



July 26, 2021

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Ms. Leah Hollins  
Board Chair  
Vancouver Island Health Authority  
Via email: [islandHealthBoardofDirectors@viha.ca](mailto:islandHealthBoardofDirectors@viha.ca)

Dear Ms. Hollins:

LEAH

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require an understanding of both the individual and population health impacts, along with the health-care system impacts, from COVID-19 and integrating these learnings into our overarching health system strategy. In this environment, focused direction, strong alignment and ongoing engagement between public sector organizations and government is essential. It will require all health system partners, including health authorities - to adapt to changing circumstances as you find ways to deliver your services to citizens.

Throughout the past year of the COVID-19 pandemic, British Columbians took responsibility and action to protect themselves and those they care for and about. People showed their pride for the publicly funded health-care system, recognizing the incredible sacrifices – both professionally and personally – being made by health care teams across the province; sacrifices that will have impacts long after the pandemic ends. Focussed attention and action is required to ensure the health, well-being and sustainability of the health-care workforce for today and tomorrow.

This mandate letter, which I am sending in my capacity as Minister responsible for Health, on behalf of the Executive Council, communicates expectations for your organization, including expectations for initiatives led by the Minister of Mental Health and Addictions. It sets out overarching principles relevant to the entire public sector and provides specific direction about priorities and expectations for the coming fiscal year.

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I expect that the following five foundational principles will inform your health authority's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all health authorities are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** 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. All health authorities are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50 percent 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.
- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer (PHO) and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic and social recovery by investing in health care, getting people back to work,

helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social, human and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. This will include online training and information about provincial government initiatives to foster engaged and informed boards. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Board of a regional health authority you are accountable for ensuring your health authority delivers a full continuum of quality health services to meet the needs of the population within your geographic region. Actively using the *Health Sector Performance Management Framework to Drive Continuous Improvement and Innovation* will assist you in this task. The Framework sets out how an understanding of health needs at an individual and population level should inform service delivery design. This requires thinking through the development of effective operational supports (including health human resources; information management/technology; operational governance, leadership, management, and support to those delivering services) to achieve positive health outcomes for patients and populations. The *Framework* also provides the parameters for your data collection needs and is the basis for your monitoring, analysis, evaluation and reporting of how your regional health authority is performing.

### **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 of the mandated direction and priorities. You will work through your Chief Executive Officer and their Executive team who will execute and operationalize this direction. By working collaboratively with the Ministry of Health (the Ministry), the Ministry of Mental Health and Addictions (MMHA) and the other health authorities across the province, you will build an integrated and well-coordinated health system in B.C. that is aligned with government's direction and priorities for providing seamless, person-centred, quality health care services to meet the needs of B.C. residents. You will include the MMHA in this work because mental health and substance use care is an essential part of health services. In this context, you will ensure that the health services provided in your health region are gender based, culturally safe, trauma informed, and responsive to the needs of your population and patients.

As the Board of a Health Authority and in the context of the *Declaration on the Rights of Indigenous Peoples Act* and Calls to Action of the Truth and Reconciliation Commission, you will also 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 directly with Nations and communities to ensure a high quality,

culturally safe, integrated, and well-coordinated system of care for Indigenous Peoples in B.C., which is free of racism. Specifically, you will work with the FNHA, MNBC, BCAAFC Boards and Indigenous partners to:

- Ensure your health authority supports and actively engages with the Ministry and takes specific actions in implementing the recommendations from *In Plain Sight: Addressing Indigenous-specific Racism and Discrimination in B.C. Health Care* (2020).
- Ensure your health authority works in collaboration and partnership with Indigenous governing bodies in service planning and delivery activities, including the health authority's Indigenous Health Plan, and FNHA's Summary Service Plan, and implement priority actions to support the achievement of measures, goals, and objectives articulated in: the *Tripartite First Nations Health Plan*, *BC Tripartite Framework Agreement on First Nation Health Governance*, *Métis Nation Relationship Accord II*, Ministry-FNHA Letter of Mutual Accountability, First Nations' Regional Health and Wellness Plans, and Regional Partnership Accords.
- Ensure your health authority participates in planning cross-sectoral work to support the social determinants of health approach to mental health and wellness in First Nations communities, pursuant to the commitment in the *Memorandum of Understanding - Tripartite Partnership to Improve Mental Health and Wellness Services and Achieve Progress on the Determinants of Health and Wellness* (July 2018).
- Ensure your health authority prioritizes key initiatives and collaborates with key partners to embed cultural safety and humility in the design and delivery of quality health services and in the health authority workplace and culture, as set out in the *Declaration of Commitment on Cultural Safety and Humility in Health Services Delivery for First Nations and Aboriginal People in BC* (July 2015).

