



First Nations Health Authority
Health through wellness

2021/2022 FNHA SUMMARY SERVICE PLAN

An Operational Plan for the Fiscal Year 2021/2022





First Nations Health Authority
Health through wellness

OUR BRAND

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

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



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2021/2022 FNHA SUMMARY SERVICE PLAN: An Operational Plan for the Fiscal Year 2021/2022
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EXECUTIVE SUMMARY



We are pleased to share the First Nations Health Authority (FNHA) Summary Service Plan for 2021/2022, which sets out our goals, key priorities, annual key priorities and supporting objectives and strategies. Due to COVID-19, the FNHA's existing five-year plan has been extended for an additional year until March 31, 2022. This plan marks the last year of our five-year health plan. We look forward to sharing a renewed Five-Year Plan next fiscal year.

During these extraordinary times, the FNHA has been and is continuing to work collaboratively with our partners on the two simultaneous public health emergencies – the COVID-19 pandemic and the overdose public health emergency. While the FNHA continues to respond to these emergencies, we have not lost sight of the other important work and continue to advance and transform programs and services that support First Nations in British Columbia (BC).

The FNHA is also prioritizing collaborating with our First Nations, health system and health governance partners to tackle the multiple forms of anti-Indigenous racism that exist within the BC health care system.

Our four goals continue to be a steady guidepost for our work, helping to steer us toward our Shared Vision:

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

Six organization-wide key priorities support progress across these goals with a set of annual key priorities for 2021/22 under each key priority area:

- Public Health Emergencies;
- Anti-racism and Cultural Safety and Humility;
- Renewed Partnerships with First Nations;
- Wellness;
- Knowledge Development and Exchange;
- Service Excellence.

“THE FIRST NATIONS HEALTH AUTHORITY SUPPORTS BC FIRST NATIONS INDIVIDUALS, FAMILIES AND COMMUNITIES TO ACHIEVE AND ENJOY THE HIGHEST LEVEL OF HEALTH AND WELLNESS BY: WORKING WITH THEM ON THEIR HEALTH AND WELLNESS JOURNEYS; HONOURING TRADITIONS AND CULTURES; AND CHAMPIONING FIRST NATIONS HEALTH AND WELLNESS WITHIN THE FIRST NATIONS HEALTH AUTHORITY ORGANIZATION AND WITH ALL OF OUR PARTNERS.” – FNHA MISSION

Our goals are deliberately sequenced to focus:

- First, on the importance of First Nations’ engagement and decision-making in relation to their health and wellness, as part of the new health governance partnership;
- Second, on championing the concept and philosophy of health and wellness throughout the health system and partnering with individuals, families and communities on their health and wellness journeys;
- Third, on innovation and transformation of the delivery of programs and services that address and focus on health and wellness; and
- Fourth, on developing the FNHA into an excellent First Nations health and wellness organization that BC First Nations are proud to call their own, and which will work to serve BC First Nations peoples and advocate for their health and wellness interests with the broader health system.

**HEALTHY, SELF-DETERMINING AND VIBRANT BC FIRST NATIONS CHILDREN, FAMILIES AND COMMUNITIES.
– FIRST NATIONS HEALTH COUNCIL (FNHC), FIRST NATIONS HEALTH DIRECTORS ASSOCIATION (FNHDA), FNHA SHARED VISION**

THE STORY BEHIND OUR PLAN

Our history is an important part of our transformation journey. Through the Health Partnership Accord, our leadership encouraged us to reflect on and honour those who have paved the way – to pay respect to and honour the wisdom of those who brought us to where we are today. For this reason, we take a unique approach in that we focus not just on where we are going but also on where we have been.

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

First Nations leadership, over many years, fought to change this narrative through direct action, court cases and negotiations that strove for the acknowledgment of their land title and rights, and led to the implementation of a new relationship with federal and provincial governments and society as a whole. Through these efforts, opportunities were created specifically to address the health and wellness of First Nations in BC.

A series of plans and agreements from 2006 to today reflect a broad First Nations health and wellness agenda supported by a strong governance partnership between First Nations and federal and provincial governments. These plans and agreements were developed through the consensus leadership of BC First Nations who, by exercising their collective authorities, established a health governance structure and standards with a mandate to strategically advance BC First Nations health and wellness philosophies, interests and priorities.

SHARED VALUES

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

RESPECT

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

DISCIPLINE

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

RELATIONSHIPS

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

CULTURE

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

EXCELLENCE

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

FAIRNESS

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

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

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

SHARED VALUES
Shared by the FNHA | FNHC | FNHDA

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

DISCIPLINE
We have the historic opportunity to witness transformative change in First Nations health and wellness, and an obligation to make the most of this opportunity. This will require disciplined attention to, including through loyalty to one another and our shared vision; upholding and supporting our roles, responsibilities, decisions, and processes; maintaining and nurturing unity and a united front; integrity and reliability in fulfilling our commitments and accountability to one another for these commitments and contributions; and, relations-oriented active participation.

