers and staff were using a shared EMR platform across 21 sites, eight FNPCCs, two Primary Care Networks, 11 Community sites and multiple FNHA programs serving approximately 21,000 clients. This allows care teams, with appropriate consent, to securely access and share client information, reducing duplication, improving coordination and supporting more seamless care as people move between community, virtual and primary care services.

During the year, additional FNPCCs and hub sites joined the EMR network, while FNHA continued to make progress on implementation planning with Nlaka’pamux and Nuxalk Primary Care Centres. In partnership with the BC Ministry of Health through the Indigenous Health Equity Fund, FNHA also launched the first phase of a Nursing Station EMR pilot, laying the foundation for more integrated and efficient clinical documentation and information sharing in community-based care settings.

At the same time, FNHA made progress to modernize virtual care infrastructure through telehealth improvements and the transition to Microsoft Teams for most clinical programs. Ongoing telehealth planning is helping ensure reliable, sustainable and cost-effective technology that supports access to care for First Nations communities across BC.

Improving Clinical Excellence, Quality and Safety

FNHA continued to advance high-quality, culturally safe and person-centred care by investing in both workforce development and clinical quality systems across First Nations communities.

In 2025/26, more than 400 nurses and allied health professionals from FNHA and First Nations Health Service Organizations participated in the Sch'áwatn Health Care Education Forum, a culturally grounded learning event focused on safe, evidence-based care and Indigenous approaches to wellness. The forum explored topics such as caring for spirit, cultural safety, and Two-Spirit health and wellness, helping health professionals strengthen their clinical practice while integrating First Nations knowledge and values into care delivery.

FNHA also supported ongoing professional development through nurse leadership initiatives, outbreak preparedness activities and provincial learning forums. More than 75 community health nurses came together to strengthen collaboration, share leading practices and coordinate responses to public health priorities, including measles preparedness and prevention.

Alongside these workforce investments, FNHA strengthened the systems that support quality and safety in care delivery. This included expanding access to community-based diagnostics through new blood collection and screening services, improving clinical supply systems, and working with provincial partners to enhance access to medical equipment, laboratory services and other essential clinical supports.

FNHA also continued to strengthen supports provided to allied health professionals. There are over 70 allied health disciplines comprised of technical, therapy, social/community, and clinical assisting occupations and regulated professions. In 2025/26, the efforts were concentrated toward establishing definition and recognition of allied health professionals in the FNHA context, building professional practice support, and ensuring that the skills and roles of allied health professionals are effectively utilized to improve health services in First Nations communities.

Implementation advanced on the Patient Safety Learning System +HAÍŁCÍSTA, creating stronger processes for reporting, reviewing and learning from clinical incidents. Additional efforts included supporting accreditation and quality improvement initiatives within First Nations Health Service Organizations, enhancing client experience programs, and improving pathways for addressing care concerns.

Together, these initiatives are helping to support a skilled, confident and culturally safe health workforce while advancing the systems, standards and supports needed to ensure First Nations people receive safe, high-quality care wherever they access services.

Health Education Forum 2025 Indigenous Nurses Day

Enhancing Public Health Practice in First Nations Communities

In 2025/26, under the leadership of the Office of the Chief Nursing and Allied Health Officer, FNHA embarked on a process to create a new **Community-Based** Public Health Nursing Policy and Procedure Manual, co-developed with First Nations communities and SE Health, a non-profit social enterprise in Canada that provides home and community care services,. The manual establishes consistent, culturally grounded standards for nursing practice across BC.

A diverse taskforce continues to shape the work, with nurses, FNHA regional teams, population health and communicable disease experts, Elders and Knowledge Keepers bringing together western clinical approaches with First Nations knowledge systems to produce standards grounded in both bodies of knowledge. The same process produced two additional clinical tools finalized this year: a wholistic prenatal health assessment and a diagnostic accreditation framework.

Intended as a living document, the manual will evolve alongside community priorities and emerging public health needs. It supports a broader shift toward community-based public health practice that reflects First Nations leadership and aligns with culturally safe, self-determined models of care.

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

Measuring our Progress: Health Through Wellness

Indicator: FNHA initiatives and programs that effectively incorporate First Nations perspectives on health and wellness

- 40+ public-facing health literacy messages, campaigns and resources
- Published *Strength in Stories: First Nations Voices on Living with Diabetes*
- Released the *We Walk Together: Exploring Connection to Land, Water, and Territory* video series and developing a new wellness indicator based on connection to land
- Advanced the HIV Community Wellness Initiative to support culturally safe, stigma-free and trauma-informed approaches to HIV prevention and care
- Published the FNHA Indigenous End-of-Life Guide (IEOLG) Evaluation 2019/20 - 2023/24

Weaving the First Nations Perspective on Health & Wellness Into Public Health

The FNHA continues to advance the First Nations Perspective on Health & Wellness as a foundational approach to public health advocacy, leadership, and system improvement. Rather than being applied only through specific reports or publications, this perspective informed the organization's contributions across a broad range of decision-making, partnership, and knowledge-development activities.

Working through the Office of the Chief Medical Officer, the FNHA contributed a wholistic understanding of health and wellness to provincial decision-making tables, emphasizing the interconnected physical, mental, emotional, and spiritual dimensions of well-being. The OCMO also supported the integration of First Nations perspectives into key public health guidance and knowledge products developed by strategic partners, including the BC Centre for Disease Control's Harm Reduction Client Workbook and Resource Guide, the Ministry of Post Secondary Education and Future Skills Overdose Prevention Guideline, and the Office of the Provincial Health Officer's report on alcohol-related harms.

Beyond policy and guidance development, OCMO leadership promoted these perspectives through presentations and partnerships at conferences, forums, media events and other knowledge-sharing opportunities. By consistently championing Indigenous-informed approaches across advocacy activities, partnerships, and public health initiatives, OCMO is helping to embed the First Nations Perspective on Health & Wellness into the structures, processes, and culture of British Columbia's health system.

Promoting Health Literacy and Awareness of First Nations Health Priorities

FNHA strengthened culturally grounded health literacy by providing trusted, timely and relevant information on health and wellness priorities identified by First Nations communities. Over 40 public-facing health literacy messages, campaigns and resources throughout 2025/26, connecting public health information with First Nations teachings, values and perspectives on wellness. Topics included respiratory illness prevention, diabetes, mental wellness, oral health, substance use, menopause, sexual health, nutrition, patient safety, road safety, climate and environmental health, and connection to land. Throughout the year, OCMO also hosted townhalls and Caucus engagements to connect with community leads to identify priority areas for health literacy promotion.

FNHA also advanced a refreshed health literacy strategy to strengthen how health information is developed and shared with First Nations communities. This work included culturally safe public health education during communicable disease events, seasonal wellness campaigns, and the development of new resources such as the forthcoming *Pathways to Hope and Healing: A First Nations Family Guide on Substance Use*.

Redefining Health Through Connection to Land

In 2025/26, FNHA advanced a significant shift in how health and wellness are understood and measured through *We Walk Together: Exploring Connection to Land, Water, and Territory*. Led by OCMO in partnership with the BC Office of the Provincial Health Officer, the project is developing a new wellness indicator that centres First Nations peoples' connection to land as a core determinant of health.

Funded by the Canadian Institutes of Health Research, the work brings forward insights long held by First Nations: that relationships with land and territory are inseparable from physical, mental, emotional and spiritual well-being. By translating these teachings into a measurable indicator, the project is helping reshape health reporting in BC to better reflect First Nations worldviews and inform policy, programs and evaluation.

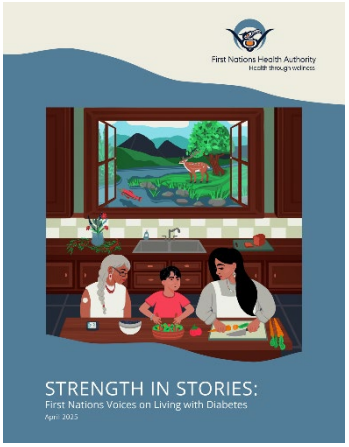
To support broader understanding and use, the project produced both a research report and a three-part film series released in July 2025.

View the films:

- Vancouver Coastal Film
- Northern Film
- Fraser Salish Film

> *"We're all reflections of the land that we come from. Whether it's the mountains, or the lakes, or the rivers, or the ocean, we reflect that in our language, what we dress ourselves with, and our understanding 'cause that all came from the earth."*
> — Tsets Waunexw (Gabriel George), Tsleil-Waututh Nation

Strength in Stories: First Nations Voices on Living with Diabetes



FNHA released *Strength in Stories: First Nations Voices on Living with Diabetes,* which shares the experiences of 19 First Nations people living with diabetes across BC. The report highlights how access to care, cultural safety, self-determination, connection to culture and wholistic wellness shape diabetes journeys, while emphasizing the resilience and strengths of First Nations people and communities. The stories will help guide future diabetes programs, resources and policy development grounded in First Nations perspectives on health and wellness.

Expanding Community-Led Responses to HIV and Wellness

This year, FNHA launched the HIV Community Wellness Initiative to support culturally safe, stigma-free and trauma-informed approaches to HIV prevention and care. Shaped by community voices and guided by an advisory circle, the initiative addresses longstanding barriers to services in First Nations communities.

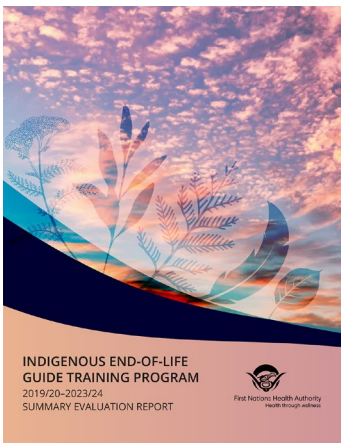
Funding was provided to 35 First Nations communities and organizations, with up to $20,000 each to support community-led priorities such as health promotion, education, capacity-building and resource development. Initiatives include Elder-led school workshops, youth-driven media campaigns and expanded access to self-testing in remote areas — reflecting diverse, locally driven approaches across all five regions. Community-led projects are also advancing stigma reduction and access to care.

Together, these efforts demonstrate how targeted investments can support community leadership in addressing HIV — improving access to care while strengthening culturally grounded, stigma-free approaches to wellness.

Learn more about the HIV Community Wellness Initiative.

Protecting Future Generations Through Immunization

During National Immunization Awareness Week, FNHA launched a province-wide campaign to raise awareness of the human papillomavirus vaccine (HPV) and its role in preventing cancer. The vaccine is available free of charge to youth of all genders across BC and is delivered through school-based immunization programs beginning in Grade 6, improving equitable access to preventive care. FNHA also worked with communities and regional partners to strengthen awareness about routine immunizations and support preparedness in response to the re-emergence of measles in Canada.



