



August 15, 2023

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Leah Hollins  
Board Chair  
Vancouver Island Health  
Authority 1952 Bay St  
Victoria BC V8R 1J8

Dear Leah Hollins:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for Vancouver Island Health Authority, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance is available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments, and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy, and planning.

Continue to make progress on the priorities from the 2021 mandate letter, now reframed and included in this current letter. I expect you to ensure that the key areas of focus for which you hold responsibilities listed in this letter are incorporated into the practices of your organization, and that you support the new priority of Ambulance Services within your approved budget. The mandate letter issued in 2021 is to be replaced by this mandate letter.

As the Board of a Regional Health Authority, you are accountable, working effectively with your board and through your Chief Executive Officer (CEO) and their Executive team, to ensure your health authority delivers a full continuum of patient-centred services to meet the diverse needs of all British Columbians living in your region through services that are accessible, high-quality, appropriate, equitable and cost-effective.

At the core of this work is listening and responding to the priorities of people in British Columbia (BC). Together, we can deliver results in very real ways – ways that people can see, feel, and touch, and that change their lives for the better. Working with clinicians and service programs you will strive to ensure patients are treated with respect and compassion, with cultural safety and humility, and can voice their experience regarding the quality of care they are receiving. You will support patients to be full partners in their own health care, and effectively address patient concerns.

The Ministry of Health's *Health Sector Performance Management Framework* sets out for you how an understanding of health needs at an individual and population level, inclusive of the application of an equity lens through Gender-Based Analysis+ (GBA+), should inform service delivery design and service delivery. This also requires thinking through the development of effective enabling supports including health human resources; digital information management tools and technology infrastructure; health system data, analysis, and reporting; and effective operational and budget management. The overarching goal is to improve the health and wellbeing of British Columbians.

## **An Integrated and Well-Coordinated Health System that Meets the Health Needs of British Columbians**

As the Board Chair, along with your Board, you will provide governance and oversight to your CEO and Executive in the delivery of the mandated direction and government's priorities to continue to build a strong publicly funded and fiscally sustainable health care system in BC that is focused on the people we serve, and provides timely, responsive, and sustainable services.

You will work with your CEO and their Executive team, who will execute and operationalize the direction set out in this mandate letter, working collaboratively with the Ministry of Health (the Ministry), the Ministry of Mental Health and Addictions (MMHA), and other health authorities across the province. You will support the diverse needs across the geographic service areas of your region, effectively working with primary care providers in all focus areas including: enhancing access to health authority specialized community service programs focused on adults with complex medical conditions and/or frailty with a strong focus on continuing work to improve care for seniors; building an effective system of care for patients with mental health and substance use challenges; and enhancing community health care for patients with cancer.

Mental health and substance use care is an essential part of a whole health system of care and must be seamlessly integrated into health care delivery. In this context, you will ensure that the health and mental health, substance use care, and wellness services provided in your health region treat people with dignity and respect, offer clear and available opportunities for meaningful health and mental health, substance use care, and wellness interventions meet the diverse needs of your population and patients through culturally safe and trauma informed services.

It is critical that we work together, support and respect each other, and collaborate to provide a well-coordinated, integrated, efficient, responsive, and effective BC health and mental health system with provincial ministries, across health authorities, and with key service partners. As a Regional Health Authority Board, working with your Executive Management team, you will work with the Ministry and the Provincial Health Services Authority (PHSA) to complete the agreed to 2018 plan to establish a well-coordinated, integrated, effective, and efficient health system. The actions in this plan balance out local, regional, and provincially coordinated and delivered services to optimize people, infrastructure, and budget capacity across the BC health system in the interests of effective care for patients and a sustainable health system into the future. Key areas of focus remain, including: streamlining the development of provincial clinical policy; implementing a provincially coordinated focus on cancer care, ambulance services, maternity, pathology and laboratory medicine, and medical imaging; mental health and addictions care; pharmacy services; provincially planned and coordinated digital and information services; and provincially coordinated and aligned business services.

Now more than ever, the health and wellbeing of British Columbians depends on skilled people providing care and services. We need you to work collaboratively with the Ministry and the MMHA to implement the actions outlined in the Health Human Resources Strategy, as this strategy is a key pillar in delivering comprehensive and quality public healthcare services to British Columbians.