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

CULTURE
The rich history and traditions that came before us, and to work on behalf of First Nations. We draw upon the diverse and unique cultures, perspectives, customs, and teachings of First Nations for strength, wisdom, and guidance. We uphold traditional and historic approaches to health and self-care and strive to achieve a balance in our mental, spiritual, emotional, and physical wellness.

EXCELLENCE
We have the historic opportunity to be first called by First Nations to work on their behalf to improve health and wellness, and have a moral and personal responsibility to strive for excellence. Excellence means that our outcomes are sustainable, that our processes are professional and transparent, and we are committed to learn continuously - through capacity development opportunities, from each other and from new, different and innovative models worldwide.

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

7 DIRECTIVES
Shared by the FNHA | FNHC | FNHDA

**DIRECTIVE #1
COMMUNITY-DRIVEN, NATION-BASED**

- Collaborate with First Nations and other First Nations organizations to ensure that health and wellness plans are developed and implemented in partnership with First Nations health and wellness leaders, family, youth, and elders.
- First Nations community health governance and programs are developed and implemented in partnership with First Nations health and wellness leaders.
- Health interventions are developed and implemented in partnership with First Nations and other First Nations organizations.

**DIRECTIVE #2
INCREASE FIRST NATIONS DECISION-MAKING, TRAINING AND LEADERSHIP**

- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.

**DIRECTIVE #3
DEVELOP HUMAN AND ECONOMIC CAPACITY**

- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.

**DIRECTIVE #4
BE SOCIALLY JUSTICE TO FIRST NATIONS INTERESTS**

- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.

**DIRECTIVE #5
IMPROVE SERVICES**

- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.

**DIRECTIVE #6
INCREASE FIRST NATIONS OPERATIONAL STANDARDS**

- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.
- Increase First Nations leadership and training opportunities in health and wellness governance, planning, and implementation.

7

THE SEVEN DIRECTIVES

1

COMMUNITY-DRIVEN,
NATION-BASED

2

INCREASE FIRST NATIONS
DECISION-MAKING
AND CONTROL

3

IMPROVE
SERVICES

The FNHA's planning and processes flow from the First Nations Perspective on Health and Wellness—an approach that defines the FNHA as a wellness organization that is different from other mainstream health authorities and organizations that are acute-care focused. The FNHA is one component of this health governance structure established by BC First Nations.

Informed through regional processes, the FNHA works alongside the FNHC and FNHDA to achieve our Shared Vision of “Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities,” and to pursue strong health partnerships and integration with federal and provincial governments. Honouring the governance processes and standards that have led to the creation of this organization, the FNHA

advances health system transformation and undertakes program and service delivery in a manner aligned with First Nations philosophies, perspectives and ways of being. In accordance with our Values and Directives, we pursue excellence in the delivery of our mandate, striving for efficiency and effectiveness to maximize value for those we serve.

