



First Nations Health Authority
Health through wellness

2024

2025



HIGHLIGHT REPORT

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



First Nations Health Authority
Health through wellness

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Cover photo: Shannon McDonald,
Operations Director, Northern
St'at'imc, BC



Message from the Board Chair

Dr. Sheila Blackstock



Dr. Sheila Blackstock
Board Chair

In my first year as FNHA Board Chair, I am proud to report back on successful engagement with First Nations communities across BC.

Through meetings with Chiefs, Health Directors and health leads, the Board gained valuable insights into the evolving needs and priorities of communities and individuals living away from home. These connections have helped shape the Board's approach to supporting staff, partners, and stakeholders in transforming health services in the province.

This year marked a period of reflection and learning, shaped by the completion of two major five-year evaluations: one of the BC Tripartite Agreement on First Nation Health Governance and the other of the FNHA itself. These evaluations provided critical learnings and recommendations that will inform future improvements and evidence-based changes. The FNHA also strengthened its collaborative efforts through a shared engagement plan and a Joint Pillar 2025/26 Action Plan developed with the First Nations Health Council and First Nations Health Directors Association.

Significant progress was made in renewing partnerships and advancing health initiatives. Highlights include the renewal of the Fraser Partnership Accord and the transition of the Aboriginal Health Steering Committee into the Indigenous Health Collaborative Council. Communities benefited from partnered funding through the 10-Year Strategy on the Social Determinants of Health, and efforts continued toward operationalizing First Nations-Led Primary Care Centres. Looking ahead, FNHA remains committed to culturally safe care and health system transformation, guided by First Nations leadership and focused on building a legacy of wellness for future generations.

Message from CEO Monica McAlduff



Monica McAlduff
Chief Executive Officer

As FNHA's incoming CEO during fiscal 2024-25, I'd like to express my deep gratitude for the opportunity to lead FNHA and acknowledge the solid place Richard Jock left the organization in when he retired.

I also acknowledge the many contributions of staff, partners and communities in advancing health and wellness for First Nations across BC. Our annual report showcases progress in governance, primary care, mental wellness, data sovereignty, health emergency response and cultural safety—areas that reflect the priorities and direction of First Nations communities.

Over the past year, FNHA made significant strides in expanding access to culturally safe health services. New First Nations-Led Primary Care Centres opened, and service plans were approved under the First Nations-Led Primary Care Initiative. The organization also advanced the 10-Year Strategy on the Social Determinants of Health, shifting resources directly to communities through an equity-based funding model. The Aboriginal Head Start On-Reserve program celebrated 25 years of early childhood development, now serving over 150 First Nations across BC.

In response to the toxic drug emergency and other public health challenges, FNHA invested in treatment centre upgrades and construction, expanded access to traditional healing practices and supported land-based healing and harm reduction initiatives. Looking ahead, FNHA is committed to engaging First Nations in renewing the Health Plan and continuing efforts toward regionalization. I want to express my admiration for the dedication of Nations, communities, youth, Knowledge Keepers and health system partners, as I walk alongside them on the journey toward wellness.

Our Goals and Strategies

Our goals reflect FNHA's strategic aspirations for the duration of our Summary Service Plan¹ (Service Plan) and align with priorities identified in regional health and wellness plans.

Each goal includes an outcome statement describing the desired change, along with strategies outlining how FNHA will work toward those outcomes.

The Service Plan outlines operational priorities for the 2024-25 fiscal year, highlighting where efforts were focused in relation to our goals and strategies.



Goal 1

Governance and Partnerships



Goal 2

Access to Quality Services



Goal 3

Mental Health and Wellness



Goal 4

Addressing Anti-Indigenous Racism



Goal 5

Health and Wellness Innovation

¹ — fnha.ca/about/governance-and-accountability/summary-service-plan

Our Guideposts

Our Service Plan includes guideposts—key focus areas that span all five of our goals.

They reflect what we consistently heard throughout our engagements with First Nations in BC and are intended to keep us grounded and offer ongoing direction as we implement our Service Plan’s goals and strategies.