Expanding Culturally Grounded End-of-Life Care

The FNHA Indigenous End-of-Life Guide (IEOLG) Evaluation 2019/20 - 2023/24 highlighted growing momentum to reclaim and revitalize traditional end-of-life practices in First Nations communities across BC. Since its launch in 2019, the program — developed with Douglas College and guided by Elders and Knowledge Keepers — has trained 455 community-based guides from 163 First Nations.

These trusted guides support individuals and families through end-of-life planning, navigating care systems, and connecting to cultural and community supports. The evaluation describes how hundreds of individuals and families have received support in homes, hospitals and community settings.

With funding from Indigenous Services Canada, the program is now focusing on expanding support for existing guides through practical resources, peer connections and enhanced access to culturally safe end-of-life supports across BC.

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.

Measuring our Progress: Pathways to Access

Indicator: Client satisfaction with transformed FNHA programs and services

Transformation Highlights:

- Continued work to strengthen Health Benefits programs through provider standards, pharmacy training, medical transportation improvements and partnerships that reduce barriers to care
- Enhancements included increased meal and accommodation rates, improved communication and training, strengthened after-hours support
- 48 organizations have been onboarded to the Kucén system, representing approximately 50 per cent of patient travel expenditures
- 500+ pharmacists completed Plan W benefits training
- 1,000+ Secure Certificate of Indian Status applications and registrations supported through FNHA's new Status Card Administrator service

Other Highlights:

- Supported 20 community-led projects through the Climate Health Action Program and initiatives for emergency preparedness
- Invested $10.5 million in capital funding for early learning and child care facilities, supporting Nations through feasibility, design and construction
- Provided operational support to 151 Aboriginal Head Start on Reserve sites
- Advanced the LEGO Foundation-funded Build a World of Play project *Reclaiming Indigenous Children's Futures through Home-Visiting and Intergenerational Playspaces* and hosted 70+ Indigenous leaders, practitioners and partners in the LEGO SPIRIT Global Gathering
- Advanced a UAH Engagement Framework and Health and Wellness Service Needs Reports
- Supported the first Strong and Sacred Youth Gathering in the Fraser Salish Region

Stories of Progress

Reducing Barriers to Care Through Improving Medical Transportation

In 2025/26, FNHA continued to work alongside First Nations communities, regions, and partners to improve access to medical transportation—an important service that helps community members reach the care they need, when they need it.

This work is guided by a community-informed Medical Transportation Action Plan, shaped through engagement with First Nations communities and regional partners. Priorities identified through this engagement include addressing gaps in meal and accommodation funding, strengthening communication and training supports for Patient Travel staff, reducing administrative barriers, improving after-hours support, and creating ongoing opportunities for communities to provide feedback and help guide improvements.

The ongoing implementation of the **Kucén system** is helping to create a more consistent and accessible medical transportation experience for clients, communities, and Patient Travel staff. Twenty-eight communities joined the **Kucén** system this year, and enhancements are underway to further improve usability, accessibility, and support.

FNHA has also taken steps to strengthen the sustainability of community-managed transportation programs. **Historical funding pressures** dating back to 2018/19 have been addressed, helping to provide greater program stability and supporting communities as they continue to deliver services to their members. To better support urgent travel needs, an **After-Hours Support Line** has been established, aiding communities during evenings and weekends when unexpected situations arise.

Supporting Patient Travel staff remains a key priority. With the FIFA World Cup bringing capacity pressures in 2026, FNHA developed a new **Questions and Answers resource** to help Patient Travel Clerks manage accommodation challenges for clients during this period. FNHA also convened **Patient Travel Clerk gatherings** in the Northern and Vancouver Island regions, creating opportunities for relationship building, shared learning, knowledge exchange, and mutual support among community staff. More gatherings are anticipated for the next fiscal year for the other regions.

Recognizing that rising costs continue to affect communities, FNHA closely monitors fuel prices across British Columbia and is exploring options, including a temporary increase to mileage rates should cost pressures continue. This reflects an ongoing commitment to ensuring transportation supports remain responsive to community realities.

Recognizing that cultural safety is a key part of quality care, FNHA formalized a policy change that provides greater flexibility for clients to access alternative providers when cultural safety concerns arise. These changes help support client choice and wellbeing, reduce barriers to accessing care in a culturally safe environment and uphold the intention of the closest appropriate provider policy to support long-term program sustainability.

Together, these efforts are helping to reduce barriers, improve the client and community experience, and strengthen access to care. FNHA remains committed to ongoing engagement with First Nations communities, ensuring Medical Transportation policies and services continue to evolve through community voices, lived experiences, and shared priorities.

Patient Travel Clerk Gathering, Qualicum and Snaw-naw-as Territory in Parksville, Vancouver Island Region, March 2025

Patient Travel Clerk Gathering, Lheidli T'enneh Territory in Prince George, in North Region, March 2025

Improving Access, Quality and Client Experience Across Health Benefits

In addition to Medical Transportation improvements, FNHA enhanced Health Benefits programs to improve timely access to culturally safe, person-centred care, medications, supplies, and supports. FNHA strengthened provider awareness of **new mental health and pharmacy care standards** that require cultural safety training and experience working with First Nations clients, supporting more consistent and trauma-informed care. FNHA also launched **Plan W Over the Counter (OTC) benefits training**, with more than 500 pharmacists completing the program, helping ensure clients receive consistent information and preventing out-of-pocket costs for eligible medications and health products.

Additional improvements included drug formulary updates, pricing reviews, and quality improvement initiatives to support **sustainable and streamlined access to medical supplies**

through pharmacies. FNHA also supported its Public Health Wellness Initiative by enabling pharmacy-based access to respiratory syncytial virus (RSV) vaccinations. The organization also launched a new Status Card Administrator service to help First Nations individuals navigate the Secure Certificate of Indian Status application process. Through community outreach, onsite support and application assistance, the service helped address administrative barriers that can delay access to benefits and services.

Together, these improvements are enhancing access, reducing barriers and enhancing the quality and sustainability of the Health Benefits programs for First Nations people across British Columbia.

Restoring Access to Essential HIV Medications

In 2025, FNHA and community partners worked to address a challenge affecting access to HIV medications for people living in some remote northern First Nations communities.

New medication counselling requirements created barriers for some community members receiving antiretroviral therapy, an important treatment that helps people manage HIV and stay healthy.

FNHA's Office of the Chief Medical Officer worked with the Wholistic Wellness team, the College of Pharmacists of BC, and St. Paul's Hospital's Ambulatory Pharmacy to find solutions. Through this collaboration, access to medications was restored and new options for medication counselling were developed.

This work helped ensure community members could continue receiving the treatment they need while also improving access to pharmacy services for people living in remote communities.

Advancing First Nations-Led Climate Health Action

In 2025/26, the Climate Health Action Program (CHAP) marked its fifth year supporting First Nations communities in mitigating and addressing the health impacts of climate change. Grounded in First Nations knowledge, priorities and community leadership, the program supports Nations to strengthen resilience and adapt to a changing environment in ways that reflect their unique circumstances and aspirations.

This year, approximately 25 active community-led projects were supported across BC, with initiatives focused on food security and sovereignty, environmental monitoring, stewardship of lands and waters, and community education and capacity building. These projects are helping communities identify local solutions, strengthen connections to land and culture, and build long-term resilience to climate-related health impacts.

Knowledge sharing and collaboration remain central to the program's success. A 2nd annual CHAP Knowledge Exchange workshop, held on SȾÁUTW̱ territory on Vancouver Island, brought project leaders, youth and Elders together to share experiences, exchange leading practices and strengthen relationships across communities and regions.

An evaluation completed this year highlighted the program's grounding in First Nations knowledge systems, strong relationship-based approach and flexibility in responding to diverse community priorities as key strengths. Adapted from a federal climate funding initiative to reflect the unique

needs of First Nations in BC, the program continues to be recognized as an innovative model for supporting Nation-led climate health action.

Community Spotlight: Improving food security, protecting health, and safeguarding cultural practices in SȾÁUTW̱ (Tsawout) First Nation (Vancouver Island)

On Vancouver Island, CHAP funding is supporting SȾÁUTW̱ (Tsawout) First Nation to understand and mitigate the effects of climate change and modern contaminants on clams, a species deeply ingrained in SȾÁUTW̱'s traditional food systems and culture

"Growing up here in Tsawout I never harvested shellfish," says Jennifer Claxton (ĆȺSEMOT), Reef Net Revitalization Project Coordinator at SȾÁUTW̱ First Nation, one of five W̱SÁNEĆ communities on Vancouver Island. "Having initiatives to restore our clam gardens is powerful because when we're looking at climate change, we want to ensure that we have enough food and sustenance for future generations." As part of their CHAP project, SȾÁUTW̱ First Nation is surveying clam beds, testing for contaminants and assessing health risks to determine when and where clams can be safely eaten again.

"When I started here, traditional knowledge was a missing piece," shares Claxton. "If we can base our programming around the 13 moons, especially food sovereignty, that's a great start." In W̱SÁNEĆ (Saanich) teachings, the 13 moons of the year guide preparation for each coming season. NINENE, the moon of the child and the W̱SÁNEĆ lunar new year, marks the rebirth of the animal world. WEXES, the moon of the frog and keeper of the sacred season, is a time to gather foods and medicine.

Jennifer Claxton, ĆȺSEMOT (Chay-se-mot), leads a cultural tour at TIXEN, SȾÁUTW̱ territory

Deepening Community-Based Health Emergency Preparedness

In 2025/26, FNHA continued to strengthen community-led approaches to emergency preparedness, response and recovery. Working in partnership with First Nations communities, regional teams, Environmental Public Health Services and Health Emergency Management, FNHA supported communities to prepare for and respond to health emergencies while building local capacity for future events.

Climate-related emergencies remained a significant focus. To support community preparedness, FNHA delivered air cleaner workshops and train-the-trainer sessions, conducted more than 100 housing inspections, completed over 100 water quality tests, and provided air purification, cooling and water-related supports to six communities experiencing drought and other climate-related health risks. Preparedness efforts also expanded to include tsunami planning and emergency exercises in coastal regions.

FNHA also worked alongside communities during active emergency events and recovery efforts. During flooding events in Chawathil and Sumas, teams coordinated response activities, supported access to safe drinking water, and provided emergency and recovery assistance. Recognizing the importance of cultural wellness during emergencies, communities also had access to cultural supports such as drumming, singing, brushing and smudging to help promote healing, connection and resilience.

Together, these efforts are helping First Nations communities strengthen emergency preparedness, respond effectively to evolving risks, and support health and wellness through all stages of emergency management.