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

4

**FOSTER MEANINGFUL
COLLABORATION
AND PARTNERSHIP**

5

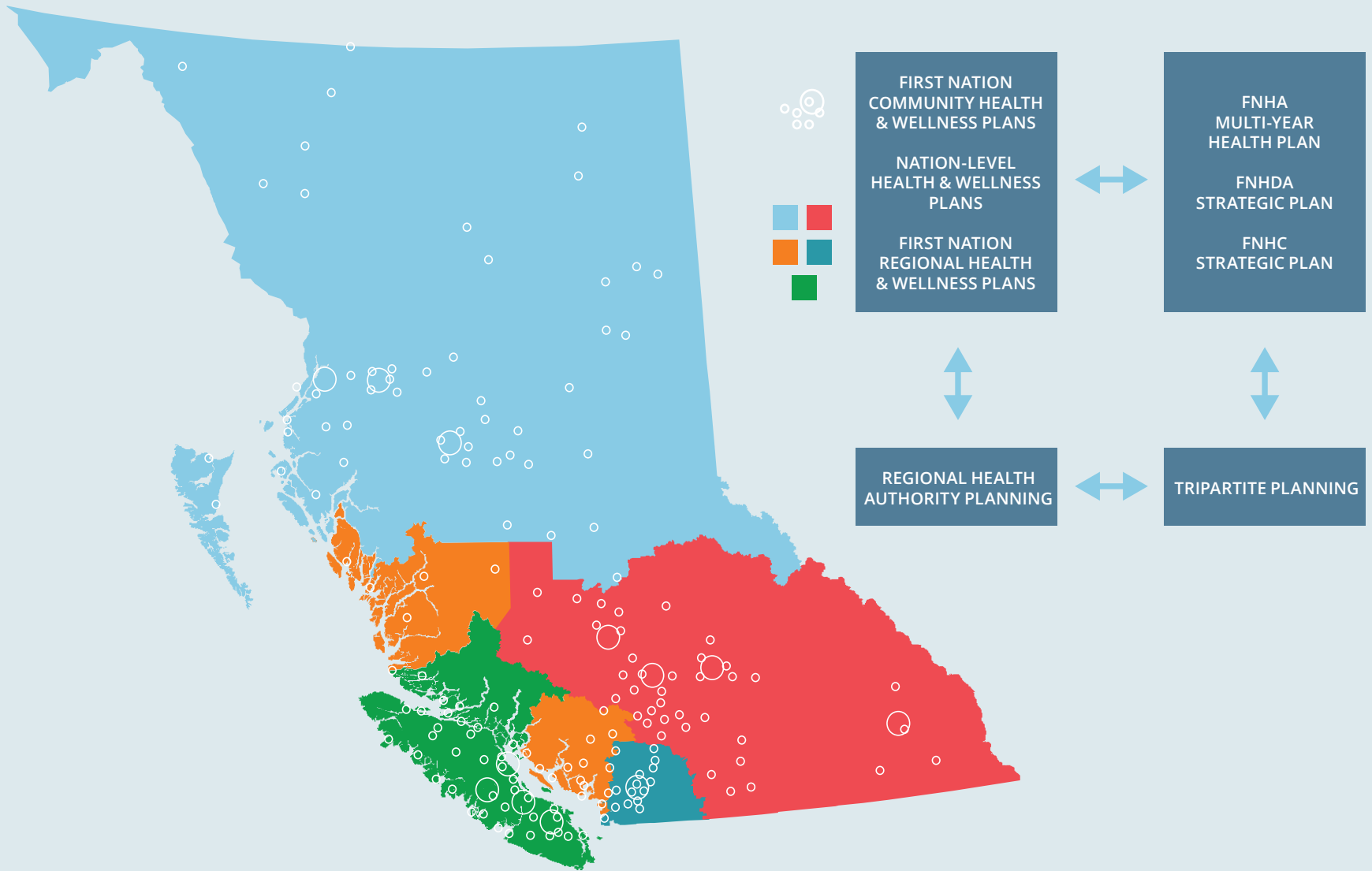
**DEVELOP HUMAN
AND ECONOMIC
CAPACITY**

6

**BE WITHOUT
PREJUDICE TO FIRST
NATIONS INTERESTS**

7

**FUNCTION AT A
HIGH OPERATIONAL
STANDARD**



FNHA PLANNING APPROACH

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

The diagram on the facing page depicts our planning approach. Community Health and Wellness Plans inform Regional Health and Wellness Plans, which in turn inform the FNHA Summary Service Plan and governance partner plans.

FNHA BOARD OF DIRECTORS

The FNHA Board of Directors provides leadership and oversight for the activities of the FNHA. The Board continues to collectively work and make decisions for the benefit of all BC First Nations.

The members of the FNHA appoint the FNHA Board of Directors, which is comprised of five Regional Members who are nominated by the Regional Caucuses and four Directors-At-Large, which provides for both regional and subject expertise. The Board as a whole combines years of experience in First Nations, Federal and Provincial health systems; organizational change, risk and financial management; and community/stakeholder relationships.

The FNHA Board of Directors as of April 1, 2021:

M. Colleen Erickson (Chair and Northern Board Appointee)
Dr. Elizabeth Whynot (Vice-Chair and Director-At-Large)
Norman Thompson (Secretary-Treasurer and Director-At-Large)
Sheila Blackstock (Interior Board Appointee)
Angela George (Vancouver Coastal Board Appointee)
Helen Joe (Fraser Salish Board Appointee)
Tammie Myles (Vancouver Island Board Appointee)
Jim Morrison (Director-At-Large)
Marilyn Rook (Director-At-Large)

THE FNHA BOARD OF DIRECTORS PROVIDES LEADERSHIP AND OVERSIGHT FOR THE ACTIVITIES OF THE FNHA.

THE BOARD AS A WHOLE COMBINES YEARS OF EXPERIENCE IN FIRST NATIONS HEALTH, COMMUNITY DEVELOPMENT, FINANCIAL MANAGEMENT AND POLITICAL EXPERTISE AT ALL LEVELS OF GOVERNMENT.





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

SHARED VISION OF THE FNHC,
FNHDA AND FNHA.

OUR PLAN FOR 2021/2022

This Summary Service Plan articulates the FNHA's goals, outcome statements, objectives, and strategies, as well as a set of specific priorities for 2021/2022.

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

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

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

STRATEGIES are identified for our objectives. Strategies describe the specific mechanisms and processes by which each objective will be achieved.

PERFORMANCE MEASURES are quantitative and qualitative measures used to signal organizational progress toward our goals.

HEALTH PERFORMANCE STANDARDS measure progress against the operational mandatory areas that the FNHA is tracking. Clear performance measures and standards with annual targets allow us to meaningfully assess our work and make changes, where needed, to reach our goals. The FNHA performance measurement approach is aligned with and contributes to a much broader evaluation agenda, which will assess progress of the tripartite partners toward the commitments we have collectively made in the health plans and agreements.