**First Nations
Perspective on
Health and
Wellness**



Quality



**Culture
and
Decolonization**



Innovation



**Urban
and
Away from Home**

Goal

1

Governance and Partnerships



The FNHA achieved significant milestones in driving transformation through the BC First Nations Health Governance Structure and partnerships. These accomplishments reflect progress in governance, organizational excellence, health system transformation and community well-being.

Mike Allard, Vice-Dean of Health Engagement at UBC's Faculty of Medicine (left), and former FNHA CEO Richard Jock (center) present an inscribed paddle to Dr. Nadine Caron (right)—Canada's first female First Nations general surgeon—welcoming her as the founding FNHA Chair in Cancer and Wellness at UBC.



Strengthening Governance and Organizational Performance through FNHA Evaluation

2 — fnha.ca/about/governance-and-accountability/evaluations

The Evaluation of the BC Tripartite Framework Agreement on First Nations Health Governance² (2018–2024), completed in April 2025, confirmed that Tripartite Partners and the BC First Nations Health Governance Structure have largely met their mandates. Key achievements include increased health funding, stronger First Nations engagement in decision-making, and improved access to quality care. Persistent challenges, such as First Nations systemic racism, underscore the need for continued transformation.

The Evaluation of the FNHA² (2019–2024), released in April 2025, highlighted progress in building reciprocal partnerships with First Nation Health Providers, securing additional funding and enhancing engagement. Recommendations focus on addressing unmet needs, refining funding models and defining a long-term regionalization strategy.

FNHA and Partners Advance Commitment on the 10-Year Strategy on Social Determinants of Health

3 — [fnha.ca/
what-we-do/
health-system/
social-determin-
ants-of-health-strategy](https://fnha.ca/what-we-do/health-system/social-determinants-of-health-strategy)

Together with our provincial and federal tripartite partners, the FNHA advanced the 43 partnership objectives outlined in the 10-Year Strategy on Social Determinants of Health³. Fifteen million dollars in flexible funding was dispensed directly to Nations to support leaders to advance the projects and services that will have the greatest impact and address the unique health and wellness needs of their peoples. This funding was allocated using a new approach developed through community input and sourced through equal contributions from FNHA, Government of Canada and the Government of British Columbia.

Nation-Based Governance Strengthens Community-Level Health Care in the Interior Region

FNHA's regionalization efforts to bring services closer to home were exemplified in the Interior Region over the past year. The 7 Nations—St'át'imc, Secwepemc, Syilx, Tsilhqot'in, Däkelh Dene, Nlaka'pamux and Ktunaxa—actively advocate for bringing programs, positions and financial resources directly to Nations. This increases local decision-making and builds capacity within communities.