As the Board of a Health Authority and in the context of the United Nations Declaration on the Rights of Indigenous Peoples, the *Declaration on the Rights of Indigenous Peoples Act*, the Declaration Action Plan and Calls to Action of the Truth and Reconciliation Commission, you will develop and maintain an effective working relationship with the First Nations Health Authority (FNHA), Métis Nation BC (MNBC), the BC Association of Aboriginal Friendship Centres (BCAAFC) and associated Friendship Centres, other Urban Indigenous service providers and directly with Nations and communities to ensure a high-quality, culturally safe, integrated, and well-coordinated systems of care for Indigenous people in BC, which is free of racism. Specifically, you will work with FNHA, MNBC, BCAAFC and Indigenous partners to:

- Ensure the health authority continues the work to action the recommendations of the In Plain Sight Report working towards the elimination of Indigenous-specific racism; including implementing policy, practices, standards, and other changes as directed by the Ministry or the MMHA.
- Ensure the health authority works collaboratively with Indigenous partners in service planning and delivery activities and in the implementation of plans that already exist.
- Address gaps in health and mental health and substance use care services experienced by Indigenous people and vulnerable populations, including addressing access, cultural safety, and humility, and eliminating Indigenous-specific racism.

The mandate of the Regional Health Authorities includes specific regional delivery and accountabilities in the following areas:

- Delivery of population and public health services.
- Working collaboratively with family practice clinics to support the delivery of a comprehensive basket of effective primary care services that meet community primary health care needs.
- Delivery of specialized community service programs, including services for complex medical and/or frail patients, including seniors; services for mental health and substance use care treatment and recovery; cancer care; palliative and end of life care.
- Laboratory and diagnostic imaging services.
- Hospital services, including emergency departments, outpatient services, in patient services, surgical and diagnostic services.

## Health System Key Strategic Priorities

To enable significant repositioning of critical areas of health service delivery aligned with the mandate and priorities of government, as the Board Chair, along with your board members, CEO and their Executive team, we expect you to focus your efforts on achieving the following key strategic priorities for the health sector:

### 1. Primary Care

Actively support the Ministry in its work to implement timely access to longitudinal relationship-based primary care services for British Columbians who wish to be attached to a family physician or nurse practitioner, to ensure effective and timely access to episodic primary care. Your support for this initiative will be linked to your health authority's work to ensure the delivery of integrated, accessible, and well-coordinated community care services. Key areas of focus for the primary care work will be:

- Increasing access and attachment to team-based longitudinal primary care based on Family Practitioners as clinical leads working with Nurse Practitioners (NPs) and supported by Registered Nurses (RNs) or Licensed Practical Nurses (LPNs) practicing within their full scope of practice.
- Ensuring timely access to episodic, urgent, and after-hours primary care services through a service delivery model that links Urgent Primary Care Centres, walk-in clinics, community pharmacies, and provincial and local virtual care services.
- Ensuring access to culturally safe primary care and mental health and substance use services for people living in rural, remote, and Indigenous communities throughout our province, as well as across urban and metro communities. Ensuring FNHA on-reserve services are effectively linked to Primary Care Networks, Consolidated Local Health Areas, and regional and provincial health services.
- Working with Primary Care Networks (PCNs) and their community-based primary care providers and associations across your consolidated local health areas (CLHAs) to provide access to a basket of comprehensive primary and specialized community care services to patients that are integrated, well-coordinated and based on patient and community population health needs linked with the broader health care system. Within the broader basket of comprehensive services, key areas of focus will be chronic disease management; mental health and substance use care; and, working with Perinatal Services BC and the Ministry to implement initiatives aligned with the Maternity Services Strategy including those to sustain, stabilize, and where appropriate, expand access to team-based maternity services, including low risk maternity care across the province as part of PCN based services.

## **2. Adults and Seniors with Complex Care Needs and/or Frailty**

In collaboration with the Ministry and other health authorities, continue to improve care for adults with complex care needs and/or frailty, including seniors, through the implementation of specialized community service programs at the CLHA level. Key areas of focus will be:

- Working with community-based not-for-profit programs at the CLHA level focused on providing access to physical activity, nutrition, social support, and recreation; with a focus on providing opportunities for more vulnerable individuals to participate in healthy and active aging.
- Providing access to community nursing and affordable home health supports (Activities of Daily Living & Instrumental Activities of Daily Living (ADLs and IADLs)) including increased use of home health technologies and early identification and intervention to reverse signs of frailty (AVOID Frailty) to support individuals to live independently for as long as possible at home. This also includes ensuring responsive caregiver supports through client access to adult day programs and respite services.
- Continue to strengthen the quality and access to assisted living and long-term care services to ensure people-centred, dignified, and culturally safe care built on refreshed quality, accountability, and funding frameworks. Continue to eliminate multi-bed rooms in health authority-owned long-term care facilities, giving seniors more dignity and quality of life. Actively explore the development of alternate assisted living, long-term care, and other social housing models for rural communities.
- Continue to improve access to high-quality palliative care, including community-based home and hospice palliative care.