Our **KEY PRIORITIES** describe particular core areas of focus and our **ANNUAL KEY PRIORITIES** for the coming fiscal year; they intentionally have a cross-sectional reach across the FNHA's four goals.

GOAL 1

ENHANCE FIRST NATIONS HEALTH GOVERNANCE



GOAL 2

CHAMPION THE BC FIRST NATIONS
PERSPECTIVE ON HEALTH AND WELLNESS



GOAL 3

ADVANCE EXCELLENCE IN PROGRAMS AND SERVICES



GOAL 4

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





GOAL 1

ENHANCE FIRST NATIONS HEALTH GOVERNANCE

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

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

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

GOAL 1. ENHANCE FIRST NATIONS HEALTH GOVERNANCE

OUTCOME: Sustainable and accountable governance structures leading change.



OBJECTIVES	STRATEGIES
<p>1.1 Strengthen regional decision-making approaches.</p>	<p>1.1.1 Enhance capacity on a regional basis to advance regional priorities and processes.</p> <p>1.1.2 Work with the FNHC and FNHDA to engage BC First Nations in a manner that is equitable, efficient and cost-effective.</p> <p>1.1.3 Support the implementation of regional partnership accords.</p>
<p>1.2 Collaborate with the FNHC and the FNHDA to achieve our Shared Vision.</p>	<p>1.2.1 Uphold commitments to our First Nations health governance partners.</p> <p>1.2.2 Provide effective and appropriate secretariat supports for the FNHC and FNHDA.</p> <p>1.2.3 Represent the FNHA perspectives on social determinants of health with federal and provincial departments.</p>
<p>1.3 Partner with federal and provincial governments to implement the tripartite health plan and agreements.</p>	<p>1.3.1 Establish effective bilateral working partnerships and processes with federal and provincial governments.</p> <p>1.3.2 Actively and effectively participate in tripartite health governance structures and processes.</p> <p>1.3.3 Engage other government departments, federal and provincial associations and other service providers and agencies in health plan implementation.</p>



HOW WILL WE MEASURE OUR PROGRESS?

The principle of reciprocal accountability is fundamental to the First Nations health governance structure and the health partnership, meaning that the parties “will work together collaboratively and be accountable to one another at all levels to achieve our shared goals, living up to our individual and collective commitments.”

The effectiveness of the First Nations health governance structure is dependent on each member upholding their commitments. This measure is intended to track FNHA contributions to the health governance structure. Implementation of the health plans and agreements is largely achieved through effective governance. The FNHA will measure our strategic impact from our governance relationships and remain focused on ensuring the quality and relevance of our partnership work. Throughout the year we will track:

- **FIRST NATIONS HEALTH GOVERNANCE EFFECTIVENESS BY MEASURING:**
% ENGAGEMENT IMPACT AND % FNHC/FNHDA/FNHA PARTNERSHIP ACTIVITIES ON TARGET; AND
- **GOVERNANCE PARTNERSHIP EFFECTIVENESS BY MEASURING:**
% TRIPARTITE AND BILATERAL PARTNERSHIP ACTIVITIES COMPLETED AND % TRIPARTITE AND BILATERAL PARTNERSHIP INITIATIVES ON TARGET.



GOAL 2

CHAMPION THE BC FIRST NATIONS PERSPECTIVE ON HEALTH AND WELLNESS

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

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

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

system that serves all British Columbians, and a repositioning of the current sickness treatment system into one that supports health and wellness.

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

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

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

OUTCOME: Culturally safe and supported health and wellness journeys.



OBJECTIVES	STRATEGIES
<p>2.1 Work with partners to transform from a sickness system to a wellness system by championing the First Nations Perspective on Health and Wellness.</p>	<p>2.1.1 Embed the BC First Nations Perspective on Health and Wellness in various strategies and initiatives across the health system, including the wellness, mental wellness, heart health and cancer strategies.</p> <p>2.1.2 Promote cultural safety and humility throughout the health system.</p> <p>2.1.3 Align research, data, measurement and evaluation with the BC First Nations Perspective on Health and Wellness, including wellness indicators development within the FNHA and tripartite contexts.</p>
<p>2.2 Partner with First Nations individuals, families and communities in their health and wellness journeys.</p>	<p>2.2.1 Foster a health through wellness movement among BC First Nations by supporting initiatives, resources and tools aligned with the BC First Nations Perspective on Health and Wellness, including leadership challenges, day of wellness events across the province, and traditional and alternative medicine.</p> <p>2.2.2 Share health and wellness stories and profile wellness champions.</p> <p>2.2.3 Support lateral kindness initiatives.</p>

HOW WILL WE MEASURE OUR PROGRESS?