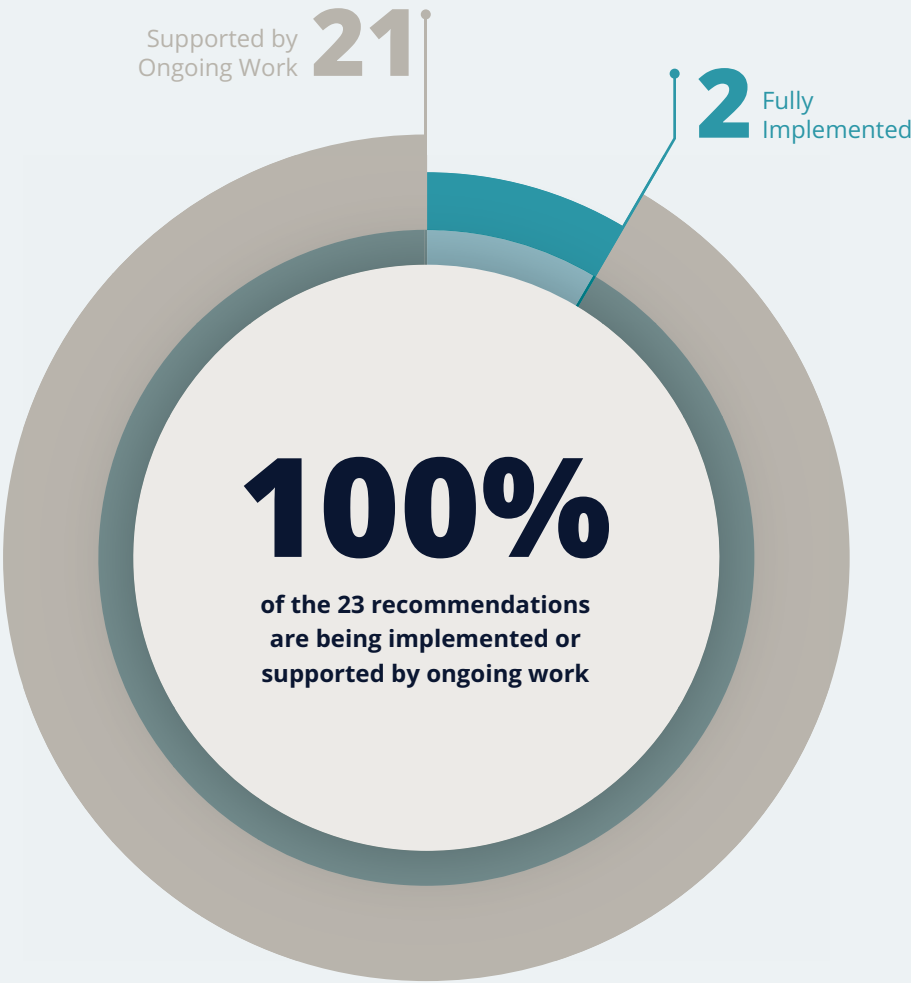
Since assuming responsibility for nursing services at FNHA Health Centres and the Ulkatcho Nursing Station, the Interior Region has successfully recruited and retained nursing staff for most frontline community-serving positions. Other activities supporting regionalization include gathering data from a Nation-based perspective, working with communities to increase primary care resources closer to home, continuing to work with Nations around policy barriers and working in partnership with Nations that have developed societies to enhance health governance approaches.

MEASURING OUR PROGRESS

Walking Together – We Are One

Performance Indicator: Percentage of 2019 BC Tripartite Framework Agreement Evaluation Recommendations Addressed

