

## 2017/2018 FNHA SUMMARY SERVICE PLAN

An Operational Plan for the Fiscal Year 2017/2018



First Nations Health Authority  
Health through wellness



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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**First Nations Health Authority**  
Health through wellness

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# EXECUTIVE SUMMARY



We are pleased to share our First Nations Health Authority (FNHA) Summary Service Plan for 2017/2018, which articulates a specific set of key priorities for the year, building from our ongoing long-term goals, outcome statements, objectives and strategies. This plan marks our second year into our five-year health plan. The development and implementation of our Summary Service Plan has been, and will be, guided by our Vision, Seven Directives, Shared Values and the First Nations Perspective on Health and Wellness - supporting the FNHA to be grounded in First Nations knowledge and teachings, and aligning our work with the consensus leadership expressed by our communities.

The work of the organization has focused on advancing the health and wellness philosophy of the organization; strengthening services and operations; stabilizing and evolving the organization, including aligning functions associated with service delivery, operations and medical expertise, and aligning with the five regions; and nurturing partnerships with First Nations, government and health system partners.

Into the next year, the FNHA is continuing to take steps to ensure that First Nations receive culturally safe and quality care. As we continue to pursue excellence, important milestones will include implementing an FNHA Quality Agenda and establishing an FNHA Evaluation Framework.

This work continues through the next stage of the journey as the FNHA pursues four key goals designed to continue to advance our journey toward our Shared Vision:

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

“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 a 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.”

SHARED VISION  
OF THE FNHA, FIRST NATIONS HEALTH COUNCIL  
(FNHC) AND FIRST NATIONS HEALTH DIRECTORS  
ASSOCIATION (FNHDA)

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

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** and **ANNUAL KEY PRIORITIES** are identified for our objectives. Strategies describe the specific mechanisms and processes by which each objective will be achieved. Similarly our annual key priorities describe particular core areas of focus for the coming fiscal year.

**PERFORMANCE MEASURES** are quantitative and qualitative measures used to signal organizational progress toward our goals over the next five years.

**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.

# THE STORY BEHIND OUR PLAN

Since time immemorial, healthy, self-determining and vibrant First Nations individuals, families and communities thrived throughout what is now known as British Columbia. A common thread across these diverse First Nations cultures was, and is, a holistic 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, exercising their authorities collectively to establish a health governance structure and standards, and to mandate that governance structure to strategically advance BC First Nations health and wellness philosophies, interests and priorities.

THE FNHC, FNHDA AND FNHA  
CONDUCT THEIR EFFORTS WITH ONE  
ANOTHER IN ACCORDANCE WITH THE  
SHARED VALUES:

RESPECT

DISCIPLINE

RELATIONSHIPS

CULTURE

EXCELLENCE

FAIRNESS



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

The FNHA is a first-of-its-kind First Nations organization created by and for BC First Nations. The approaches of the FNHA 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 reclaiming “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.

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

1

COMMUNITY-DRIVEN,  
NATION-BASED

2

INCREASE FIRST NATIONS  
DECISION-MAKING  
AND CONTROL

3

IMPROVE SERVICES

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.

THE 2015 TRUTH AND RECONCILIATION COMMISSION (TRC) OF CANADA FINAL REPORT INCLUDES 94 RECOMMENDED CALLS TO ACTION TO BE TAKEN BY CANADA IN ADVANCING RECONCILIATION. SEVERAL OF THESE CALLS TO ACTION ARE HEALTH AND WELLNESS RELATED AND CREATE AN OPPORTUNITY FOR THE FNHA TO CONTRIBUTE TO THE NATIONAL PROCESS OF RECONCILIATION THROUGH ADVANCING OUR PARTNERSHIPS AND INITIATIVES.