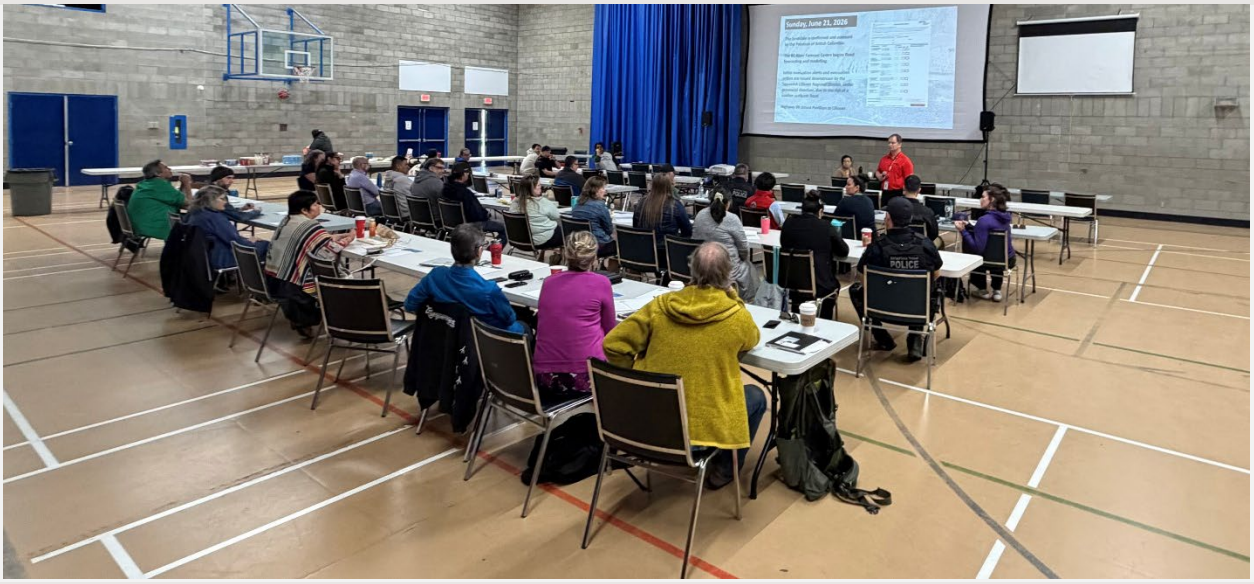
Community Spotlight: Placeholder for story about Interior Region wildfire preparation (Interior Region)

The Interior Region has experienced some of the most significant wildfire emergencies over the past decade, including the record seasons of 2017 and 2018, the devastating 2021 heat dome and wildfires, and the widespread evacuations and smoke impacts experienced in 2023. For Nations in the Region, these events are part of a continuing cycle of climate disruption that affects housing, cultural activities, access to traditional territories, mental wellness, and Community recovery.

Recognizing the cumulative and compounding impacts of these repeated emergencies, the Interior Region Health Emergency Management (HEM) team focused its 25/26 efforts on enhancing preparedness before the 2026 wildfire season. With the Region being impacted by unprecedented drought conditions, a significant wildfire season was anticipated. The Region prepared to rapidly activate emergency response measures, coordinate support for evacuees, and provide access to health, mental health, and traditional wellness services across multiple sites.

Working in partnership with First Nations leadership and Health Directors, emergency preparedness coordinators, and health systems partners, the team supports emergency planning, preparedness, exercises, evacuation readiness, response coordination, and the integration of culturally safe health, wellness and recovery supports. These readiness efforts are grounded in a relational approach and strengthen local capacity in partnership. The work of the Interior Region HEM team reflects a commitment to all four pillars of emergency management, and a recognition of the need for working in partnership to build resilience in the face of increasingly frequent, more severe and complex climate-related events.

As wildfire activity intensified across the Region in the summer of 2026, with more than twenty First Nations impacted at the peak of the season, these preparations proved critical.



Community Spotlight: Drought Preparedness in Tseshaht Territory (Vancouver Island Region)

Drought preparedness sessions in Tseshaht territory brought together water monitors, health professionals, and partner organizations to strengthen coordination and knowledge sharing across environmental public health systems. The sessions supported alignment between community-based monitoring and health response planning, fostering relationships and shared understanding that enable more integrated, timely and culturally grounded responses to drought conditions.

Advancing Health and Wellness for Urban and Away-From-Home First Nations

In 2025/26, FNHA continued to strengthen its support for Urban and Away-from-Home (UAH) First Nations through community engagement, strategic partnerships and improved connections to health and wellness services. Across BC, FNHA worked with First Nations, Urban Indigenous organizations and regional partners to better understand the unique needs, priorities and experiences of First Nations people living away from their home communities. This included advancing a UAH Engagement Framework and Health and Wellness Service Needs Reports to help guide future planning and service improvements.

FNHA also strengthened partnerships with organizations serving Urban and Away-from-Home populations. Work progressed with the Aboriginal Housing Management Association to improve collaboration on health and wellness priorities, while discussions with the BC Association of Aboriginal Friendship Centres explored opportunities for joint advocacy, research and service coordination to improve access to culturally safe care and supports.

Throughout the year, FNHA continued outreach and awareness activities in communities across BC, creating direct connections with individuals and organizations and helping increase awareness of available health and wellness services. FNHA also continued delivering the Mobile Device Initiative in partnership with SPARC BC, helping individuals facing barriers to connectivity access health services, virtual care and social supports. Since launch, the initiative has supported hundreds of First Nations people through access to mobile devices and connectivity, deepening connections to care, family and community.

Together, these efforts are helping ensure Urban and Away-from-Home First Nations can access culturally safe supports and remain connected to the services, relationships and resources that contribute to health and wellness.

Supporting Early Years and Family Wellness

FNHA supported community-led approaches to child and family wellness that are grounded in culture, language and First Nations ways of knowing. Through investments in early childhood programs, family supports and community infrastructure, FNHA is helping create environments where children can thrive, families can access support and communities can strengthen cultural connections across generations.

Through funding partnerships with the Provincial and Federal governments, FNHA supports coordinated investments in First Nations communities to enhance access to culturally grounded early learning, childcare and family wellness programs that reflect community priorities and streamline approaches that strengthen outcomes for children and families. In 2025, Aboriginal Head Start on Reserve (AHSOR) operated at 156 sites, reaching more than 75 per cent of First Nations communities across BC and providing culturally grounded learning opportunities for children and families.

FNHA also partnered with the BC Aboriginal Child Care Society (BCACCS) to deliver $10.5 million in capital funding for Indigenous early learning and child care spaces. Through this partnership, FNHA supported communities with projects ranging from planning and design to construction and facility improvements, helping expand access to culturally grounded child care and creating safe, welcoming spaces where children can learn, grow and connect to culture close to home.

Progress also included advancement of the LEGO SPIRIT Project, a global partnership with the LEGO Foundation, Johns Hopkins Center for Indigenous Health and Indigenous-led organizations in Canada, the United States, Australia and Aotearoa/New Zealand. In BC, communities adapted and implemented the Family Spirit program to provide culturally grounded support for parents and caregivers of young children. FNHA also hosted the LEGO SPIRIT Global Gathering, bringing together more than 70 Indigenous leaders, practitioners and partners to share knowledge and strengthen Indigenous approaches to child development, family wellness and cultural continuity.

LEGO Spirit Gathering, July 2025.

Watch highlights of the LEGO Spirit Global Gathering 2025.

Together, these initiatives help build strong foundations for lifelong health, learning and well-being while supporting children and families to remain connected to culture, community and identity.

Goal 3: Mental Health and Wellness

Enhance culturally safe mental health and wellness approaches

Outcome Statement: 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.

2025/2026 Operational Priorities

- Advance implementation of a network of Healing Centres, Lodges and Modalities in each Region that integrates trauma-specific services and traditional wellness.
- Improve access to services and supports for mental health and wellness in community through the implementation of First Nations Treatment Centres, enhanced training, resources and partnerships.
- Strengthen capacity of addictions workers in community to take a First Nations harm reduction approach to all forms of substance use through training, connection and supports.

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

Measuring our Progress: Healing Journeys

Indicator: Percentage reduction of First Nations toxic drug poisoning incidents and deaths

- 33 per cent decrease in toxic drug poisoning deaths among First Nations people compared with 2024
- 17 per cent decrease in toxic drug poisoning events among First Nations people compared to 2024

Other Highlights:

- Expanded Healing Indigenous Hearts train the trainers, reaching 239 trained facilitators and strengthening community-led healing from grief, loss and trauma across BC.
- Developed Pathways to Hope and Healing: A First Nations Family Guide on Substance Use to support individuals, families and communities affected by substance use.
- Advanced land-based healing and wellness initiatives, including research on Connection to Land and Self-Determination as key drivers of health and wellness.
- Continued development of regional Healing Centres, Lodges and Modalities, including the opening of Split Rock Healing House in Northern BC.

Stories of Progress

Supporting Community-Led Healing Through Healing Indigenous Hearts

The Healing Indigenous Hearts Train-the-Trainer Program completed its regional rollout across British Columbia in Spring 2025/26. This culturally grounded bereavement program supports First Nations people who have experienced the loss of a loved one due to substance use or other related harms. Through cultural teachings, traditional knowledge, and community connection, participants are supported in their grief and healing journeys.

Healing First Nations Hearts has trained 239 participants from 13 First Nations communities across BC, building local capacity to support individuals and families experiencing grief and loss.

First Nations communities are now leading this work, creating culturally grounded circles where people can come together, share from the heart, and support one another through healing. These circles create meaningful opportunities to honour loved ones, strengthen relationships, share experiences, and support healing through culture, traditions, and community connection

Explore Healing Indigenous Hearts and access the guidebook for training peer-support facilitators.

Advancing Healing Centres, Lodges and Modalities

Community-defined Healing Centres, Lodges and Modalities integrate cultural practices and traditional wellness approaches with contemporary western mental health methodology to support healing from the impacts of trauma.

In 2025/26, ten Healing Centres, Lodges and Modalities sites were in planning or pre-planning, and four were in implementation across BC. FNHA worked alongside communities, regional teams and provincial partners to support project development, governance planning, and locally defined approaches that reflect community priorities and strengths. Progress advancing Healing Centres, Lodges and Modalities continues to be uneven due to workforce instability and short-term funding.

Canoe Journey near Tsë Lhts'ënc'il Nec'igekh Be Yikh

Healing Centres, Lodges and Modalities at a Glance – 2025/26

Region	Implementation	Planning
Vancouver Island	Kackaamin: Rebuilding the Circle	
Vancouver Coastal	Lil'wat	Heiltsuk, Tsleil-Waututh, Tla'amin, Shishalh, Musqueam, Squamish
Fraser Salish	Semá:th, Sts'ailes/Sq'éwlets/Leq'á:mel	Chawathil / Boothroyd
Northern	Witset Split Rock Healing House	Carrier Sekani Family Services
Interior	Tk'emlúps te Secwépmec Healing House	nʔaysnúlaʔxʷ

Split Rock Healing House Opening Ceremony

A significant milestone this year was the opening of Tsë Lhts'ënc'il Nec'igekh Be Yikh (Split Rock Healing House) in Northern BC — marking continued progress in strengthening First Nations-led healing infrastructure and expanding access to culturally grounded recovery supports across the province.