PROGRESS ON 23 RECOMMENDATIONS

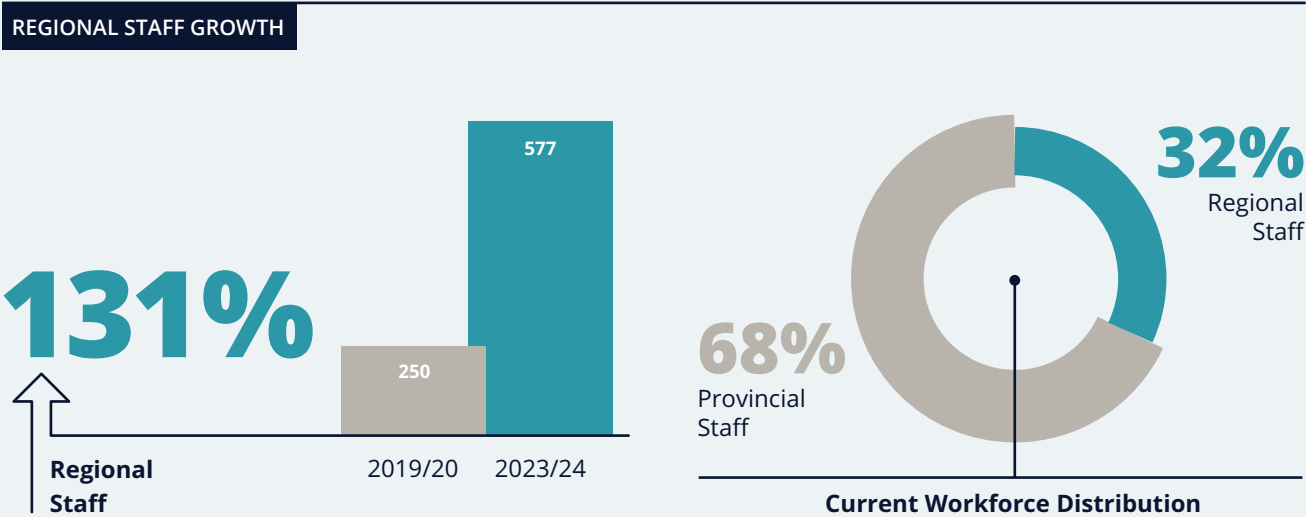
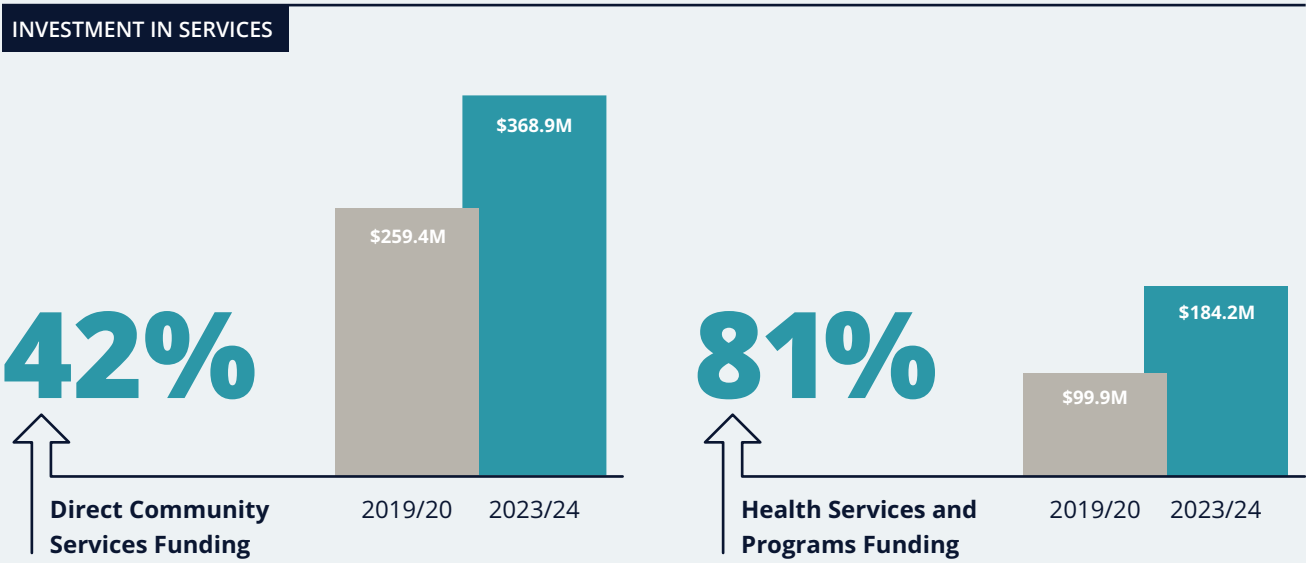


The 2019 Evaluation of the BC Tripartite Framework Agreement on First Nation Health Governance told the story of change amongst the Tripartite Partners and within the broader health system. The focus was on governance, tripartite relationships and integration. Tripartite Partners produced a progress report of activities undertaken in response to the 23 recommendations between 2020 and 2023.

MEASURING OUR PROGRESS
Closer to Home

This growth in funding and staff demonstrates a significant shift towards community-led health, ensuring resources are accessible where they are needed most.

Performance Indicator: Transfers of programs, services and staff closer to home



Goal



2

Access to Quality Services

The FNHA achieved major milestones in advancing culturally safe, community-driven health care and improved access to quality services for First Nations across BC.

Thirteen of 15 First Nations-Led Primary Care Centres Opened, Bringing Services Closer to Home



The First Nations-Led Primary Care Initiative continues to transform primary care delivery. Thirteen of the planned 15 First Nations Primary Care Centres became operational in 2024/25, providing culturally grounded, community-directed care that integrates traditional wellness with clinical services. These centres employ multidisciplinary teams, including Traditional Healers, Elders, nurses, physicians and mental health professionals, ensuring wholistic care closer to home. Capital and operational support was increased through the Indigenous Health Equity Fund.

FNHA Medical Affairs and Wellness Office: Advancing Culturally Safe Primary Care Services

The FNHA Medical Affairs and Wellness Office plays a key role in expanding equitable access to culturally-safe primary care services and First Nations care providers. Working collaboratively with provincial, regional and community partners, the Medical Affairs and Wellness Office supported the recruitment of 31 medical staff and transitioned clinical service contracts for 57 physicians to enhance clinical oversight and culturally-safe training supports.