As the Board of a Health Authority you will work collaboratively with the Ministry, MMHA and the other health authorities across the province to build out an effective, efficient, and integrated provincial health system infrastructure for clinical policy, commercial services, and digital and information technology services.

### **Health System Focus and Priorities 2021/2022**

As the Minister responsible for your Health Authority, I expect that you will make substantive progress on the following priorities, and reflect these priorities in your 2021/22 Service Plan.

Overarching goals are to:

- Support and continue to build a strong publicly funded health care system that provides timely, responsive, and stable quality care meeting the needs of a diverse patient population of B.C.

- Work with clinicians and service programs 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 and are full partners in their own health care. Effectively address patient concerns, including working closely with the Ministry's Patients as Partners Initiative, the BC Patient Safety & Quality Council, and Patient Care Quality Review Offices and Review Boards.
- Engage and effectively support the health and well-being of your health workforce; continually improve how you develop and manage the way human effort is mobilized and organized across your organization to support healing and wellness; and encourage passion, creativity, initiative, collaboration and effort to provide high quality care to patients. Leverage data, and performance analysis, IM/IT, and health technologies to support your health workforce in delivering service excellence and ensuring individual and workforce sustainability.
- Support your organizational leaders to focus on supporting the health and wellness of individuals across your organization and energize them to bring out the best within your workforce to provide the best care for patients. Engage *with* people across your organization to listen with intention, seek out their ideas and concerns, and involve them in implementing solutions. Work effectively and collaboratively with health unions and associations to implement agreement, address concerns, and advance opportunities. Think through how to continually strengthen links between people and performance in humanly sustainable ways.
- Manage within your budget allocation; implement effective cost management and reporting processes; continuously improve productivity and efficiency while maintaining a strong focus on quality service attributes and health outcomes.

More specifically, working closely with the Ministry Executive, I expect you to focus your efforts on achieving the following goals for the health sector:

### **1. Responding and Recovering from the COVID-19 Pandemic**

The year 2020/21 has been unprecedented and challenging in addressing the COVID-19 pandemic. This challenge will continue to dominate our attention through the first half of the new mandate period.

The ongoing response to the COVID-19 pandemic will be a major focus for you over the first six months of this mandate. You will need to continue to manage our response to the virus, continue to sustain our health care teams while actively supporting them to recover, recharge, and heal; and ensure the delivery of an effective province-wide vaccination program while making every effort to maintain the delivery of our health care services.

The first six months is also the time to incrementally start to focus on planning for the reengagement and renewal of our health system to ensure it is stronger and more robust in light of learnings from our pandemic experience both in terms of our strengths as well as opportunities for improvement to better meet the health needs of B.C. communities and residents, and the health-care teams that support our people and communities. As a Board Chair along with your board members, you will work with me as Minister, the Minister of Mental Health and Addictions, and the Ministry of Health and MMHA leadership teams to initiate a reengagement with our health system teams to renew and strengthen our health system services, our health human asset capabilities and potential, and our health system infrastructure.

## **2. Responding to the Ongoing Illicit Drug Toxicity Crisis**

Since April 2016, B.C. has been in a public health emergency due to illicit drug toxicity, with over 7,300 overdose deaths over the past five years. The intersection of this ongoing overdose crisis and the COVID-19 pandemic in 2020 and early 2021 further disrupted the illicit drug supply and substance use service responses, leading to a resurgence of morbidity and mortality from toxic drugs. In particular, First Nations communities have been disproportionately impacted, with an illicit drug mortality rate in 2020 that was over five times greater than that of other BC residents.

As a Board Chair along with your board members, you will work with the Minister of Mental Health and Addictions and the Minister of Health, along with MMHA and MoH leadership teams to improve the health system response to the illicit drug toxicity crisis, which require sustained contributions from public health, mental health and substance use, acute care and primary care. Stigma against people who use drugs is a significant barrier to engagement and retention in care, so ongoing efforts are required to ensure that stigmatizing attitudes and perceptions within the health system are challenged and overcome, helping to save lives and improve pathways to wellness.

## **3. Health Sector Strategic Priorities**

These are major health service areas critical to both the quality and sustainability of the B.C. health system that require significant repositioning in how services or key parts of the health system infrastructure are designed or delivered. There should be no more than five to seven of these at any point in time. These require a significant amount of planning and collaboration across multiple parts of the Ministry, MMHA, FNHA, health authorities, and the broader health sector. The scoping of any project will take up to 3-4 years, aligned with the government's mandate.