## **3. Mental Health and Substance Use**

You will work in collaboration with the Ministry and the MMHA, to continue to improve inter-disciplinary team-based care for patients accessing mental health and substance use services through primary care and specialized community service programs at the CLHA level. Key areas of focus will be:

- Improve access to integrated substance use treatment and recovery care, increasing the number of available beds for adults and youth, enabling timely access to treatment and withdrawal management beds, implementing a new provincial model for integrated addictions care, including wrap around supports, virtual care, and aftercare services (Road to Recovery and Recovery Community Centres), and participating in the Provincial Addiction Recovery, Treatment and Support Network.

- Improve access, integration, and the coordination of mental health and substance use care by mapping services against the core services model for mental health and substance use, addressing gaps and enabling single point of referral and care coordination at the community level. PCN and CLHA Specialized Community Service Program level; as well as through a Tiers of Service structure built from local PCN, CLHA, regional, and provincial levels with clear patient pathways, seamless and integrated health care with effective linkages to social sector services across these tiers. This includes participating in the establishment of a provincial mental health and substance use patient registry along with taking definitive actions to improve the scope, quality, integration, access and timeliness of mental health and substance use data.
- Enhance quality and safety of substance use treatment and recovery bed-based services by strengthening oversight and accountability. This includes enhancing monitoring and evaluation of both health authority delivered and contracted services to ensure the delivery of evidence-based care and monitoring and measuring outcomes.
- Work with the Ministry, the MMHA and Indigenous partners to support Indigenous-led solutions to improve culturally safe services grounded in traditional practices.
- Working with the MMHA and the Ministry of Children and Family Development, continue to support access to the full spectrum of mental health and substance use care for children, youth, and young adults, through evidence-based services that are founded in best practice. This includes integration of services across primary, acute and community care, building on existing supports to further meet demand, establishing new services where none currently exist to provide wrap around care, and integrating key supports across the network of care, including through Integrated Child and Youth Teams and Foundry.
- Continue to address the needs of people experiencing homelessness by implementing initiatives under the Provincial Homelessness Plan, including complex care housing, supported rent supplement program, and supports to those living in encampments.
- Support implementation of initiatives under the provincial Safer Communities Action Plan, including expansion of both civilian-led and health/police partnership mental health crisis response teams.
- Taking into account the unanimous recommendations of the Select Standing Committee on Health, and with the support of the MMHA, accelerate and improve the response to the ongoing illicit drug toxicity crisis across the full continuum of care – prevention, harm reduction, safe supply, treatment, and recovery.



Meaningfully engage people who use drugs to inform your response and target supports for those most at risk. Implement a full suite of harm reduction supports and overdose prevention services in community, primary care, and acute care settings. The priority actions include introducing and expanding overdose prevention services including inhalation services, adapting Prescribed Safer Supply based on the revised clinical guidance, and expanding medication-assisted treatment such as opioid agonist treatment, and continuing drug checking, with all actions linked to the appropriate referral to treatment and to support individuals on the road to recovery.

- Continue to support the implementation of the three-year exemption under the Controlled Drugs and Substances Act to remove criminal penalties for people who possess a small amount of certain illicit substances for personal use.
- Continue to support NPs to assess patients for involuntary admissions under the Mental Health Act and enable the implementation of the recommendations of the provincial Ombudsperson Report: “Committed to Change: Protecting the rights of Involuntary Patients under the Mental Health Act.”

#### **4. Cancer Care**

In collaboration with the Ministry, other regional health authorities and PHSA/BC Cancer improve access to equitable cancer care services for British Columbians, including services in rural and remote areas. Key focus areas are:

- Support the establishment of an integrated and well-coordinated team-based cancer care system that builds from the CLHA level linked to PCNs through to regional and provincial cancer care services.
- Support further development of the Community Oncology Network using a tiers of service approach to planning with PHSA and physician partners.
- Support the implementation of the 10-year cancer action plan with specific focus in 2023/24 to 2025/26 on:
  - Prevention and early detection of cancer through effective and expanded screening programs and consultations; and
  - Timely access to cancer treatments by optimizing clinical pathways and expanding diagnostic and treatment services.