As a partner to communities and individuals in their health and wellness journeys, we support the self-determination of individuals, families and communities in their health and wellness journeys, supporting them to make good choices and navigate the system. FNHA campaigns, partnerships and initiatives positively impact individual, family and community wellness journeys by supporting health literacy and cultural safety of the health system. In order to assess our progress, we will track:

- **IMPACT AS A HEALTH AND WELLNESS PARTNER BY MEASURING:
WELLNESS MOVEMENT IMPACT, CULTURAL SAFETY AND CULTURAL HUMILITY INITIATIVES IMPACT
AND NUMBER OF REQUESTS TO USE FNHA MATERIALS IN OTHER AGENCY PLANS/MATERIALS.**



GOAL 3

ADVANCE EXCELLENCE IN PROGRAMS AND SERVICES

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

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

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

GOAL 3. ADVANCE EXCELLENCE IN PROGRAMS AND SERVICES

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



OBJECTIVES	STRATEGIES
<p>3.1 Enhance integration with and access to quality and culturally-safe provincial health care services for BC First Nations.</p>	<p>3.1.1 Advance innovative, responsive, culturally safe and integrated models of care.</p> <p>3.1.2 Prioritize improvements to primary health care and mental health and wellness services for First Nations in BC.</p> <p>3.1.3 Enhance the integration of First Nations medicines and practices within the health system.</p>
<p>3.2 Achieve measurable improvements to FNHA programs and services.</p>	<p>3.2.1 Nurture a customer-owner philosophy with BC First Nations.</p> <p>3.2.2 Undertake quality and cultural safety improvement of FNHA-delivered programs and services.</p> <p>3.2.3 Maximize value for BC First Nations through integration, partnerships and efficiencies.</p>
<p>3.3 Partner with BC First Nations to support their delivery of high-quality health programs and services.</p>	<p>3.3.1 Support quality improvement and cultural safety of First Nations-delivered health programs, services and administration.</p> <p>3.3.2 Implement improvements to planning, funding arrangements, reporting and accountability processes.</p> <p>3.3.3 Provide BC First Nations access to quality data and information, e-health and information management and technology to support their program and service delivery.</p>

HOW WILL WE MEASURE OUR PROGRESS?

Our measurement considers the full ecosystem of our work, including how the FNHA's success, reporting and accountability depend on community success, reporting and accountability; and vice versa. The majority of FNHA funding, and therefore community service delivery, flows through funding arrangements. Effective tracking of partnership processes with communities and access to FNHA programs will support the quality of those services and the FNHA-community relationship. We also measure our service quality with a particular focus on Health Benefits client satisfaction and service standards for Health Benefits and environmental public health. Service standards and metrics associated with First Nations definitions of quality will support improved programs, services and responsiveness to community and client needs. To track our progress, we will monitor:

- **FNHA AND FIRST NATIONS HEALTH ORGANIZATION PARTNERSHIPS BY MEASURING:**
% FUNDING ARRANGEMENTS FOR WHICH RECIPROCAL ACCOUNTABILITY TARGETS ARE MET AND FNHA PROGRAM INFORMATION ACCESS; AND
- **SERVICE QUALITY BY MEASURING:**
HEALTH BENEFITS OVERALL CLIENT SATISFACTION RATE, % HEALTH BENEFITS SERVICE STANDARDS ON TARGET, % OF CLIENTS WHO RECEIVED AT LEAST ONE FNHA BENEFIT PER YEAR, ENVIRONMENTAL PUBLIC HEALTH OFFICER COMMUNITY WORK PLAN OBJECTIVES ACHIEVED ACCORDING TO SERVICE STANDARDS AND CHANGES TO FNHA PROGRAMS AND SERVICES.



GOAL 4

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

BC FIRST NATIONS HAVE ESTABLISHED THE FNHA AS THEIR HEALTH ORGANIZATION, REFLECTIVE OF THEIR BELIEFS AND WORLDVIEWS AND MEETING THE STANDARDS OF THE 7 DIRECTIVES IN ITS OPERATIONS.

We are committed to creating organizational excellence based on First Nations culture, traditions and teachings. This includes ongoing strengthening of policies, procedures and practices to reflect system-wide best practice and First Nations ways of doing business. We will pursue innovation and opportunities to generate and leverage revenues to reinvest in the delivery of our mandate. We will make continuous learning a way of organizational life in order to improve our performance in service to First Nations and be a recognized leader in health system transformation.

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

OUTCOME: FNHA is an established leading-edge First Nations health organization.