Starting in the first half of the fiscal year, but with a strong focus from September onward:

- In collaboration with the Ministry, continue to implement integrated team-based **Primary Care** Networks as set out in policy and a refreshed three-year Ministry plan through supporting the establishment of more Urgent and Primary Care Centres, full-service primary care clinics/patient medical homes, and community health centres, including First Nations-led primary care clinics, to provide better access to appropriate care and services from physicians, nurse practitioners, midwives, pharmacists, mental health and substance use care providers, and other health professionals.

Building on the learnings and successes of the COVID-19 response, you will leverage both virtual tools and other technologies to enhance quality of care, including patient access and experience, and staff/team efficiency.

As well, you will work in collaboration with local divisions of family practice, community-based primary care providers and their associations across your community health service areas to provide integrated and well-coordinated care to patients. This will provide access to a basket of comprehensive primary care services based on patient and community population health needs.

- In collaboration with the Ministry, continue to improve care for **Seniors** with complex medical conditions and/or frailty (including dementia) by developing well-coordinated and integrated, team- and community-based health services, and by ensuring those services improve access, are well-planned, and are well-coordinated to better meet these seniors' needs as set out in policy and a refreshed three-year Ministry plan.

Key areas of focus will be: to improve and expand access to publicly funded home care and help with daily living, through home support from a stable team of care aides and community-based professional services; and to improve access and the quality of caregiver support, including client access to adult day programs and respite services. Building on the learnings and successes of the COVID-19 response, you will leverage both virtual tools and other technologies to enhance quality of care, including patient access and experience, and staff/team efficiency. Underlying these focus areas is the goal that people can stay in their own homes for as long as safely possible. You will continue to enable an increased range of supports to clients in assisted living. In addition, you will continue improving access to high-quality palliative care, including community-based home and hospice palliative care.

You will also work closely with the Ministry and community partners to improve and strengthen long-term care services to ensure seniors receive dignified and safe, high-quality care. You will work with the Ministry toward eliminating multi-bed rooms in health authority-owned long-term care facilities, giving seniors more dignity and quality of life. You will work with the Ministry to support delivery of better care to seniors by private operators of long-term care homes through development of a provincially standard funding model and quality framework for long-term care. In addition, as you plan for the replacement of health authority owned long term care facilities within the approved capital plan, you will reduce the number of duplicate rooms in the new facilities. You will work closely with the Ministry and contracted operators to implement the Health Career Access Program to support the training of additional care aides. Additionally, you will work with the Ministry in ensuring oversight and support of contracted providers, and by making them more accountable for the public funding they receive.

- The expectations for mental health and addictions have been developed with the Minister of Mental Health and Addictions. You will work in collaboration with the Ministry and MMHA, to continue to improve team-based care for patients accessing **Mental Health and Substance Use Services** through primary care and specialized services, and by ensuring improved access and care coordination across services through interdisciplinary teams. These objectives can better meet the needs of clients and their families as set out in policy and a refreshed three-year Ministry plan. Building on the learnings and successes of the COVID-19 response, you will leverage both virtual tools and other technologies to enhance quality of care, including patient access and experience, and staff/team efficiency.

With the Ministry and MMHA, continue to support the implementation of [\*Pathway to Hope\*](#) in 2021/22, focusing on early prevention, improving service access and quality, child and youth mental health services, and mental wellness in Indigenous communities. Key areas of activity include implementation of Integrated Child & Youth teams, of new youth and adult substance use services and participation in the development of an adult substance use framework.

A continuing priority is your work with MMHA on B.C.'s comprehensive response to the overdose public health emergency and the increasingly toxic drug supply. This includes implementation of MMHA's Prescribed Safer Supply Policy.

Working with the Ministry, MMHA and the Ministry Responsible for Housing, support the development of a supportive housing policy and service framework, to address the needs of people experiencing homelessness, including those living in encampments and those with more complex needs who are not being served by supportive housing.

- Continue to make substantive progress in improving timely access and in reducing wait times for scheduled surgeries and medical imaging (e.g. MRIs), building on the 2020/21 base through the commitment to **Surgical Renewal**. This includes continuing advancement of surgical services and increasing volumes, specifically for urgent surgeries and long-waiting cases in B.C., while maintaining quality as set out in policy and a refreshed three-year Ministry plan. In addition, seek to further reduce wait times by optimizing surgical and diagnostic space and teams and by adding MRI scanners where they are needed most, so that B.C. can keep pace with the demand for new surgeries and diagnostic scans.
- Work collaboratively with the Ministry to implement a comprehensive **Health Human Resources Strategy**, including incremental initiatives to strengthen recruitment and health human resource management systems, and to better meet patient and population health service needs linked to a refreshed three-year health human asset plan (2021/22 – 2023/24). This will include expanding training in all fields of health care and improving B.C.'s credential recognition process and licensing so that people trained in other countries can more quickly and easily provide their skills and knowledge to British Columbians.