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

Measuring our Progress: Two Eyed Seeing

Indicator: Enhanced access to mental wellness and healing supports

FNHA-Funded Treatment Centres

- Progress implementing all 14 recommendations from the FNHA-Funded Treatment Centre Services Evaluation to improve access across the continuum of care, enhance the quality and coordination of care and support centre and workforce sustainability
- Developed a pre- and post-treatment client assessment survey to strengthen outcomes measurement and continuous quality improvement
- 3,953 First Nations people supported with Opioid Agonist Therapy (OAT)
- Construction completed at Namgis Treatment Centre.
- Design progress for three new centres: Katzie First Nation, Shishalh First Nation and Sts'ailes (permanent centre).
- Construction progress for four treatment centre rebuilds: 7 Nations Soaring Eagle (Ktunaxa Nation), Carrier Sekani Family Services, North Wind Wellness Centre and Sts'ailes (interim centre).
- Total of 62 new beds are expected in FY 2026/27 with the openings of Namgis, 7 Nations Soaring Eagle, North Wind Wellness Centre and phased opening of the Telmexw Awtexw Treatment Centre.

Healing Centres, Lodges and Modalities

- Advanced Healing Centres, Lodges and Modalities across regions through operational sites, active planning, strengthened governance and knowledge exchange

Youth Supports

- Launched the youth created With Open Arms Toolkit, reaching 20+ million views and generating 1,000+ downloads to support conversations about substance use, recovery and wellness
- Gathered 130+ First Nations youth, helpers, community youth workers and adult supporters for the second annual FNHA Youth Mental Wellness Forum
- Expanded youth-focused prevention initiatives, including the establishment of a Youth Substance Use Support Team in Northern BC and the release of Roots over Clouds: Escaping the Vape, promoting informed decision-making through cultural teachings and lived experience.
- Invested in youth-focused wellness initiatives that strengthen cultural identity, belonging and resilience.

Community-Based Capacity Development

- Expanded treatment navigation, recovery and aftercare supports through Regional Addictions Specialists, wellness navigators, referral workers and community partnerships

- Entered into a new three-year partnership with Adler University
- Supported Gwa'sala-Nakwaxda'xw Nations in developing a culturally rooted trauma-healing program
- Supported Liǧʷiɬdaxʷ Health Society in launching a trauma-healing program that blends traditional Indigenous practices with clinical supports
- Continued the Rebuilding the Circle program, developed by Kackaamin Family Development Centre to serve the Nuu-chah-nulth Nations with culturally safe supports to address sexual harm and healing

Community-Led Wellness and Prevention Initiatives

- Strengthened recovery supports through community-based aftercare and recovery initiatives in 17 communities, addressing wellness and housing vulnerability
- Provided 89 Winter Wellness Grants and 64 National Indigenous Peoples Day Wellness to communities and First Nations-run organizations

Stories of Progress

Expanding Access to First Nations Treatment Centres and Healing Infrastructure

FNHA continued to strengthen access to culturally safe treatment and recovery services through investments in First Nations-led treatment centres, healing facilities and service improvements across BC. Working in partnership with the provincial Ministries of Health, Children and Family Development, and Social Development and Poverty Reduction, as well as organizations including the BC Centre on Substance Use, Canadian Mental Health Association and Aboriginal Housing Management Association, FNHA advanced efforts to improve coordination, connectivity and access to mental health and substance use services for First Nations people.

FNHA made progress on all 14 recommendations arising from the 2018/19–2022/23 Evaluation of FNHA-funded Treatment Centres. Key actions included maintaining service continuity through the renewal of temporary treatment beds while new and rebuilt facilities are developed, advancing work related to wage parity and Opioid Agonist Therapy (OAT) access, and continuing development of a streamlined online referral system. FNHA also began development of a pre- and post-treatment client assessment survey, starting with Vancouver Island Region treatment centres, to better understand client outcomes and support continuous service improvement.

Across all five regions, 3,953 First Nations people accessed OAT through FNHA-supported programs, helping improve access to evidence-based treatment and recovery supports. As part of the Province's Homelessness Strategy, FNHA also expanded recovery and aftercare services in partnership with communities, supporting community-based recovery initiatives in 17 communities that address wellness, recovery and housing vulnerability.

FNHA made progress to expand the network of First Nations-led treatment and healing services through a broader tripartite investment of $95 million in treatment infrastructure across BC and provincial investments through the Indigenous Treatment, Recovery and Aftercare Services fund.

Three treatment centres are expected to finish renovations or new construction and open in 2026/27: Namgis First Nation, 7 Nations Soaring Eagle, North Wind Wellness Centre. An additional 62 beds are expected to become available this year.

Key regional infrastructure developments included:

- Vancouver Coastal Region: Planning advanced on tutulshenam Healing House, a 20-bed residential treatment and healing facility being developed by shíshálh Nation that will become the only First Nations healing centre in the region. Construction is expected to begin in Fall 2026.
- Fraser Salish Region: Design continued for the Katzie First Nation Mother Bear Healing Centre and for the Sts'ailes Telmexw Awtexw Healing Centre, which will host 20 beds. Telmexw Awtexw initiated a phased approach to providing treatment beds through the construction of six Healing Home units, projected to open in fall 2026.
- Interior Region: Provided ongoing advocacy and support to ensure ongoing operational funding for Seven Nations Soaring Eagle Treatment Centre, which will host 16 beds and is projected to open in fall 2026.
- Northern Region: Construction began on the North Wind Wellness Centre in Pouce Coupe, a first-of-its-kind facility that will bring detox services, addiction treatment, supportive housing and peer-led recovery supports together under one roof. FNHA also advanced targeted treatment expansion initiatives across the North, including support for Red Road North (15 beds in Terrace) and Tachick Lake Treatment Centre which will include withdrawal management. Planning continued for the Witset Youth Healing Lodge, a six-bed facility focused on supporting women, girls and 2S/LGBTQQIA+ youth, expanding culturally safe treatment and healing options for young people in the region.
- Vancouver Island Region: Continued support for treatment and healing services, including development of enhanced outcomes measurement approaches and ongoing investments in First Nations-led care. Tsakwa'lutan Healing Centre and Orca Lelum Wellness Centre are both operating in the region.

Beyond treatment infrastructure, FNHA supported community-driven wellness and prevention efforts through Winter Wellness Grants reaching 89 communities and First Nations-run organizations, helping strengthen local approaches to healing, connection and wellness.

Together, these investments are enhancing the continuum of care for First Nations people by increasing access to treatment, detox, recovery, aftercare and healing services that are culturally grounded, trauma-informed and community-led.

Community Spotlight: tutulshenam Healing House - shíshálh Nation (Vancouver Coastal Region)

The shíshálh Nation continued development of tutulshenam ("on the right path"), a 20-bed residential treatment and healing facility that will be the first publicly accessible healing centre on the Sunshine Coast and the only First Nations healing centre in the Vancouver Coastal Region. Rooted in shíshálh culture and teachings, the facility is designed to integrate family and caregiver participation throughout each person's healing journey.

The centre's long-term treatment approach is expected to support as many as 80 participants annually . The project represents a significant step toward culturally grounded, trauma-informed treatment services for First Nations people on the Sunshine Coast and throughout BC.

The project is located in Port Stalashen in ts'ukw'um (Wilson Creek) on shíshálh Nation land. Of the project's $17.1 million total cost, $15 million has been secured through the tripartite investment in BC treatment infrastructure. The First Nations Health Foundation is leading fundraising efforts to close the remaining $2.1 million gap. The tutulshenam Healing Society is advancing organizational development, with incorporation and governance structures underway.

Watch an introduction to the tutulshenam Healing House.

Community Spotlight: North Wind Wellness Centre (Northern Region)

In June 2025, construction began on the North Wind Wellness Centre (NWWC) in Pouce Coupe, located on the traditional, ancestral territory of the Treaty 8 First Nations. The facility will be the first of its kind in Canada to bring the full continuum of addiction care together under one roof, including detox services, addiction treatment, supportive housing and a peer-led recovery hub.

The centre will have 55 spaces, providing five detox beds, 10 addiction treatment beds, 40 self-contained supportive housing units and the Junction — a peer-led recovery community hub at the heart of the complex that will connect all components and serve as a resource hub for those in treatment. Co-designed with local Nations and featuring culturally significant design elements, the 3,200-square-metre facility will provide trauma-informed, culturally safe care to people aged 19 and older, combining Indigenous healing traditions with western medicine through the Addictions Recovery Community Housing model.

This project was developed in partnership with the Province, FNHA, Northern Health, BC Housing, the Canada Mortgage and Housing Corporation and the North Wind Wellness Centre Society, with additional support from the Treaty 8 Tribal Association, the Peace River Regional District and the Village of Pouce Coupe.

Groundbreaking for the North Wind Wellness Centre (NWWC) in Pouce Coupe, June 2025.

Advancing a Healing Centre Modality with Treaty 8 First Nations in the Northeast

Together, FNHA and Treaty 8 First Nations advanced planning a new Healing Centre Modality grounded in the priorities and direction of community. This work reflects FNHA's commitment to making sure healing services in the Northeast are developed in partnership with Treaty 8 Nations and responsive to the community's own vision for wholistic wellness.

Investing in Youth Mental Wellness and Prevention

FNHA continued investing in youth-focused wellness and prevention initiatives that strengthen identity, belonging and resilience while creating opportunities for connection to culture, community and land. Across BC, youth participated in land-based learning, wellness gatherings, substance use education and culturally grounded prevention initiatives designed to support healthy futures and strengthen protective factors that promote lifelong wellness.

A major milestone in 2025/26 was the launch of the With Open Arms Toolkit, a resource created by First Nations youth for youth to support conversations about substance use, recovery and wellness. The toolkit provides practical guidance and resources to help First Nations youth hold open, non-judgmental conversations about substance use and a video series featuring youth advisory members sharing their perspectives. Designed to reduce stigma, shame and isolation while encouraging connection and support, the initiative reached more than 20 million views across social media platforms and generated more than 1,000 downloads in its first months following launch.

Learn about With Open Arms or download the full toolkit resource.

FNHA expanded early intervention and prevention supports through the establishment of a Youth Substance Use Support Team in the Northern Region. Developed in response to community priorities, the team provides education, awareness and culturally relevant supports for children and youth while improving prevention and wellness initiatives in communities.

FNHA also released Roots over Clouds: Escaping the Vape, an animated video exploring the risks of vaping, nicotine and the importance of connection to culture and sacred tobacco. Featuring Elder Gerry Oleman (Saa Hiil Thut) of the St'at'imc Nation from Tsal'alh (Shalalth, BC), the video brings together lived experience and cultural teachings to support youth in making informed choices.

Watch Roots over Clouds: Escaping the Vape.