OBJECTIVES	STRATEGIES
<p>4.1 Build strong leadership and foster a First Nations organizational culture.</p>	<p>4.1.1 Build a common FNHA organizational culture founded upon the 7 Directives, the First Nations Perspective on Health and Wellness and Shared Values.</p> <p>4.1.2 Be a worldwide leader in cultural safety and humility in the workplace.</p> <p>4.1.3 Develop leadership at all levels consistent with First Nations approaches and teachings.</p>
<p>4.2 Foster a healthy and engaging environment that enables personal excellence.</p>	<p>4.2.1 Support continuous learning and development.</p> <p>4.2.2 Implement an innovative health and wellness-based workforce approach.</p> <p>4.2.3 Engage FNHA staff in the ongoing change and transformation process.</p>
<p>4.3 Achieve excellence in operations.</p>	<p>4.3.1 Strengthen operational policies and procedures reflective of First Nations ways of doing business while meeting our legal and operational requirements.</p> <p>4.3.2 Generate and leverage additional resources through innovation, fundraising, business opportunities, shared services and efficiencies.</p> <p>4.3.3 Provide integrated, effective and efficient corporate support services and systems.</p>

HOW WILL WE MEASURE OUR PROGRESS?

The FNHA is an organization dedicated to operational excellence. First Nations deserve an organization with strong leadership aligned with First Nations values; that is doing the right work in the right way; that is committed to wellness; and that is grounded in the diversity of First Nations cultures. Organizational wellness, sound corporate management and Board governance are critical success factors for functioning at a high operational standard. In order to ensure we are functioning at a high operational standard, we will measure:

- **ORGANIZATIONAL EXCELLENCE BY MEASURING:**

- % PLANNED ORGANIZATION-WIDE CULTURAL INITIATIVES ON TARGET, % SELF-IDENTIFIED INDIGENOUS STAFF AND PARTICIPATION RATE IN ORGANIZATIONAL CULTURE WORKFORCE SURVEY; AND

- **INFORMATION MANAGEMENT INFORMATION TECHNOLOGY (IMIT) BY MEASURING:**

- % APPROVED ORGANIZATION-WIDE IMIT-RELATED INITIATIVES ON TARGET (SCOPE, SCHEDULE, BUDGET), % PLANNED ORGANIZATION-WIDE ENTERPRISE ARCHITECTURE ROADMAP DEVELOPED AND % PLANNED ENTERPRISE DATA GOVERNANCE AND ANALYTICS STRATEGY DEVELOPED AND IMPLEMENTED.

WE WILL ALSO BE TRACKING THREE ORGANIZATIONAL EXCELLENCE HEALTH PERFORMANCE STANDARDS:

- ANNUAL BOARD OF DIRECTORS REVIEW OF CORPORATE POLICIES ON TARGET;
- % COMPLIANCE WITH INCLUSION OF DIRECTIVES AND OPERATING PRINCIPLES IN DECISION-MAKING PROCESSES; AND
- % STAFF PERFORMANCE PARTNERSHIP AGREEMENTS COMPLETED, INCLUDING STAFF WELLNESS PLAN.

KEY PRIORITIES

Public Health
Emergencies



Anti-racism and
Cultural Safety
and Humility



Renewed Partnerships
with First Nations



Wellness



Service
Excellence



Knowledge
Development
and Exchange



KEY PRIORITY: PUBLIC HEALTH EMERGENCIES

The dual public health emergencies that occurred over the past year revealed a great deal about our organization. We learned that when faced with significant challenges, the FNHA is able to draw upon information, expertise and resources to quickly respond. We relied on the diverse skill set of staff to provide clinical advice; build tracking mechanisms; and deliver on the ground supports such as communicable disease emergency planning. The FNHA partnered with BC First Nations and emergency management and government partners to deploy resources where they were needed and maintain strong communication pathways.

These events also showed us where we need to strengthen our efforts and apply more capacity and focus. More than ever, BC First Nations need an organization that can be responsive, thoughtful and effective in supporting communities through a range of emergency events. Going forward, the FNHA will continue to build a strategic approach to public health emergency response – one that considers multiple perspectives, draws on the strengths and responsibilities of our partners and is mindful of our available resources, mandate and long-term vision. Toward this end, the FNHA will advance the following annual priorities in 2021/22 in support of our new Key Priority:

- **ESTABLISH RESPONSE TEAM AND STRUCTURE TO SUPPORT COMMUNITIES, REGIONS, NATIONS, HEALTH SERVICE ORGANIZATIONS AND HEALTH DIRECTORS IN RESPONDING TO PUBLIC HEALTH EMERGENCIES, INCLUDING COVID-19 AND THE OVERDOSE CRISIS.**
- **BUILD AN EMERGENCY OVERDOSE RESPONSE THAT IS INCLUSIVE OF URBAN POPULATIONS, WOMEN, AND PEOPLE RECENTLY RELEASED FROM CORRECTIONAL FACILITIES.**



KEY PRIORITY: ANTI-RACISM AND CULTURAL SAFETY AND HUMILITY

First Nations and Indigenous peoples continue to experience a lack of safety in the health system, due to the existence of systemic racism and bias. BC First Nations have initiated a leading movement to advance awareness of, and commitments to, Cultural Safety and Humility across the health system. Many cultural safety and humility declarations of commitment have been signed in recent years with our health system partners which serve as a foundational step to advancing and embedding cultural safety and humility across the system. Significant continued work is needed to address anti-Indigenous racism in the health care system. The FNHA is working with health governance partners on action planning to ensure First Nations-led processes are driving collective responses in this important priority area. Remarkable work is taking place at regional levels on community-driven, Nation-based solutions and approaches that work for local contexts. We will continue to support and elevate First Nations-led and regionally based approaches moving forward as we work with partners to tackle anti-Indigenous racism in the health care system.