#### **5. Ambulance Services**

In collaboration with the Ministry, PHSA and BCEHS, support effective linkages between ambulance and regional hospital care services that reduce wait times for patients and strengthen initiatives to transition patients out of hospital quickly and prevent unnecessary visits.

## 6. Hospital Services

In collaboration with the Ministry, and where appropriate, PHSA's linked provincial clinical program or Health Improvement Networks, strengthen hospital emergency department and inpatient services to ensure capacity to meet current and potential surge demand. Key areas of focus are:

- Increase base inpatient bed capacity and establish refreshed surge bed capacity in advance of the fall respiratory illness season.
- Improve patient flow efficiencies across hospitals to increase capacity and access through effective planning, active inpatient bed management, and monitoring. This includes ensuring emergency departments and acute in-patient services have adequate capacity to provide timely, safe, and effective patient care.
- In addition, further reduce acute care demands through the implementation of responsive primary and community-based services.
- Advance quality of care through collaboration with Health Quality BC (formally BC Patient Safety and Quality Council) and through patient safety initiatives which focus on the reduction of hospital harms.

## 7. Surgical and Diagnostics

- Continue to make substantive progress in improving timely access and in reducing wait times for urgent and scheduled surgical and diagnostic services to meet clinical benchmarks.
- Complete collaborative work with the Ministry and PHSA to establish and implement a provincial office and to work towards service coordination for an effective and efficient provincial medical imaging system. Continue to reduce wait times for medically necessary medical imaging services by optimizing and increasing accessibility and to ensure timely and equitable access for all in BC. Actions towards this include increasing the total number of MRI and CT exams performed by expanding the total number of operating hours, adding new machines, and by effectively managing waitlists.
- Complete collaborative work with the Ministry and PHSA to implement a cross-sector provincial plan and service coordination for pathology and laboratory medicine. The plan will include a coordinated approach for evidence-informed laboratory services operational planning and clinical policy implementation, service monitoring and reporting, and budgeting processes, to ensure patients have timely access to high-quality, appropriate, and cost-effective laboratory services in all regions of BC. Specifically, ensure patients have access to timely, high-quality, and appropriate community and hospital clinical pathology, hemopathology, anatomical pathology and genomics services.

- Work with the Ministry and other partners, including the Doctors of BC, to refresh the provincial governance model for surgical services in BC, and build on the momentum of the surgical renewal actions working towards reducing surgical wait times to meet clinical benchmarks.

### **Health System Service and Operational Enablers**

As the Minister responsible for your Health Authority, I expect you to deliver the following actions linked to critical operational and performance enablers for the health system. These enablers require significant collaboration between the Ministry, the MMHA, the PHSA and other regional health authorities.

As the Board Chair, along with your Board, and working through your CEO and Executive, you will ensure that you focus on the following service and operational initiatives:

### **Refresh and Strengthen Population Health, Health Protection, Promotion and Prevention**

A strong and effective population and public health infrastructure is foundational to a sustainable health care system. You will:

- Work with the Ministry to complete and begin implementation of a refreshed provincial framework to strengthen the delivery of public health, health protection, promotion, and illness and injury prevention resources and services to promote population health and wellness and reduce long-term health system costs.
- Work in partnership with BC Centre for Disease Control to provide disease treatment, prevention, and consultation, along with diagnostic and treatment services to people with diseases of public health significance, with a focus on vulnerable communities.
- Work with the Ministry and the Provincial Health Officer to refresh and maintain the province's pandemic preparedness and resource plan and capacity, as well as continue with ongoing efforts to control the spread of COVID-19.
- Work with the Ministry, the MMHA, and other health authorities to address gaps in health care services experienced by women, trans, and non-binary people through the systematic application of a GBA+ analysis to improve specific health service gaps in providing reasonable access to care or quality of care concerns.

### **Provincial Clinical Policy**

- Actively participate in support of provincial clinical program and health improvement initiatives, ensuring equity and relevance for regional populations in provincial efforts.
- Collaborate with the Ministry and PHSA in creating a refreshed direction for provincial infection prevention and control, including the role of PICNet (provincial infection control network) in support of pandemic learning and pandemic readiness.