Together, these investments are helping First Nations youth build strong connections to culture, community and identity while supporting wellness, reducing stigma and strengthening resilience.

Community Spotlight: Youth Strong and Sacred Gathering Strengthens Connection, Identity and Wellness (Fraser Salish Region)

The Fraser Salish Region hosted its first Youth Strong and Sacred Gathering, bringing together youth, community members and Knowledge Keepers to strengthen connections to culture, land and identity. Developed in response to community priorities, the gathering created opportunities for youth to learn from Elders and Knowledge Keepers while exploring the role of culture, belonging and connection in supporting wellness and resilience.

Over two days, participants engaged in land-based learning, traditional knowledge sharing and cultural activities that reinforced connections to land, community and Indigenous ways of knowing. Teachings focused on topics such as land stewardship, plant medicines and intergenerational knowledge transfer, highlighting the important role that culture and community play in supporting healing and wellness.

The gathering also created space for youth voices, with participants sharing perspectives on identity, leadership and community connection. By fostering relationships, cultural pride and a sense of belonging, the gathering strengthened protective factors that support lifelong wellness and help communities heal from the ongoing impacts of historical and intergenerational trauma.

Expanding Treatment Navigation, Recovery and Reintegration Supports

FNHA improved access to treatment, recovery and aftercare services through enhanced navigation supports and stronger community-based care pathways. Across BC, Regional Addictions Specialists, referral workers and wellness teams worked alongside individuals and families to identify treatment options, navigate referrals and access both FNHA-funded and non-FNHA-funded centres.

Regional Addictions Specialists supported an average of eight to 12 clients per month, helping individuals access treatment centres, rapid-access beds, recovery services and financial supports while remaining connected to their communities and cultural supports.

Additional navigation supports were established through regional wellness navigator positions and specialized navigation teams. Outreach teams across BC supported treatment navigation, system navigation and connections to culturally safe services, while community-based initiatives continued to strengthen pathways to care for those living both in community and away from home.

FNHA continued supporting recovery and reintegration through culturally grounded approaches such as home detox, land-based detox and wraparound recovery services.

FNHA's crisis response teams also continued to provide coordinated mental wellness, substance use and community supports during critical incidents and local emergencies, helping communities respond to immediate needs while strengthening pathways to longer-term healing and recovery.

Community Spotlight: Kackaamin (Vancouver Island Region)

Funded through the homelessness strategy, Kackaamin Family Development Centre expanded its supports to help First Nations clients navigate the full continuum of care—from intake and pre-treatment preparation through residential treatment, aftercare and community reintegration. This structured approach helps address longstanding gaps in treatment readiness and post-treatment support, ensuring individuals and families receive more coordinated care throughout their healing journey.

Recognizing that successful recovery extends beyond treatment alone, Kackaamin also strengthened supports for families and caregivers. A dedicated funding stream provides grocery assistance to families while they are in treatment together, helping reduce food security barriers and easing financial pressures during a critical period of individual and family healing.

By integrating treatment preparation, recovery planning, aftercare and family supports, Kackaamin is helping strengthen continuity of care and improve long-term wellness outcomes for First Nations individuals and families accessing residential treatment services.

Building Community-Based Mental Wellness Workforce Capacity

FNHA continued to support the mental health, wellness and substance use workforce across BC by investing in training, education, professional development and community-based capacity building. These efforts are helping communities expand access to culturally safe treatment, recovery and

wellness supports while building local expertise to respond to increasingly complex mental health and substance use needs.

FNHA strengthened referral pathways through its first provincial Referral Worker Training, which brought together 76 participants from all five regions. The training marked an important step toward a more coordinated and consistent approach to supporting individuals seeking treatment and wellness services. Building on this momentum, FNHA stood up an Addictions and Referral Workers Community of Practice, creating ongoing opportunities for peer networking, knowledge sharing, mentorship and resource exchange among front-line wellness workers. Some FNHA regional teams have also completed additional regional training sessions to further strengthen capacity close to home. FNHA will hold another provincial Referral Worker Training in the 2026-27 fiscal year.

Work also continued to expand educational opportunities for community-based wellness workers. Planning advanced for a new cohort of the Indigenous Holistic Wellness Addictions Certificate. The program supports participants in advancing culturally grounded approaches to substance use, recovery and community wellness while increasing capacity within First Nations communities.

To support long-term workforce development, FNHA entered a three-year partnership with Adler University to enhance access to mental health and wellness services for First Nations people in BC. The partnership focuses on developing culturally grounded training opportunities, including customized learning programs, train-the-trainer approaches, student placements and continuing education opportunities. By supporting both current and future mental wellness professionals, the partnership aims to strengthen community-based services while embedding cultural safety and humility into practice.

Together, these investments are strengthening the workforce that supports mental health, wellness, treatment and recovery across BC.

Monica McAlduff, Chief Executive Officer, FNHA (left), and Lisa Coleman, Director of Public Relations, Adler University (right), signing the FNHA–Adler University three-year partnership agreement, October 2025.

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

Measuring our Progress: Healing Journeys

Indicator: Increased supports for healing and substance use

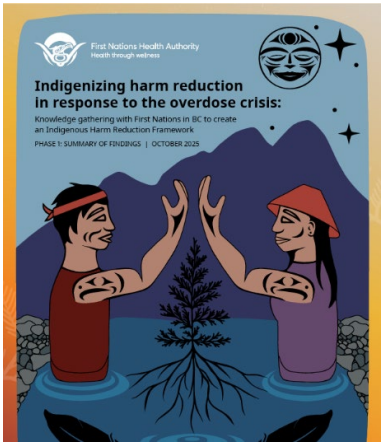
- Published Indigenizing Harm Reduction in Response to the Overdose Crisis, a three-phase research project conducted in partnership with Simon Fraser University
- Expanded community-based harm reduction education through Not Just Naloxone training, naloxone education and stigma-reduction initiatives reaching health providers, wellness workers, Elders and community members across BC
- Distributed 1,979 nasal naloxone kits to 34 First Nations communities and organizations
- Supported drug-checking services, peer-led programs, International Overdose Awareness Day activities

Stories of Progress

Advancing First Nations-Led Response to the Toxic Drug Crisis

FNHA advanced a First Nations-led approach to harm reduction in response to the ongoing toxic drug public health emergency. This work recognizes that effective harm reduction must be culturally safe, grounded in First Nations knowledge systems and responsive to the underlying social, cultural and historical factors that influence wellness.

OCMO collaborated with the BC Ministry of Health to update requirements for daily witnessed dosing for prescribed pharmaceutical alternatives, specifically highlighting the disproportionate impacts on First Nations people.



In partnership with Simon Fraser University and the Canadian Institute for Health Research (CIHR), FNHA completed and published findings from a three-phase research project, Indigenizing Harm Reduction in Response to the Overdose Crisis: Knowledge Gathering with First Nations in BC to Create an Indigenous Harm Reduction Framework. The project drew on engagement with health providers, community members with lived and living experience, and a review of Indigenous-led approaches from other jurisdictions. Findings highlighted the importance of culturally grounded responses that are connected to housing, food security, cultural continuity, community connection and access to services across the continuum of care. The next phases of the work will bring funding to communities to pilot community-driven, Nation-based harm reduction programs and focus on co-developing a provincial framework to guide First Nations-led harm reduction across BC.

Explore Phase 1: Summary of findings here.

FNHA also continued to develop and share resources that support conversations about substance use and harm reduction from a First Nations perspective. Resources such as Walking Side by Side: Our Journey with Alcohol Use support individuals in reflecting on their relationship with alcohol through a lens of culture, resilience and personal choice.

Explore the Walking Side by Side toolkit.

This work lays the foundation for a provincial First Nations-led harm reduction framework that reflects First Nations knowledge, community priorities and culturally grounded approaches to wellness.

Supporting Community-Led Harm Reduction Initiatives

FNHA supported community-led harm reduction initiatives that help First Nations individuals, families and communities respond to the toxic drug public health emergency. While First Nations-specific toxic drug poisonings and deaths declined in 2025, consistent with the downward trend observed in 2024, the crisis continues to have a disproportionate impact on First Nations people, reinforcing the need for continued harm reduction, wellness supports and community-driven responses.

Throughout the year, FNHA expanded access to harm reduction education, training and supports in communities across BC. Community members, health providers and wellness workers participated in Not Just Naloxone training sessions delivered both virtually and in person, bolstering local capacity to respond to toxic drug poisonings and support community wellness. FNHA delivered naloxone training to 94 Elders during the provincial Elders Gathering, helping increase toxic drug poisoning response knowledge and confidence across communities.

FNHA also continued to strengthen overdose prevention and response capacity by improving access to naloxone and harm reduction supplies with 133 communities accessing 7,567 naloxone kits during the year.

> *"I loved all aspects of the training and felt that it was facilitated in a way that promoted safety, wellbeing and growth. I appreciated how all aspects supported us to have language to support people in our communities who use substances in a good way. Thank you for including people with lived experience as facilitators in the training - hearing them share their knowledge and what is effective in their work was very helpful""* – Not Just Naloxone Training Participant

International Overdose Awareness Day Ceremony

International Overdose Awareness Day and FNHA Harm Reduction grants supported community-led education, connection and dialogue about substance use and harm reduction. Several communities expanded access to drug-checking services through local partnerships, while the Northern Region supported the Preventing Overdose UnDoing Stigma (POUNDS) project and peer coordination initiatives. Vancouver Island communities also delivered the Healing the Stigma of Substance Use workshop, combining First Nations harm reduction approaches with treatment navigation and naloxone education.

Goal 4: Advance First Nations approaches to addressing anti-First Nations racism in health

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

Outcome Statement: 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.

2025/2026 Operational Priorities

- Continue to promote the adoption of the BC Cultural Safety and Humility Standard and walk alongside our partners in taking action to address racism against First Nations people.
- Champion and action the FNHA BC Cultural Safety and Humility Standard self-assessment recommendations.
- Continue work with regional health authority partners to establish and advance region-specific pathways (blueprints) for culturally safe feedback and accountability.

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

Measuring our Progress: Cultural Safety and Humility

Indicator: Progress on First Nations-specific anti-racism, cultural safety and humility

- Established new governance and accountability structures through the Indigenous Health Collaborative Council in the Fraser Salish Region
- 6,000+ pharmacy professionals completed Indigenous Cultural Safety and Humility training
- Used complaint trend data to identify systemic issues and support policy and quality improvements across the health system
- Supported health system partners, Divisions of Family Practice and Primary Care Networks to align with cultural safety, humility and anti-racism priorities, including the BC Cultural Safety and Humility Standard
- Contributed to the development of a national Cultural Safety and Humility Standard
- Supported Indigenous-led evaluation approaches and training for surveyors assessing cultural safety and humility in health care organizations

Stories of Progress

Enhancing Accountability for Culturally Safe Care

First Nations-specific racism and culturally unsafe care remain persistent barriers to accessing health services and continue to negatively affect health outcomes for First Nations people, families, and communities. To address these challenges, FNHA is working with partners across BC to strengthen accountability, improve how concerns are addressed, and embed cultural safety and humility into everyday care.