4

FOSTER MEANINGFUL  
COLLABORATION  
AND PARTNERSHIP

5

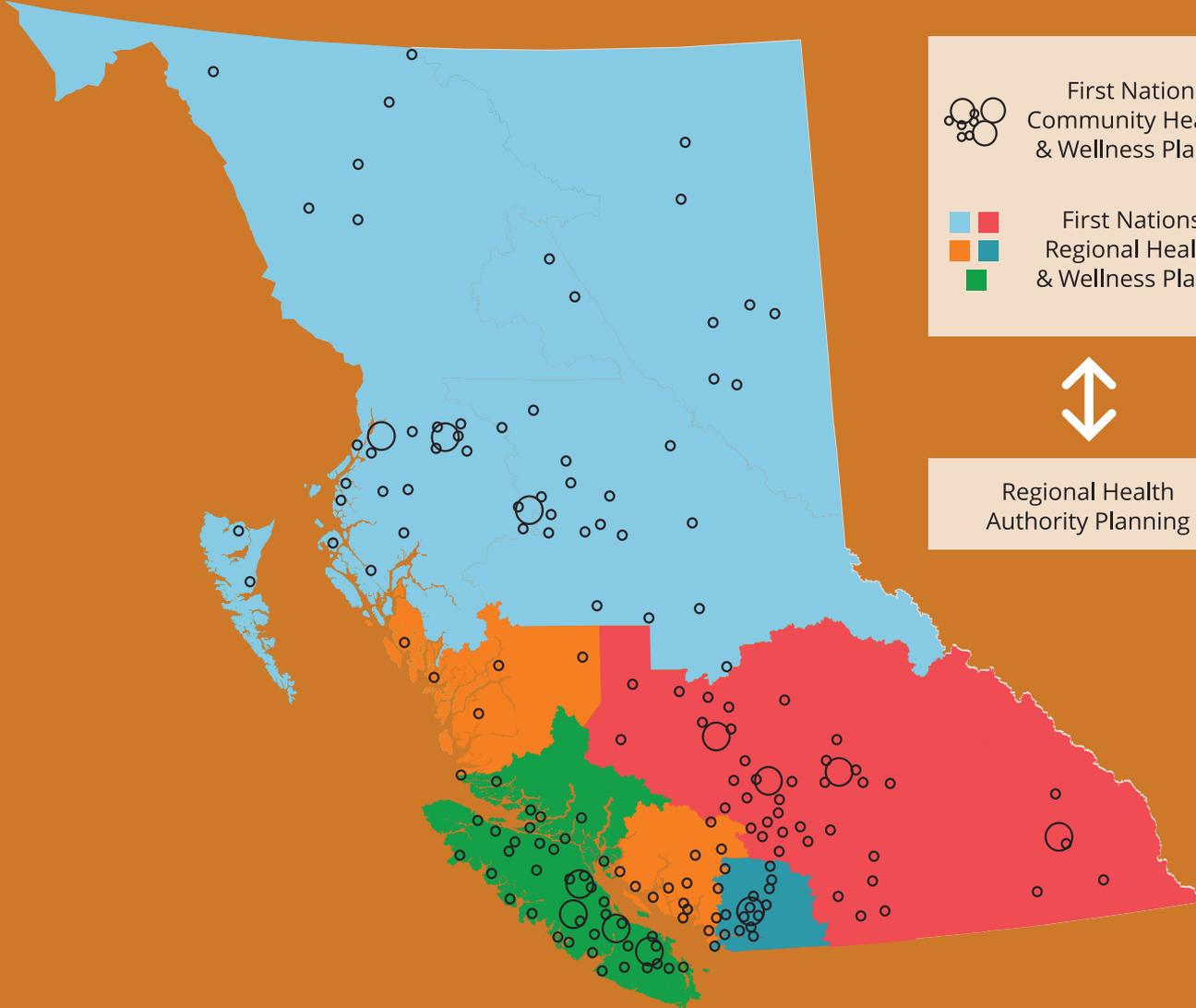
DEVELOP HUMAN  
AND ECONOMIC  
CAPACITY

6

BE WITHOUT  
PREJUDICE TO FIRST  
NATIONS INTERESTS

7

FUNCTION AT A  
HIGH OPERATIONAL  
STANDARD




 First Nations  
Community Health  
& Wellness Plans


 First Nations  
Regional Health  
& Wellness Plans

FNHA  
Multi-Year  
Health Plan

FNHDA  
Strategic Plan

FNHC  
Strategic Plan



Regional Health  
Authority Planning

Tripartite Planning



# FNHA PLANNING APPROACH

The FNHA is utilizing a from-the-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 support one another and are complementary to and consistent with the 7 Directives, 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 the planning approach within the new First Nations health governance structure. Community Health and Wellness Plans will inform Regional Health and Wellness Plans, which in turn inform the FNHA's and other entities' plans.