- Work with the Ministry and PHSA to establish and implement a province-wide approach to Tiers of Service to further support hospital services (outpatient and ambulatory) for patient populations across BC's vast geography.
- Collaborate to support the implementation and evaluation of the Lifetime Prevention Schedule.

### **Effective Health Human Resource Management**

Work collaboratively with the Ministry and the MMHA to implement the actions outlined in the Health Human Resources Strategy. A key priority will be actions focused on retaining, redesigning, recruiting, and training that provide support to enable the delivery of the health sector key strategies with the goal of creating balanced, healthy, safe, and vibrant health care settings. You will:

- Enhance focus on supporting and enabling a productive, efficient, and high functioning clinical service delivery, clinical operational management, and support through adequate levels of staffing and skill development.
- Rapidly develop and iteratively implement recruitment and retention strategies that quickly advance meeting the immediate needs in the province focused on Internationally Educated Health Professionals and ensuring BC is competitive with other jurisdictions.
- Continue to focus on creating healthy workplace environments that support the well-being of the health care workforce and are built on inspiring workplaces and positive culture and leadership. These actions will be implemented through consultation and engagement with other health authorities, professional associations, professional colleges, and health sector unions enabled through a ministry led cross sector Provincial Health and Human Resources Coordination Centre.
- Work collaboratively with the Ministry to fully implement the Workplace Violence Prevention Framework and Policy to protect the health and safety of health care workers and implement the *National Standard of Canada for Psychological Health and Safety in the Workplace*.
- Rethink training of several health professional groups to speed up training, advance job-readiness (this should include consideration of not using the usual PSI training models) and implement funded training "laddering" strategies to encourage retention. Begin meaningful implementation in 2023/24 and have a clear and sustainable path forward.
- Leverage data, and performance analysis, digital information management and information technology (IM/IT), and health technologies to support the health workforce in delivering service excellence.
- Work effectively and collaboratively with health unions and associations to implement agreements, address concerns, and advance opportunities.

## **Digital Health Strategy and Governance**

A Digital Health Strategy (DHS) has been developed to guide the digital transformation of British Columbia's health sector. To ensure digital and IM/IT investment and technology decisions align with the DHS, health authorities will:

- Support provincial coordination by proactively engaging with the provincial digital health team/governance prior to proceeding with digital health investment and new technology decisions.
- Participate in digital health governance with representation on provincial digital health committees.
- Support the implementation of key provincial initiatives including but not limited to:
  - A consistent patient experience for accessing health information and care virtually across the province;
  - Digitizing the medical imaging referral processes to optimize patient and provider experience and system efficiency;
  - Enabling an improved provider experience with streamlined access to provincially endorsed technology;
  - A coordinated approach to health system connectivity adhering to national and provincial standards; and
  - Implementation of shared technologies, such as clinical and business solutions.
- Working with the Doctors of BC, ensure alignment with best practice principles on clinician and physician engagement and change management approaches regarding digital health projects.
- Given the increasing threat of cybersecurity incidents, it is incumbent on all health authorities to ensure adequate cybersecurity preparedness. Health authorities will work with Provincial Digital Health to prepare, prevent, and respond to cybersecurity issues, adhere to best practices in security monitoring, establish business continuity plans, track IM/IT assets, and annually review cyber-security plans and budget requirements.

## **Business and Commercial Services Initiatives**

- Work with the Ministry to refresh and implement a detailed provincial plan for the effective delivery of business and commercial services at the regional and provincial levels.
- Ensure quality and scope of care are effective in meeting needs and achieving results through contracted providers, and by making them more accountable for the public funding they receive. In addition, audit or assess compliance of their contracted providers to Privacy and Security schedules in their contracts.

## **Operational Governance, Leadership, Policy, Funding, Performance Management and Monitoring, Reporting and Evaluation**