The Quality Care and Safety Office (QCSO) offers a safe and respectful place for First Nations people to share feedback about their care in the BC health system, including concerns about harm, discrimination and culturally unsafe care. The Quality Care and Safety Community of Practice (QCS CoP) brings together provincial and regional QCSO teams to identify common experience themes and priorities for system advocacy, continuously improve how clients and families are supported, and strengthen collaboration with our provincial health system partners.

Through partnerships with the Health Standards Organization, Accreditation Canada and health system partners, FNHA continued to support adoption of the BC Cultural Safety and Humility Standard and contributed to development of a national standard.

This work is helping establish clearer expectations for culturally safe care and stronger accountability across the health system. FNHA supported culturally grounded assessment

approaches, Indigenous-led evaluation processes and training for surveyors who assess health organizations against Cultural Safety and Humility standards. While implementation varies across organizations, health system partners are increasingly working from a shared framework for cultural safety. Over time, this work will help create more consistent, respectful and culturally safe experiences for First Nations people accessing care throughout BC.

Advancing Cultural Safety and Humility in Pharmacy Services

More than 6,000 pharmacy professionals completed Indigenous Cultural Safety and Humility training in 2025/26. Developed in partnership with a First Nations Advisory Group, Pharmacist Advisory Group, FNHA, and the University of British Columbia (UBC), the training strengthens understanding of First Nations histories, rights, and experiences, helping pharmacists and pharmacy staff provide more culturally safe and respectful care. By building cultural safety and humility across the profession, FNHA and its partners are creating more welcoming and responsive pharmacy services throughout British Columbia.

FNHA is also partnering with the College of Pharmacists of BC, local pharmacists, and First Nations communities to establish Pharmacy Practice Circles. These gatherings bring together pharmacists, First Nations representatives, health partners, and system leaders to build relationships, share experiences, and learn from one another. Through dialogue and reflection, participants deepen their understanding of Indigenous Cultural Safety, Cultural Humility, and First Nations-specific Anti-Racism, while identifying opportunities to improve pharmacy services and strengthen culturally safe, respectful care for First Nations people and communities.

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

Measuring our Progress: Cultural Safety and Humility

Indicator: Complaints models embedding First Nations feedback pathways

- Advanced regional First Nations-specific anti-racism and cultural safety initiatives, including implementation of the Fraser Salish Feedback and Accountability Blueprint through the Truth Telling and Healing Framework, Interior Partnership Accord sub-committee and Northern Health feedback pathway development
- Established monthly shared case reviews with the Interior Health Patient Care Quality Office to support learning, accountability and more coordinated responses to harm reports
- Co-developed culturally grounded feedback pathways with Northern Health's Indigenous Patient Experience team and Patient Care Quality Office
- Initiated a Shared First Nations Complaints and Compliments Pathway with Vancouver Coastal Health, supported by development of a regional complaints data dashboard
- Used restorative approaches to support clients in feeling heard and validated, demonstrating how feedback pathways can strengthen accountability and healing

Other Highlights

- Advanced the Cultural Safety and Humility and First Nations-Specific Anti-Racism Framework, integrating findings from FNHA's Cultural Safety and Humility Standard self-assessment
- Strengthened recruitment practices to better reflect cultural safety, humility and anti-racism principles
- Delivered five Community of Practice sessions with average participation of 250+ employees

Stories of Progress

Advancing Cultural Safety and First Nations-Specific Anti-Racism at FNHA

FNHA strengthened cultural safety and humility to prevent and address First Nations-specific racism within the organization. This work helps ensure that the values FNHA promotes across the health system are reflected in how we hire, learn, lead and work together.

During 2025/26, FNHA advanced development of the Cultural Safety and Humility and First Nations-Specific Anti-Racism (CSH – FNSAR) Framework. Guided by engagement with First Nations, Knowledge Keepers, employees and regional teams, the Framework is nearing completion and will provide a shared foundation for learning, accountability and action across the organization. Recommendations from FNHA's self-assessment against the BC Cultural Safety and Humility Standard are being integrated into the Framework and Action Plan to support continuous improvement.

FNHA also strengthened organizational practices to better reflect cultural safety and humility. Recruitment processes were updated through revised application and interview approaches and enhanced guidance for hiring managers. Work continued on the development of mandatory Cultural Safety and Humility onboarding training to build a shared understanding and expectation of culturally safe practice among all new employees.

Learning remained an important part of this work. Since January 2026, the FNHA Cultural Safety and Humility Community of Practice hosted five learning sessions with an average attendance of more than 250 participants, creating ongoing opportunities for reflection, learning and dialogue across the organization.

Remembering Keegan: Turning Learning into Action

FNHA continued to advance cultural safety and humility, and First Nations-specific anti-racism work to action the recommendations from the Remembering Keegan Case Study Reflection, supporting system learning grounded in lived experience and accountability.

In the Fraser Salish Region, a rededication ceremony at Chilliwack General Hospital honoured the life of Keegan Combes and reaffirmed a shared commitment to improving care for First Nations patients and families. Led by Elders, Knowledge Keepers and family members, the ceremony strengthened relationships between communities and health system partners while creating space for reflection, healing and accountability.

Permanent artwork by artist Carrielynn Victor (Xémóntalot) was installed at the hospital, and the Remembering Keegan Case Study Reflection was formally recognized as an important resource for system learning.

The Remembering Keegan Case Study Reflection highlights how systemic barriers, including the absence of cultural safety, contributed to Keegan's preventable death and identifies actions health care providers and organizations can take to improve patient experiences. Through FNHA's partnership with the SFU Medical School, the Case Study Reflection is part of the core curriculum at the new medical school at Simon Fraser University. Its use in medical education is helping current and future health professionals better understand the impacts of racism and culturally unsafe care, while improving their ability to provide culturally safe services.

Rededication ceremony honouring the life of Keegan Combes of Skwah First Nation, Chilliwack General Hospital, Fraser Salish Region, February 21, 2026.

"The Remembering Keegan report has provided us with clear and necessary recommendations for change. I am committed to ensuring our health system continues to respond with action, intention and humility. This is not a promise for today alone. It is a commitment to walk this path over time, in relationship."
— Dermot Kelly, President and CEO, Fraser Health Authority

Strategy 4.3: Advance First Nations approaches to addressing complaints.

Measuring our Progress: Being Heard, Valued and Seen

Indicator: New complaints models embedding First Nations feedback pathways

- Supported implementation of First Nations-led complaints and feedback pathways with regional health system partners
- Continued implementation of the Fraser Salish Feedback and Accountability Blueprint (Xwélalà:m Xwelá Ye Xwexwílmexw)

- Co-developed culturally grounded feedback pathways with Northern Health and initiated a Shared First Nations Complaints and Compliments Pathway with Vancouver Coastal Health.
- Established monthly shared case reviews with Interior Health to strengthen learning and accountability
- Increased use of patient feedback to identify systemic issues and improve quality of care

Stories of Progress

Building First Nations-Led Complaints and Feedback Pathways

FNHA continued working with Regional Health Authorities and provincial health professional organizations to create complaints and feedback pathways that are more culturally safe, coordinated and responsive to First Nations patients and families.

- Fraser Salish Region: Implementation of the Fraser Salish Feedback and Accountability Blueprint (Xwélalà:m Xwelá Ye Xwexwílmexw) continued through collaborative regional and system partnerships. The work is helping strengthen coordination between organizations and improve how concerns are received, supported and addressed. To guide this work and strengthen shared accountability, new governance structures have been established through the Fraser Salish Indigenous Health Collaborative Council in the Fraser Salish Region.

- Northern Region: FNHA and Northern Health continued to build relationships between quality, patient experience and Indigenous health teams. Partners are co-developing culturally grounded feedback pathways, creating a foundation for approaches that better reflect First Nations perspectives and experiences.

- Vancouver Coastal Region: A Shared First Nations Complaints and Compliments Pathway was initiated with Vancouver Coastal Health, grounded in relational and trauma-informed principles. A regional complaints data dashboard was placed in development with the Provincial Quality team to help identify trends and support continuous quality improvement.

- Vancouver Island Region: Through a continued presence in acute care settings, on-site quality staff provided direct advocacy and support for First Nations patients. Regional quality staff strengthened partnerships with the College of Pharmacists of British Columbia, Health Quality BC, and the Health Professions Review Board to promote culturally safe practices in patient feedback, quality improvement, and complaint resolution.

- Interior Region: A sub-committee of the Partnership Accord Leadership Table was established between 7 Nations, Interior Health and FNHA, with its inaugural meeting confirming a shared mandate to advance anti-racism and culturally safe accountability priorities across the region.

Together, these initiatives are helping create more consistent and culturally safe pathways for First Nations people to raise concerns, share experiences and seek resolution when harm occurs.

Using Feedback to Improve Care

FNHA and health system partners are increasingly using complaints, compliments and patient feedback to identify systemic issues and improve care.

Monthly shared case create opportunities to identify patterns, strengthen collaboration and develop more coordinated responses to concerns raised by First Nations patients and families. Partners are also exploring culturally grounded resolution gatherings and developing tools to better measure outcomes from reports of harm.

Examples from across the province demonstrate the value of these approaches. In one case involving concerns about pain management, hospital leadership participated in a restorative meeting with a client. Following the meeting, the client reported feeling heard and validated, demonstrating how culturally grounded resolution processes can support accountability and healing while strengthening trust in the health system.

Regional teams are also advancing new approaches to data and learning. Development of a complaints and feedback dashboard with Vancouver Coastal Health is underway to help identify trends, monitor progress and support continuous quality improvement.

Together, these efforts are helping to shift complaints processes from responding to individual incidents toward learning from feedback and preventing future harm.

Goal 5: Health and Wellness Innovation

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

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

Strategies:

- Champion BC First Nations initiatives, supporting capacity building and the sharing of innovative practices.
- Advance First Nations data governance principles, health research partnerships and evidence-based data
- Leverage innovative partnerships to advance creative health and wellness initiatives.

2025/2026 Operational Priorities

- Develop and implement a comprehensive health human resource strategy enhancing recruitment and retention to increase the number and capacity of First Nations staff at the FNHA, in community and across the health sector.
- Continue to advance the FNHA Data Strategy Pillar Priorities.
- Continue to advance the FNHA Digital Health Strategy Pillar Priorities.
- Advance community awareness and participation in research, ethics and First Nations Health and Wellness innovation, and operationalize First Nations principles of OCAP with all data initiatives.
- Continue work with government partners to strengthen commitments toward prioritizing First Nations-led health and wellness innovation with a focus on increasing access to culturally safe primary care services.