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.

# FNHA STRUCTURE

The Board of Directors includes members nominated by First Nations in our five regions as well as members at large. The Board continues to collectively work and make decisions for the benefit of all BC First Nations, regardless of residence. At the same time, the structure makes space for regional and other relevant experiences and perspectives. The appointments to the FNHA Board of Directors are made by the members of the FNHA.

Board members include: Lydia Hwitsum (Chair), Jason Calla (Secretary Treasurer), Marion Colleen Erickson (Vice Chairperson), Helen Joe, Dr. Elizabeth Whynot, Jim Morrison, Norman Thompson, David Goldsmith and Graham Whitmarsh.

# OUR PLAN FOR 2017/2018

This Summary Service Plan marks a new chapter for the FNHA – one in which we articulate a set of five-year goals, outcome statements, objectives and a set of specific strategies and priorities for 2017/2018.

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.

1

2

3

4

## 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 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. The principle of reciprocal accountability acknowledges that BC First Nations collectively own our parts of the First Nations health governance structure and are therefore together responsible for resolving concerns and issues, making key decisions and celebrating our 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   | ANNUAL KEY PRIORITIES  |
|---|--|--|
| <p><b>1.1 Strengthen regional decision-making approaches.</b></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>   | <ul style="list-style-type: none"> <li>• Implement an Engagement Plan considering community, sub-regional and regional engagement levels.</li> </ul>   |
| <p><b>1.2 Collaborate with the FNHC and the FNHDA to achieve our Shared Vision.</b></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><b>1.3 Partner with federal and provincial governments to implement the tripartite health plan and agreements.</b></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> | <ul style="list-style-type: none"> <li>• Work with regional health authorities and First Nations to identify priorities for those living away from home.</li> <li>• Advance the Truth and Reconciliation Commission Calls to Action that are health and wellness related through FNHA initiatives and partnerships.</li> </ul> |

## 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. 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 % planned FNHC/FNHDA/FNHA partnership activities on target; and
- **GOVERNANCE PARTNERSHIP EFFECTIVENESS** by measuring: % planned tripartite and bilateral partnership activities completed and % planned 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 THEIR 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 holistic view of well-being in which the health and wellness journeys of individual human beings are owned by those self-determining individuals. Importantly, it also reflects the values of First Nations people by representing the four dimensions of wellness – physical, mental, emotional and spiritual health – and acknowledges that we are influenced by external factors such as our families and communities, our environments and the social determinants of health. As an organization, we breathe life into this Perspective 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. Providers and health care systems need to understand how First Nations see their own health and wellness in order to provide appropriate care to First Nations. By embedding this philosophy throughout the health system and supporting the integration of traditional knowledge and

approaches within mainstream health care, there will be improved cultural safety and humility across the health system and a repositioning of the current sickness-treatment system into one that supports wellness.

We partner with communities and individuals on their health and wellness journeys, recognizing that individuals and families are the active decision-makers in their own well-being. It is our role to provide support for these journeys through providing expertise, resources and initiatives. This includes broader areas of support and investment, such as traditional and alternative medicine and healing; recreation 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 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  | ANNUAL KEY PRIORITIES   |
|--|---|---|
| <p><b>2.1</b> 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><b>2.1.1</b> 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><b>2.1.2</b> Promote cultural safety and humility throughout the health system.</p> <p><b>2.1.3</b> 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> | <ul style="list-style-type: none"> <li>• Develop an Indigenous Cancer Strategy.</li> <li>• Implement FNHA Declaration on Cultural Safety and Humility commitments and support culturally safe opportunities for storytelling.</li> </ul>                          |
| <p><b>2.2</b> Partner with First Nations individuals, families and communities in their health and wellness journeys.</p>  | <p><b>2.2.1</b> Foster a health through wellness movement amongst 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><b>2.2.2</b> Share health and wellness stories and profile wellness champions.</p> <p><b>2.2.3</b> Support lateral kindness initiatives.</p>  | <ul style="list-style-type: none"> <li>• Develop Wellness Guiding Framework, implement health literacy campaigns and provide tools and resources to support First Nations individuals, families and communities in their health and wellness journeys.</li> </ul> |