The strategy will be supported by data and performance analysis and an integrated and effective **Digital IM/IT and Health Technology Infrastructure** as set out in policy and a refreshed three-year Ministry plan. In developing and implementing the plan, you will align with Bill 47, the [\*Health Sector Statutes Repeal Act\*](#), and work closely with the Ministry to ensure health authority service changes and practices provide stability and respect for workers, as well as continuity of care for patients and clients.

- **Innovation and partnerships** focused on using new and effective approaches to generate better and more efficient outcomes in clinical and administrative practices are critical for the long-term sustainability of our publicly funded health system. This requires a system-wide approach to enabling an environment conducive to innovative ways of thinking and acting. As a Board Chair along with your board members, you will work with me as Minister and the Ministry's Innovation Hub to embed an approach that encourages innovation and new thinking. This includes actively identifying and cultivating public and private partnerships in the publicly funded system; designing and building the right enabling infrastructure, including the Health Data Platform and evaluation, to inform and drive innovation across regions; and establishing collaborative mechanisms to fuel innovation through policy models and incentive levers, as set out in a new three-year Ministry plan.

#### **4. Regional Health Service Improvement Initiatives**

Initiatives to improve the performance of specific existing health services are prioritized incrementally improvement efforts across the health sector at the regional and/or local level. These are identified on an annual basis through an assessment using the *Health Sector Performance Management Framework for the B.C. Health System*. There should be no more than three to five initiatives involving collaboration between the Ministry and regional health sector counterparts over the fiscal year. The Assistant Deputy Minister (ADM) and/or health authority Executive Health Service Lead will determine whether the initiative is completed over a 3, 6, or 9-month period depending on scope and size.

As the Board of a regional health authority, you will ensure that you work with the Ministry to focus on the following areas for health service improvement:

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

- 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 with the Ministry and the PHO to refresh and maintain the province's pandemic preparedness and resource plan, including health human resources plan, with state-of-the-art testing, contact tracing, infection prevention and control, and hospital management procedures, along with supporting budgeting, technology, resources and supplies in place on a standby basis.

### **Primary and Community Care**

- Work with Perinatal Services BC and the Ministry to sustain, stabilize, and where appropriate, expand access to team-based maternity services, including low risk maternity care across the province, including a focus on quality, and leading work to establish the provincial model.
- Collaborate with the Provincial Health Services Authority (PHSA) provincial clinical policy coordination portfolio to implement an integrated and well-coordinated local, regional, and provincial network of chronic pain management services.

### **Diagnostic, Laboratory and Pharmaceutical Services**

- Work collaboratively with the Ministry and PHSA to establish and implement a cross-sector provincial plan and service coordination for diagnostic imaging (2021/22 – 2023/24).
- Work collaboratively with the Ministry and PHSA to implement a cross-sector provincial plan and service coordination for pathology and laboratory medicine (2021/22 – 2023/24). 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.
- Work collaboratively with the Ministry and PHSA to improve pharmacy services and access through increased cross-sector planning and coordination of pharmacy services based on building and implementing a coordinated approach for evidence-informed medicine review, listing, planning, and budgeting processes. This will help to ensure patients have timely access to high-quality, appropriate, and cost-effective pharmaceutical therapies and services.

### **Hospital Services**

- Work collaboratively with the Ministry, the FNHA and BC Emergency Health Services to ensure that the rural and First Nations communities' Emergency Service Transportation and Patient Support Framework is fully implemented and maintained. Services are to be embedded as an ongoing part of the health system by the end of 2021/22.
- Work collaboratively with the Ministry to identify and implement targeted initiatives that improve quality and modernize hospital services to better meet population needs. Ensure sufficient clinical management monitoring, oversight, analysis, and follow-up action, as well as reporting to the Board and the Ministry on improvements made within the fiscal year.

- Provide oversight to the Post-COVID-19 inter-disciplinary COVID Care Network (PC-ICCN), through collaborative efforts with regional partners and academic partners, as a time-limited Health Improvement Network.

#### **Provincial Clinical Services**

- Assess, identify, and implement improvements for effective patient referral pathways and service linkages among regional health services, provincial specialized services, and PHSA programs.