The FNHA will undertake the following annual key priority in 2021/22:

- **WORK WITH HEALTH GOVERNANCE PARTNERS TO PREPARE AND IMPLEMENT AN ACTION PLAN THAT STRENGTHENS AND ELEVATES FIRST NATIONS-LED, REGIONALLY BASED APPROACHES TO ADDRESSING THE SYSTEMIC RACISM OUTLINED IN THE *IN PLAIN SIGHT* REPORT.**

KEY PRIORITY: RENEWED PARTNERSHIPS WITH FIRST NATIONS

Renewed Partnerships with First Nations involves ongoing revisions to relationships between First Nations, and between First Nations and the FNHA, from one-way accountability and competition for resources to recognition that we are all connected in our health ecosystem. Working relationships between the FNHA, health service organizations, Nations and communities need to uphold reciprocal accountability to support high quality and sustainable health and wellness programs and services for our citizens and communities.

This coming year, the FNHA will undertake the following annual key priorities to contribute to transformed partnerships:

- **IMPLEMENT AN APPROACH TO PARTNER WITH COMMUNITIES, REGIONS, NATIONS, HEALTH SERVICE ORGANIZATIONS AND HEALTH DIRECTORS TO STRENGTHEN PROGRAM AND SERVICE DELIVERY ALIGNED WITH HEALTH AND WELLNESS PLANS, SERVICE-LEVELS AND IDENTIFIED NEEDS AND GAPS.**
- **FINALIZE ORGANIZATIONAL AND REGIONALIZATION DESIGN REVIEW AND IMPLEMENT AN FNHA OPERATING MODEL THAT OUTLINES OPERATIONAL AND SERVICE SCOPE, ROLES AND RESPONSIBILITIES AND ALIGNS WITH OUR SHARED VALUES.**

KEY PRIORITY: WELLNESS

Wellness remains at the heart of our work. Across the diversity of First Nations is a unifying philosophy of wholistic and relational health, recognizing the interrelatedness of mental, emotional, spiritual and physical well-being, and that the health of the people is connected to the health of our Nations, lands, and cultures. Our commitment to wellness also includes ensuring the integration of our cultural and traditional wellness approaches and practices with western approaches across the entire continuum of care.

Mental health and wellness are top priorities across all regions, recognizing that pain and trauma are common legacies of colonialism and that healing and supporting wellness and resiliency are foundational to individual, family, community and Nation well-being.

To embed a focus on wellness, empowerment and resiliency of individuals, families and communities, the FNHA will undertake the following annual key priorities in 2021/22:

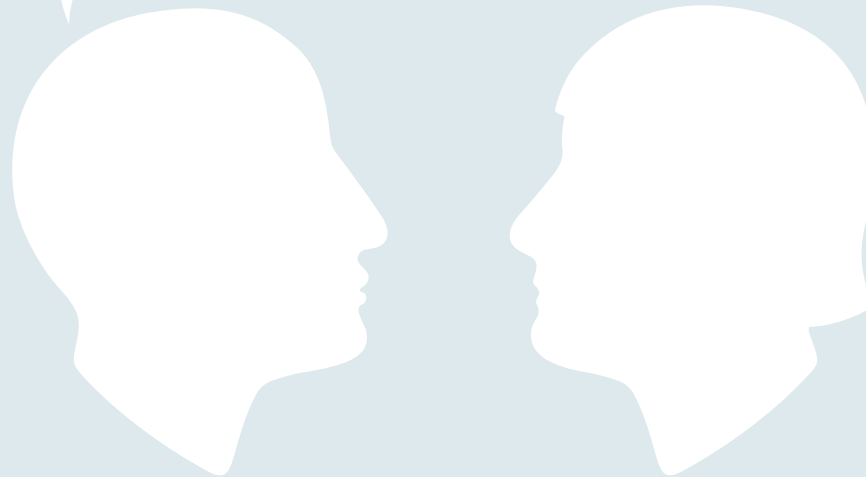
- **DEVELOP A HOLISTIC WELLNESS ACTION PLAN THAT CONSIDERS CHRONIC CONDITIONS, FOOD SECURITY AND LAND-BASED HEALING.**
- **DEVELOP A TRAUMA-INFORMED MENTAL HEALTH AND WELLNESS ACTION PLAN AND REFRESH PROGRAMS FOCUSED ON FIRST NATIONS HEALING CENTRES, LAND-BASED TREATMENT AND HEALING, LIFE PROMOTION AND SUICIDE PREVENTION.**

KEY PRIORITY: KNOWLEDGE DEVELOPMENT AND EXCHANGE

Knowledge Development and Exchange includes evolving our data governance and research practices and capabilities to increase First Nations' visibility within the provincial health system and generating new evidence inclusive of the experiences and histories of our people. This work is directly informing learning, planning and investments that support improved quality of health and wellness approaches, programs and services for our citizens at home and away from home.