Strategy 5.1: Champion BC First Nations initiatives, supporting capacity building and the sharing of innovative practices

Measuring our Progress: Community-Driven, Nation-Based

Indicator: Increased First Nations health and wellness initiatives

- Indigenous Primary Care Incentives Program implemented at 13 sites
- 56 practitioners onboarded through the provincial provider credentialing platform.
- Casual Travel Nursing Program attracted 280+ applicants
- All FNHA-supported Northern Region nursing stations achieved full staffing by year-end 2025/26 — a first since the network was established
- Land-based revitalization grants supported 26 First Nations
- Prevention and wellness initiatives expanded access to environmental public health services and community-based cancer screening

Stories of Progress

Addressing Health Workforce Challenges Through Innovation

A strong and sustainable First Nations health workforce is essential to improving access to culturally safe care in communities. In 2025/26, FNHA advanced a coordinated series of initiatives to recruit, retain and support health professionals working in First Nations communities across British Columbia.

FNHA continued its partnership with Simon Fraser University (SFU) and the new SFU Medical School to help create a more culturally safe and representative health-care system. Through leadership in curriculum development, admissions, community engagement, and Indigenous pathways to medicine, FNHA worked to ensure First Nations perspectives and knowledge are embedded throughout medical training. Dr. Nel Wieman (FNHA Chief Medical Officer) served on the SFU Medical School Admissions Committee and advocated for Indigenous student admissions, helping address the significant underrepresentation of First Nations physicians in B.C. Community engagement included a gathering at the Swan-e-set Longhouse on the traditional lands of Katzie First Nation, strengthening relationships between First Nations communities and the future medical school.

FNHA worked with the BC Ministry of Health to implement the Indigenous Primary Care Incentives Program for First Nations Primary Care Centres, a pilot initiative supporting physician recruitment and retention across 13 participating FNPCCs. In 2025/26, FNHA contracted 18 Family Physicians and nine Nurse Practitioners to serve at FNPCCs, drawn from a pool of 65 medical practitioners who applied across all five regions. FNHA also expanded primary care capacity through improved processes to recruit, credential and contract medical practitioners, and continued efforts to secure additional resources for underserved communities.

To ensure quality of care and client safety, FNHA progressed adoption of the provincial credentialing platform (sProvider), streamlining the process to validate practitioner credentials and qualifications. By year-end, 56 practitioners had been credentialed through the system.

FNHA also launched a Casual Travel Nursing Program to address critical staffing shortages. Partnerships with educational institutions continued to support future workforce development, including a new Memorandum of Understanding with Thompson Rivers University to advance the Canoe Journey nursing pathway.

Professional development remained a priority. FNHA redesigned and expanded its Health Provider Orientation program, increasing participation by 543 per cent compared to the previous year. Clinical Peer Support and Mentorship Networks were established across all five regions, helping health care providers connect, share knowledge and reduce professional isolation.

These efforts contributed to an important milestone: for the first time since the establishment of the nursing station network, all FNHA-supported nursing stations in the Northern Region were fully staffed and operational by year-end.

FNHA has been named a BC Top Employer for the second year in a row, reflecting ongoing work to build a workplace culture rooted in cultural safety, inclusion and well-being.
Supporting Youth Wellness, Leadership and Community-Led Innovation

FNHA supported investments in community-led initiatives that connect youth wellness to culture, leadership, belonging and land-based learning. These initiatives recognize that strong cultural identity, positive relationships and opportunities to lead are important foundations for lifelong wellness.

Across BC, FNHA supported youth-focused programs that strengthened mental wellness, leadership development and community connection. The Vancouver Island Regional Youth Advisory Committee, consisting of nine representatives, with three youth from each of the region's three cultural family groups, provided a meaningful forum for youth to share their perspectives on regional health governance, policy development, and services and supports, while supporting leadership, mentorship, and professional development opportunities. The Fraser Salish Region refreshed the Fraser Salish Youth Council by launching a "Call In" to amplify health outcomes for youth. In the Interior Region, youth leaders helped shape community responses to the toxic drug public health emergency through a youth-led opioid forum. In the Northern Region, 20 workshops strengthened local capacity in youth wellness, service navigation and mental health promotion.

FNHA also supported opportunities for First Nations youth to explore careers in health, science and public service through partnerships with educational institutions and community organizations. Through the University of British Columbia Summer Science Program, First Nations students from across BC participated in hands-on learning experiences focused on environmental public health, infrastructure, community planning and health careers.

As part of the program, FNHA staff and partners facilitated workshops that connected youth with First Nations professionals working in environmental public health, health planning and community development. Participants explored concepts such as Nation-based infrastructure planning, healthy communities, environmental stewardship and self-determination through interactive activities that encouraged youth to imagine and design communities grounded in their own priorities, cultures and values.

Youth from a variety of Nations participated in these learning opportunities, including a workshop hosted with Tsleil-Waututh Nation that explored environmental public health and community planning through a First Nations lens. These experiences helped strengthen awareness of career

pathways while supporting leadership development, mentorship and the next generation of First Nations health and wellness professionals.

Sport continues to play an important role in supporting youth wellness and community connection. In 2026, FNHA was a proud sponsor and health promotion partner as the Junior All Native Basketball Tournament celebrated its 50th anniversary, bringing together 1,856 youth from 129 teams representing more than 100 communities across BC. Hosted in partnership with community and regional organizations, the tournament created opportunities for young people to build confidence, strengthen relationships and celebrate culture while promoting physical, mental and emotional well-being.

Bringing Prevention and Wellness Closer to Home

FNHA invested in support for innovative and community-driven approaches to prevention, health promotion and early intervention. By bringing services, information and support directly into communities, these initiatives helped reduce barriers to care and improve access to culturally safe health services.

FNHA also partnered with BC Cancer, Tla-o-qui-aht First Nation, Uut Uustukyuu Society and regional partners to bring mobile breast cancer screening services directly into community. By integrating traditional wellness practices alongside screening services, the initiative created a culturally safe and supportive environment for participants while improving access to preventive care closer to home.

Together, these efforts demonstrate how community-centred approaches can improve health literacy, increase access to prevention services and support healthier communities.

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

Measuring our Progress: First Nations Decision Making and Control

Indicator: Initiatives generating new First Nations-specific data for decision-making

- Strengthened First Nations control of health information through implementation of the renewed Tripartite Data Quality and Sharing Agreement and regional Data Governance resolutions.
- Advanced adoption of the BC First Nations Health Data Governance Framework to support data sovereignty, accountability and self-determined governance.
- Established a coordinated Data and Digital Health Strategy with priority roadmaps for Data Governance, Data Analytics and Clinical Informatics.
- Improved data-sharing and coordination through digital health initiatives, including the Panorama Family Health module partnership.
- Expanded the evidence base for health system improvement through First Nations-led research, evaluation and knowledge generation.

Stories of Progress

Sharing Learnings to Improve Health Systems

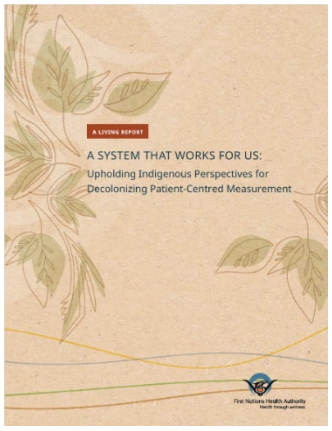
FNHA supported research that informs system change and helps health care organizations better understand the experiences and priorities of First Nations people.

This year, FNHA completed a Regional Health Survey as a component of their commitment to generate First Nations specific health data. In addition, interdisciplinary teams and continued work to modernize information management and information technology systems that support clinical care, administration and services and supports in alignment with First Nations direction on First Nations data governance and innovations within the Data Strategy within the Multi-Year Health Plan.

FNHA also released *A Journey Towards Accessibility: Perspectives from First Nations in BC*, a community-led research project developed in partnership with the Rick Hansen Foundation and DIALOG. The research explored accessibility through the First Nations Perspective on Health and Wellness and identified opportunities to improve inclusion, belonging and equitable access to services. Findings highlighted the importance of cultural safety and community connection alongside physical accessibility.

Explore the Reports:

A Journey Towards Accessibility: Perspectives from First Nations in BC, Community Research Report (PDF)
A Journey Towards Accessibility: Perspectives from First Nations in BC, Technical Research Report in English (PDF) and French (PDF)



FNHA published *A System that Works for Us: Upholding Indigenous Perspectives for Decolonizing Patient-Centred Measurement*. The report examined Indigenous perspectives on patient experiences and identified opportunities to strengthen cultural safety, address systemic racism and better incorporate Indigenous knowledge into health system design, measurement and evaluation.

In addition, FNHA completed a rapid implementation evaluation of the First Nations Primary Care Initiative and submitted findings to the BC Ministry of Health. The evaluation will help inform future improvements to First Nations-led primary care services across the province.

Lastly, FNHA and Island Health co-authored a paper highlighting the *Walking Together in the Same Direction* project, which brought together 10 First Nations communities on south Vancouver Island to help shape a culturally grounded approach to diabetes prevention and wellness. Through community discussions and shared learning, participants developed a holistic framework based on Indigenous knowledge, values, and teachings. The project demonstrates how community-led solutions can support better health outcomes by placing First Nations voices, culture, and self-determination at the centre of care.

Together, these projects are strengthening the evidence base for health system improvement while ensuring First Nations voices and experiences remain central to decision-making.

Strengthening First Nations Data Governance and Digital Health

FNHA continued advancing First Nations health data governance and digital transformation, supporting greater self-determination, improved decision-making and more integrated health services.

Progress was made to implement the renewed Tripartite Data Quality and Sharing Agreement, with four of five regions approving the agreement by year-end. Adoption of the BC First Nations Health Data Governance Framework also continued, with three regions formally adopting the framework. The formal endorsement of the First Nations Health Data Governance Framework enables partners in health to move First Nations data systems closer to First Nations decision making and control

This work supports the implementation of OCAP® principles and strengthens First Nations control over health information and decision-making.

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

Measuring our Progress: Lifting One Another Up

Indicator: Increase in partnership initiatives

- Expanded innovative partnerships to strengthen care coordination, workforce development, virtual care and health system alignment
- Participated in the Provincial Health Innovation Network, advancing virtual pharmacy services and AI-enabled primary care
- Launched the Hospital to Home pilot to improve care transitions, information sharing and continuity of care for First Nations clients and families
- Advanced the Panorama Family Health module partnership with Cowichan Tribes and Interior Health to strengthen early years and post-natal information sharing
- Established a provincial peer network of Indigenous health leaders to strengthen collaboration and coordination across FNHA and health authority partners
- Strengthened First Nations health workforce development through new partnerships with Thompson Rivers University and Simon Fraser University, supporting education, training and future health leadership pathways
- Partnered with the BC Aboriginal Child Care Society to support Indigenous Early Learning and Child Care infrastructure projects across BC
- Launched a new Jordan's Principle Third Party Payments Centre in partnership with Indigenous Services Canada to improve service access and reduce administrative barriers for First Nations children and families
- Strengthened First Nations-led research, education and innovation partnerships to support learning, capacity building and long-term change to improve health and wellness.