## HOW WILL WE MEASURE OUR PROGRESS?

As a partner to communities and individuals, we support the self-determination of individuals, families and communities on 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 through 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 # requests to use FNHA materials in other agency plans/materials.**



## GOAL 3

# ADVANCE EXCELLENCE IN PROGRAMS AND SERVICES

THE PRIMARY 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 enhancements 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  | ANNUAL KEY PRIORITIES  |
|--|---|--|
| <p><b>3.1</b> Enhance integration with and access to quality and culturally safe provincial health care services for BC First Nations.</p> | <p><b>3.1.1</b> Advance innovative, responsive, culturally safe and integrated models of care.</p> <p><b>3.1.2</b> Prioritize improvements to primary health care and mental health and wellness services for First Nations in BC.</p> <p><b>3.1.3</b> Enhance the integration of First Nations medicines and practices within the health system.</p>   | <ul style="list-style-type: none"> <li>• Implement FNHA Quality Agenda.</li> <li>• Develop and implement primary health care and mental health and wellness action plans.</li> </ul>   |
| <p><b>3.2</b> Achieve measurable improvements to FNHA programs and services.</p>   | <p><b>3.2.1</b> Nurture a customer-owner philosophy with BC First Nations.</p> <p><b>3.2.2</b> Undertake quality and cultural safety improvement of FNHA-delivered programs and services.</p> <p><b>3.2.3</b> Maximize value for BC First Nations through integration, partnerships and efficiencies.</p>   | <ul style="list-style-type: none"> <li>• Migrate off of Health Canada claims processing systems.</li> </ul>  |
| <p><b>3.3</b> Partner with BC First Nations to support delivery of high-quality health programs and services.</p>                          | <p><b>3.3.1</b> Support quality improvement and cultural safety of First Nations-delivered health programs, services and administration.</p> <p><b>3.3.2</b> Implement improvements to planning, funding arrangements, reporting and accountability processes.</p> <p><b>3.3.3</b> 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> | <ul style="list-style-type: none"> <li>• Strengthen effectiveness of partnerships, including updating contribution agreements, planning tools and reporting requirements.</li> <li>• Develop regional data reports.</li> </ul> |

## HOW WILL WE MEASURE OUR PROGRESS?

Our measures consider both sides of our ecosystem in our work – the interconnectedness of both our and First Nations health organization’s success, reporting and accountability depends on community success, reporting, 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 agreement holders upholding mandatory program and financial requirements, % FNHA responses to funding agreement holders within targeted time frames and FNHA program information access; and
- ❑ **SERVICE QUALITY** by measuring: Health benefits client satisfaction, % Health Benefits service standards on target and Environmental Public Health Officer Community Work Plan objectives achieved according to service standards.



## GOAL 4

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

First Nations have established the FNHA as their health organization. As such, FNHA reflects First Nations' beliefs and worldviews in its services and aims to meet the standards of the 7 Directives in all of 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  | ANNUAL KEY PRIORITIES   |
|---|---|---|
| <p><b>4.1</b> Build strong leadership and foster a First Nations organizational culture.</p>  | <p><b>4.1.1</b> Build a common FNHA organizational culture founded on the 7 Directives, First Nations Perspective on Health and Wellness and Shared Values.</p> <p><b>4.1.2</b> Be a worldwide leader in cultural safety and humility in the workplace.</p> <p><b>4.1.3</b> Develop leadership at all levels consistent with First Nations approaches and teachings.</p>  | <ul style="list-style-type: none"> <li>• Develop FNHA leadership development program.</li> </ul>  |
| <p><b>4.2</b> Foster a healthy and engaging environment that enables personal excellence.</p> | <p><b>4.2.1</b> Support continuous learning and development.</p> <p><b>4.2.2</b> Implement an innovative health and wellness-based workforce approach.</p> <p><b>4.2.3</b> Engage FNHA staff in the ongoing change and transformation process.</p>  |   |
| <p><b>4.3</b> Achieve excellence in operations.</p>   | <p><b>4.3.1</b> Strengthen operational policies and procedures reflective of First Nations ways of doing business while meeting our legal and operational requirements.</p> <p><b>4.3.2</b> Generate and leverage additional resources through innovation, fundraising, business opportunities, shared services and efficiencies.</p> <p><b>4.3.3</b> Provide integrated, effective and efficient corporate support services and systems.</p> | <ul style="list-style-type: none"> <li>• Implement FNHA Policy Framework and align policy development functions.</li> <li>• Develop FNHA Business Roadmap and initiate in-depth development of priority opportunities.</li> </ul> |