Over the coming year, the FNHA will undertake the following annual key priority to continue to invest in forms of evidence that amplify the experiences, philosophies and needs of our population:

- **ENGAGE WITH KEY PARTNERS AND STAKEHOLDERS ON THE FINDINGS FROM THE BC TRIPARTITE FRAMEWORK AGREEMENT EVALUATION AND FNHA EVALUATION WITH FOCUS ON TAKING ACTIONS AND IMPROVING PERFORMANCE.**



KEY PRIORITY: SERVICE EXCELLENCE

Service Excellence reflects our continued effort to strive for excellence, including cultural safety and humility, in health and wellness programs and services accessed by our citizens at home and away from home. In the coming fiscal year, the FNHA will focus on three service excellence priorities:

- **SUPPORT FIRST NATIONS TO PARTICIPATE IN PRIMARY HEALTH CARE PLANNING AND PRIMARY CARE NETWORKS, INCLUDING INTEGRATING CULTURAL HEALING WITHIN PRIMARY CARE SETTINGS.**
- **ENGAGE WITH PARTNERS, INCLUDING BC FIRST NATIONS, TO IDENTIFY IMPROVEMENTS TO THE HEALTH BENEFITS PROGRAM, INCLUDING A COMPLETE REVIEW AND REVISED APPROACH TO THE MEDICAL TRANSPORTATION PROGRAM.**
- **DEVELOP A MADE-IN-BC CHILDREN AND YOUTH HEALTH AND WELLNESS SERVICE MODEL, BUILT FROM LESSONS LEARNED THROUGH FNHA ADMINISTRATION OF JORDAN'S PRINCIPLE.**





THE FNHA HAS STRENGTHENED OPERATIONS; RE-ORIENTED AND EVOLVED OUR ORGANIZATIONAL STRUCTURE TO BETTER REFLECT OUR SERVICE DELIVERY GOALS AND FUNCTIONS; AND IS GROUNDED IN LEADING-EDGE ORGANIZATIONAL POLICIES.

ANNUAL BUDGET 2021/22

	2021/22 Budget
REVENUES	
Health Canada	603,528,950
Province of British Columbia	59,772,268
First Nations Information Governance Center	1,126,895
Health Authorities	662,198
Interest Income	2,780,488
Miscellaneous Income	3,164,666
TOTAL REVENUES	671,035,465
DEFERRED INVESTMENT FUNDING	48,345,546
EXPENSES	
OPERATIONS	
Corporate Operations	51,664,881
	<u>51,664,881</u>
GOVERNANCE AND FIRST NATIONS ENGAGEMENT	
First Nations Health Council	2,219,097
First Nations Health Directors Association	2,093,567
First Nations Engagement	7,493,083
	<u>11,805,746</u>
PROGRAM SERVICES	
Health Benefits	212,271,970
Direct Community Service Funding	297,480,392
Health Services and Programs	139,183,392
Regional Services and Programs	6,974,630
	<u>655,910,384</u>
TOTAL EXPENSES	719,381,011
EXCESS (DEFICIENCY) OF REVENUES AND DEFERRED INVESTMENT FUNDING OVER EXPENSES	-

CONCLUSION

Our Summary Service Plan draws upon our past, solidifying and building upon the elements of our success to date. During the past year, we were challenged to pivot and support in new ways through the COVID-19 pandemic and the opioid public health emergency while maintaining our ongoing commitment to pursue excellence in programs and services and the operations that support their delivery.

In response to COVID-19, the FNHA initiated our Public Health Response Structure, moving to a Level III organizational emergency response in March 2020. At the same time, we did not lose sight of the other important work. Some accomplishments include the launch of engagements on the development of our next Five-Year Plan and Capital Plan, further improvements to the First Nations Health Benefits Program, progress on establishing First Nations-led primary care projects and launch of the Virtual Doctor of the Day program. This year, we also expanded mental health and wellness supports to communities through the First Nations Virtual Substance Use and Psychiatry Service.

Moving forward, the FNHA will continue work to advance our four key goals:

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

This Summary Service Plan reflects the wisdom, guidance and direction received from BC First Nations and we continue to be grateful for the many stories, perspectives and feedback shared to guide the work. We remain steadfast and unwavering in our commitment to upholding our shared vision, values, and the Seven Directives that ground our work as we journey together toward healthy, self-determining and vibrant BC First Nations Children, Families and Communities.

M. Colleen Erickson

FNHA Board Chair

Richard Jock

FNHA Chief Executive Officer



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First Nations Health Authority
Health through wellness