### **5. Operational Management Initiatives**

Initiatives to improve the performance of specific existing operational management services are prioritized incremental improvement efforts across the health sector, at the regional, and/or local level, identified on an annual basis through an assessment using the *Health Sector Performance Management Framework for the B.C. Health System*. These require collaboration between the Ministry and its counterparts in the regional health sector. These should be scheduled over the fiscal year with no more than three to five of these at any point in time. The ADM and/or health authority Executive Health Service Lead will determine whether the initiative will be completed over a 3, 6, 9- month period depending on its scope and size.

As the Board of a regional health authority you will ensure that you focus on following through on these operational management initiatives:

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

- Work collaboratively with the Ministry to assess and strengthen service contracting to ensure all contracted services provide stable, consistent, high-quality care for patients. Key areas of focus in 2021/22 will be: collaborative development and implementation of a refreshed long-term care contract and funding framework and where possible and appropriate, transitioning housekeeping and dietary hospital workers back into the publicly delivered health care system.
- 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](#).

#### **Digital/Information Management and Information Technology and Infrastructure Initiatives**

- Work with the Ministry to finalize what should be key outcomes and strategies for the next 1, 3, 5, and 7 years, including biomedical and health information services linked to the development of a multi-year investment strategy.

- Work with the Ministry to create provincial information management and cybersecurity policies, guidelines, and standards. Implement these sector policies, guidelines, and standards, including ensuring alignment at a local level.
- Work with the Ministry to ensure a provincially coordinated approach for project approvals moving forward, ensuring that projects align with the approved provincial priorities and strategies plan, including requirements for quality business cases, a project management structure, implementation plan, budget, and reporting requirements, through to health authority boards and the Ministry.

### **Commercial Services Initiatives**

- Work with the Ministry to refresh and implement a paced and detailed provincial plan for the effective delivery of commercial services at the regional and provincial levels.

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

- Work with the Ministry to incrementally 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 with the Ministry to develop and implement a standardized, semi-annual assessment of the B.C. Health System based on the Performance Management Framework.
- Collaborate with the Ministry and other B.C. health authorities to make more data sets available to the Health Data Platform.
- Support initiatives underway to increase the use of research evidence in your operational policy, planning, and practice, including the Health Data Platform, the Strategy for Patient-Oriented Research Support Unit, the Academic Health Sciences Network and the Ministry's [Putting Our Minds Together: Research and Knowledge Management Strategy](#).

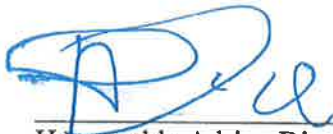
As the Board of a regional health authority you will:

- 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 health authority bi-lateral review process.
- Identify, implement, and report on initiatives to improve your own health authority governance practices.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



Honourable Adrian Dix  
Minister of Health

Date: July 26, 2021

cc: Honourable John Horgan, Premier  
Lori Wanamaker, 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  
Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat  
Dr. Stephen Brown, Deputy Minister, Ministry of Health  
Sheila Malcolmson, Minister of Mental Health & Addictions  
Christine Massey, Deputy Minister of Mental Health & Addictions  
Anne Davis, Board Member, Vancouver Island Health Authority  
Ron Mattson, Board Member, Vancouver Island Health Authority  
Anne McFarlane, Board Member, Vancouver Island Health Authority  
Claire Moglove, Board Member, Vancouver Island Health Authority  
Alana Nast, Board Member, Vancouver Island Health Authority  
M.J. Whitemarsh, Board Member, Vancouver Island Health Authority  
Shaunee Casavant, Board Member, Vancouver Island Health Authority  
Ron Rice, Board Member, Vancouver Island Health Authority  
Margaret Brennan, Board Member, Vancouver Island Health Authority  
Kathy MacNeil, President and Chief Executive Officer,  
Vancouver Island Health Authority



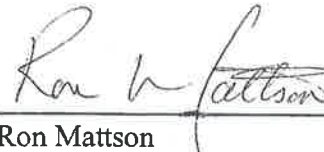
Leah Hollins  
Board Chair  
Vancouver Island Health Authority



Shaunee Casavant  
Board Member  
Vancouver Island Health Authority



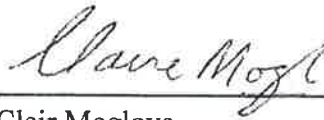
Anne Davis  
Board Member  
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Ron Mattson  
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Anne McFarlane  
Board Member  
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Clair Moglove  
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M.J. Whitemarsh  
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Ron Rice  
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Margaret Brennan  
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