Stories of Progress

Advancing Innovative Partnerships for Systems Change

FNHA continued to build innovative partnerships that strengthen health services, improve care coordination and create new opportunities for system change. Working with First Nations, health authorities and provincial partners, FNHA supported initiatives that improve access to care and strengthen connections across the health system.

In 2025/26, FNHA joined the Provincial Health Innovation Network, a collaborative advancing virtual pharmacy services and AI-enabled primary care across BC. This network positioned FNHA to contribute First Nations perspectives on access and health system design while supporting emerging models of care for First Nations communities and nursing stations.

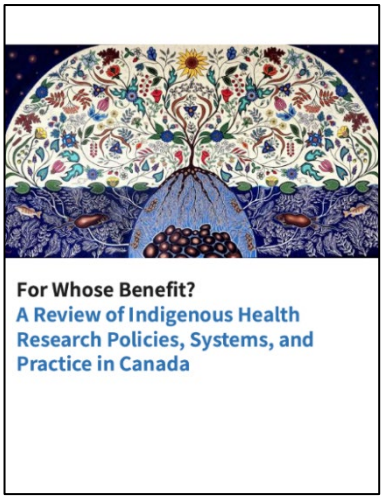
FNHA also advanced the Panorama Family Health module in partnership with Cowichan Tribes and Island Health. This initiative supports improved information sharing for early years and post-natal care, helping families receive more coordinated services across care providers.

To strengthen continuity of care, FNHA partnered with health system organizations to launch the Hospital to Home pilot. The initiative improves communication and care transitions for First Nations people moving between hospital and community settings, helping clients and families navigate services more smoothly and reducing gaps in care.

Advancing First Nations-Led Research, Learning and Innovation Partnerships

FNHA continued to strengthen partnerships that support First Nations-led research, education and knowledge sharing. These partnerships help ensure that health research and training are grounded in First Nations priorities, perspectives and self-determination.

Through participation in the Forum for Indigenous Implementation Research and Evaluation (FIIRE) Network, FNHA supported national efforts to transform Indigenous health research systems. This collaboration contributed to the report For Whose Benefit? A review of Indigenous Health Research Policies, Systems, and Practice in Canada, which identified structural barriers in research governance, funding and policy.



The report highlighted the need to address power imbalances, strengthen accountability and support Indigenous-led research approaches, calling for systemic changes that make research reflect Indigenous priorities and deliver meaningful benefits to communities.

FNHA also entered into a new three-year Memorandum of Understanding with Simon Fraser University which formalized collaboration in health, education and research. Through SFU's School of Medicine and Faculty of Health Sciences, the partnership supports the integration of First Nations knowledge and perspectives into medical education, research and health system improvement.

Together, these partnerships are strengthening pathways for First Nations-led research, supporting the development of future health leaders and helping ensure health systems better reflect First Nations knowledge, experiences and priorities.

Improving Access Through Jordan's Principle Partnerships

During 2025/26, FNHA was awarded a contract through Indigenous Services Canada to operate a Jordan's Principle Third Party Payments Centre in British Columbia.

Jordan's Principle is a federal policy which helps ensure First Nations children can access the services they need without delays caused by jurisdictional disputes between governments. FNHA previously administered Jordan's Principle between 2017 and 2021.

Beginning April 1, 2026, FNHA launched the centre, with initial work focused on processing dental payments before expanding to additional service areas.

The new centre builds on FNHA's previous experience supporting Jordan's Principle and responds to concerns raised by communities regarding service accessibility, payment delays and administrative challenges. By leveraging FNHA's established systems and relationships, the initiative aims to improve payment timeliness, support service access and reduce administrative burden for families and service providers.

The agreement will be reviewed annually to ensure it continues to meet the needs of First Nations children and families in BC.

CONCLUSION

The accomplishments highlighted throughout this report demonstrate the power of First Nations leadership, partnership and innovation in advancing health and wellness across British Columbia. Throughout 2025/26, the FNHA worked in collaboration with First Nations communities, leaders, health professionals, partners to advance meaningful progress across all five strategic goals.

Significant advancements were made in strengthening governance and partnerships, supporting regionalization and bringing decision-making closer to communities. Access to culturally safe primary care, virtual services and community-based health programs continued to expand, while investments in treatment, recovery, healing and prevention strengthened the continuum of mental health and wellness supports available to First Nations people. Progress also continued in addressing anti-First Nations racism through stronger accountability mechanisms, culturally safe feedback pathways and system-wide partnerships focused on transformational change. At the same time, innovation in workforce development, research, digital health and First Nations data governance helped build the foundations for future advancement

Across every goal, communities demonstrated leadership in identifying priorities, developing solutions and advancing approaches that reflect their own strengths, cultures and visions for wellness. The stories shared throughout this report reinforce that sustainable change occurs when communities are supported to lead and when health systems respond to First Nations priorities with respect, partnership and accountability.

While challenges remain, the progress achieved this year reflects a strong foundation for continued transformation. Guided by the 7 Directives, the First Nations Perspective on Health and Wellness

and our shared commitment to self-determination, FNHA will continue working alongside communities, Nations and partners to strengthen services, improve outcomes and advance wellness for future generations.

Together, we are continuing to build a health and wellness system that reflects First Nations priorities, honours First Nations knowledge and supports healthy, self-determining and vibrant First Nations children, families and communities throughout British Columbia.

2025/2026 Financial Report

Financial Report

This financial report provides an overview of the financial results and position of the First Nations Health Authority for the year ended March 31, 2026. It is intended as a supplementary resource to the audited financial statements and accompanying notes and schedules.

KPMG LLP was appointed by the Members of the Society to audit the financial statements of the FNHA. The auditors issued an unqualified, or clean, audit opinion confirming that the financial statements present fairly, in all material respects, the financial position of the FNHA as at March 31, 2026 and its results of operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

At the FNHA, planning, funding decisions and expenditures are guided by the 7 Directives, the First Nations Perspective on Health and Wellness, and the priorities identified by First Nations communities and Nations across BC. Resources are directed toward improving access to culturally safe services and supports, advancing self-determination, strengthening community capacity and supporting long-term improvements in health and wellness.

FNHA continues to focus on prudent financial management, fiscal accountability and long-term sustainability. For the year ended March 31, 2026, the organization reported an operating surplus of **$14.3 million** on total revenues of **$1.03 billion** and total expenses of **$1.02 billion**. The annual surplus represents approximately **1.4 per cent of total revenues** and reflects continued growth in federal and provincial investments supporting First Nations health and wellness priorities across BC.

Statement of Operations

Year Ended March 31, 2026

(with comparative information for 2025, expressed in millions of dollars)

	2026	2025
Total Revenue	$1,030.0M	$949.8M
Total Expenses	$1,015.7M	$968.6M
Excess (Deficiency) of Revenue Over Expenses	$14.3M	($18.8M)

Source: Audited Financial Statements.

Revenue

The largest source of funding continued to be the Government of Canada through the Canada Funding Agreement and related federal funding arrangements, contributing **$820.3 million** during 2025/26. Provincial funding totaled **$183.9 million**, supporting a wide range of health and wellness programs and initiatives. Interest and miscellaneous income contributed **$23.7 million**. Total revenue increased by approximately **$80.2 million** compared to the previous fiscal year.

Federal funding represented approximately **80 per cent** of total revenue, while provincial funding represented approximately **18 per cent** of total revenue. Together, these investments supported the delivery of health benefits, primary care, mental wellness, direct community funding, regional operations and other programs and services that advance First Nations health and wellness across British Columbia.

Expenses

Expenses are grouped into three broad categories: Corporate Operations, Governance and First Nations Engagement, and Program Services. Total expenses for 2025/26 were **$1.016 billion**, an increase of approximately **$47.1 million** from the previous fiscal year.

Corporate Operations

Corporate Operations includes governance and administration functions such as executive leadership, finance, human resources, communications, legal services, information management and technology, facilities, and strategic operations.

Total Corporate Operations expenses were **$72.0 million**, representing approximately **7.1 per cent** of total expenses. This reflects a decrease from $77.6 million in 2024/25, due in part to reduced costs associated with professional services, facility-related expenditures and insurance recoveries related to the Metro Vancouver Office Project.

Governance and First Nations Engagement

Governance and First Nations Engagement includes support for the First Nations Health Council, the First Nations Health Directors Association, and engagement activities with First Nations communities and leadership across BC. Total expenditures were **$13.7 million**, representing **1.3 per cent** of total expenses. Increased engagement activities contributed to higher costs compared with the previous year.

Program Services

Program Services account for the majority of FNHA expenditures and include Health Benefits, Direct Community Services Funding, Health Services and Programs, and Regional Operations.

Health Benefits

Health Benefits expenditures totaled **$288.7 million**, representing **28.4 per cent** of total expenses. Spending increased from the previous year due to continued growth in benefit utilization and expenditures related to dental services, medical transportation, mental health services and medical supplies and equipment.

Direct Community Services Funding

Direct Community Services Funding totaled **$384.8 million**, representing **37.9 per cent** of total expenses. These funds flow directly to First Nations communities through contribution agreements and support locally determined health and wellness priorities, including mental wellness, social determinants of health, treatment and recovery services, health planning and community-based initiatives.

Health Services and Programs

Health Services and Programs expenditures totaled **$242.1 million**, representing **23.8 per cent** of total expenses. This category includes primary care, nursing services, treatment and recovery supports, environmental public health, public health initiatives and other health programs and services delivered by FNHA and partner organizations. Spending increased by approximately $31.6 million from the previous year, reflecting expanded investments in health services and programs.

Regional Operations

Regional Operations expenditures were **$14.4 million**, representing **1.4 per cent** of total expenses. Regional teams continued supporting community engagement, service delivery, regional planning and implementation of regional priorities across all five regions.

Net Assets

FNHA's net assets increased from **$226.9 million** at March 31, 2025 to **$241.2 million** at March 31, 2026, reflecting the annual operating surplus of $14.3 million.

At year end, net assets consisted of:

- **$28.0 million** invested in capital assets;
- **$162.9 million** in internally restricted reserves supporting specific health, wellness and transformation priorities; and
- **$50.3 million** in unrestricted net assets available to support organizational sustainability and emerging priorities.

The internally restricted reserves support a variety of strategic investments, including treatment and recovery services, health benefits sustainability, social determinants of health initiatives, regional priorities, primary care initiatives, mental wellness programs, digital health and other community-driven priorities.

Through continued stewardship of resources and long-term financial planning, FNHA remains well positioned to support First Nations communities, advance community priorities and invest in future health and wellness improvements across British Columbia.