- Work with the Ministry and the MMHA to establish an effective accountability framework for the BC health system:
  - Create a health authority strategy management office to collaborate with the Ministry's health sector Strategy Management Office in planning, coordinating, and monitoring progress on the key strategic priorities and supporting actions on the enabling infrastructure of the health system.
  - Report progress on key strategic and operational priorities of the health system in keeping with Ministry direction.
  - Establish reporting dashboard in support of physician performance to enhance continuous improvement specific to hospital physicians, community based medical specialists and primary care physicians.
- Work collaboratively with the Ministry, the MMHA and other health authorities to develop and implement the Health Sector Data and Analytics Strategy including through collaborative approach to infrastructure development, and operational approaches and methodologies; supporting your organization to contribute data sets to the Health Data Platform for analytics and research, including hospital data, pharmaceutical data, mental health and substance use data, and clinical information system data to inform health care programs and services and to measure client and system outcomes.
- Ensure service providers delivering mental health and substance use services are effective in meeting quality and care standards and achieving results for clients, as well as ensuring contracted services are appropriately connected and integrated with health authority delivered services.
- Support innovation and partnerships focused on using new and effective approaches to generate better and more efficient outcomes in clinical and administrative practices for the long-term sustainability of our health system.
- Support health research endeavours and work with the Ministry's Strategic Innovation Division in a province-wide approach to streamlining and facilitating research processes with the goal of enhancing clinical trials and other research studies in support of life sciences and health advancement.
- Manage within your budget allocation to support fiscal sustainability and continuously improve productivity and efficiency while maintaining a strong focus on quality service attributes and health outcomes.
- Develop and implement an effective cost management and reporting system. Use the system to identify, implement and report on specific initiatives to improve productivity and efficiency while maintaining a strong focus on quality service attributes and health outcomes.

- Work collaboratively with the Ministry to implement an effective strategic management and reporting system using the Objectives/Key Results framework.

As the Board of a regional health authority, you will:

- Identify, implement, and report on initiatives to strengthen and improve your health authority performance management. Reporting through to the Board, you will provide regular reporting of organizational performance through to the Ministry and the MMHA, and through the health authority bi-lateral review process.
- Identify, implement, and report on initiatives to improve your own health authority governance practices.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

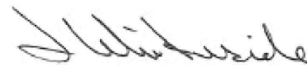
I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,




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Adrian Dix  
Minister of Health



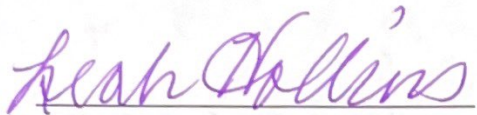

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Jennifer Whiteside  
Minister of Mental Health and Addictions

Date: August 16, 2023

Date: August 15, 2023

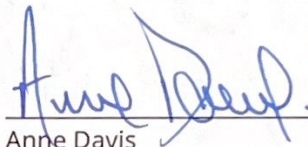
pc: Honourable David Eby, KC, Premier  
Shannon Salter, Deputy Minister to the Premier, Cabinet Secretary  
and Head of the BC Public Service  
Heather Wood, Deputy Minister and Secretary to Treasury Board,  
Ministry of Finance  
Mary Sue Maloughney, Associate Deputy Minister, Crown Agencies Secretariat,  
Ministry of Finance  
Stephen Brown, Deputy Minister, Ministry of Health  
Christine Massey, Deputy Minister, Ministry of Mental Health and Addictions  
Kathy MacNeil, President and Chief Executive Officer, Vancouver Island  
Health Authority  
Vancouver Island Health Authority Board Members



Leah Hollins  
Board Chair  
Vancouver Island Health Authority  
Date: Sept. 27, 2023



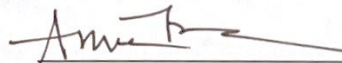
Diane Brennan  
Board Member  
Vancouver Island Health Authority  
Date: Sept. 27, 2023



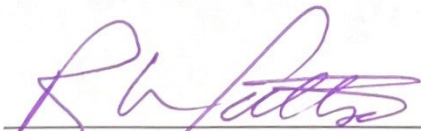
Anne Davis  
Board Member  
Vancouver Island Health Authority  
Date: Sept. 27, 2023



Andy Adams  
Board Member  
Vancouver Island Health Authority  
Date: Sept. 27, 2023



Anne McFarlane  
Board Member  
Vancouver Island Health Authority  
Date: Sept. 27, 2023



Ron Mattson  
Board Member  
Vancouver Island Health Authority  
Date: Sept. 27, 2023

**On leave**

Alana Nast  
Board Member  
Vancouver Island Health Authority  
Date:

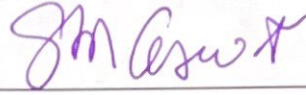
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Ron Rice  
Board Member  
Vancouver Island Health Authority  
Date: Sept. 27, 2023



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Shaune Casavant  
Board Member  
Vancouver Island Health Authority  
Date: Sept. 27, 2023