## HOW WILL WE MEASURE OUR PROGRESS?

The FNHA is a unique, first-of-its-kind organization by and for First Nations. 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 Aboriginal staff and participation rate in organizational culture workforce survey.**

We will also be tracking three ORGANIZATIONAL EXCELLENCE Health Performance Standards:

- ❑ **Annual Board of Director 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 plans.**



# FNHA BUDGET 2017/2018

|  | <b>ANNUAL BUDGET<br/>2017/2018</b> |
|--|------------------------------------|
| <b>FUNDING SOURCES:</b>                              |                                    |
| Health Canada  | 490,794,766                        |
| Province of British Columbia                         | 21,696,914                         |
| Health Authorities                                   | 699,014                            |
| Interest Income                                      | 1,785,637                          |
| Net Assets   | 7,283,415                          |
| Miscellaneous Income                                 | 935,775                            |
|  | <b>523,195,521</b>                 |
| <b>EXPENSES:</b>                                     |                                    |
| OPERATIONS:  |                                    |
| Corporate Operations                                 | 38,249,939                         |
|  | <b>38,249,939</b>                  |
| GOVERNANCE AND FIRST NATIONS ENGAGEMENT:             |                                    |
| First Nations Health Council                         | 5,215,677                          |
| First Nations Health Directors Association           | 877,793                            |
| First Nations Engagement                             | 3,516,685                          |
| Regional Operations                                  | 3,828,134                          |
|  | <b>13,438,289</b>                  |
| PROGRAM SERVICES:                                    |                                    |
| Health Benefits                                      | 178,047,779                        |
| Direct Community Services Funding                    | 226,028,771                        |
| Health Services and Programs                         | 67,343,411                         |
|  | <b>471,419,961</b>                 |
| <b>Total Expenses</b>                                | <b>523,108,189</b>                 |
| <b>Excess (Deficiency) of revenues over expenses</b> | <b>87,330</b>                      |



THE FNHA HAS STRENGTHENED OPERATIONS, REORIENTED AND EVOLVED ITS ORGANIZATIONAL STRUCTURE TO BETTER REFLECT ITS SERVICE DELIVERY GOALS AND FUNCTIONS, AND IS GROUNDED IN LEADING-EDGE ORGANIZATIONAL POLICIES.

# CONCLUSION

Our fifth Summary Service Plan marks significant progress in our journey of transformation. Over the past year, the FNHA has refined programs, services and operational responsiveness. We have completed a number of reviews and utilized these to improve programs. We have also expanded our focus on quality and cultural safety and humility in our work. We continue to embrace opportunities to strengthen the effectiveness of partnerships, collaborate and generate solutions with our partners.

This Summary Service Plan, informed through inputs and engagement from those we serve and our partners, articulates our hopes and dreams for the future and establishes a tactical approach to set these plans in motion. This is when the process becomes truly transformative, signalling that our vision is no longer merely an idea for what can occur but a reality grounded in commitment and a carefully deliberated path forward.

The FNHA will continue forward in our four key goal areas:

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.**

We continue to strive for excellence in our operations as a First Nations health and wellness organization. We promote and live our Shared Vision, Directives, Values and Operating Principles, and are pleased to see changes occurring in the health services that BC First Nations access. Transformation happens when tripartite partners, the First Nations health governance structure and communities collectively make changes that help us advance common goals. As we look into the future, we see challenges yet so many possibilities. A bright future awaits, one where First Nations have the best services possible and experience positive health outcomes that exceed the highest standards in our country.



First Nations Health Authority  
Health through wellness

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