Celebrating 25 Years of the Aboriginal Head Start On-Reserve Program

FNHA celebrated the Aboriginal Head Start On-Reserve program's 25th anniversary, which now operates in 151 sites, creating over 3,300 spaces for First Nations children. Growing to 29 additional sites since 2018, this expansion strengthens early childhood development, First Nations language revitalization and cultural continuity, laying the foundation for lifelong wellness.

Building a Responsive and Community-Driven System for Health Emergencies

The FNHA's Health Emergency Management team coordinates responses to health emergencies affecting First Nations in BC. To strengthen collaboration, an annual provincial gathering was held in March 2025 in Witset First Nation and Sik-E-Dakh community, hosted by the Northern Region.

The event helped staff understand local challenges, share regional updates and align emergency response tools and processes. It included strategic planning on future health emergency priorities, regionalization and community autonomy.

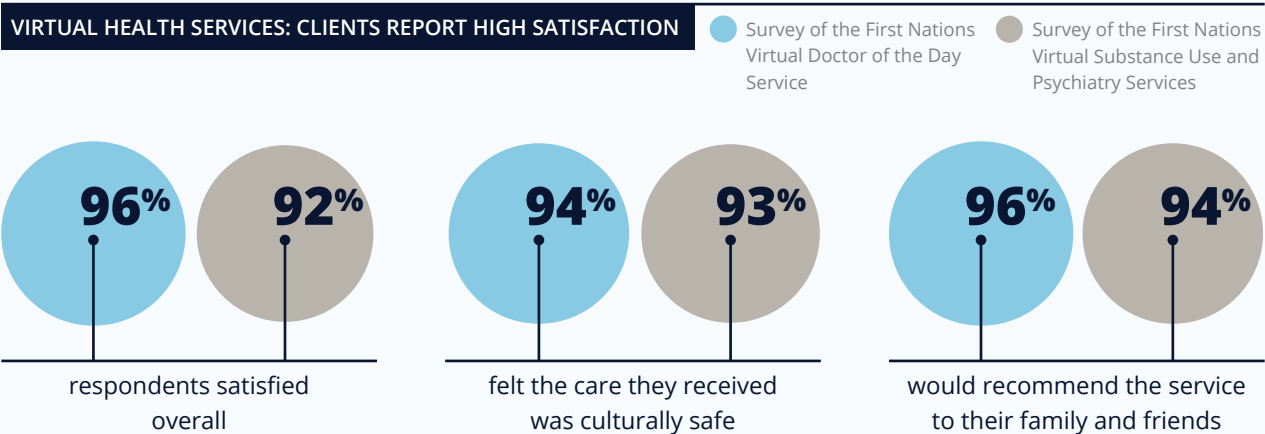
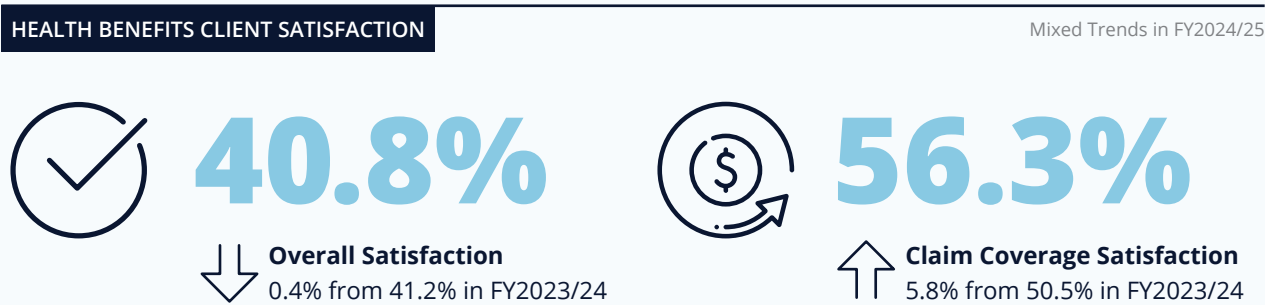
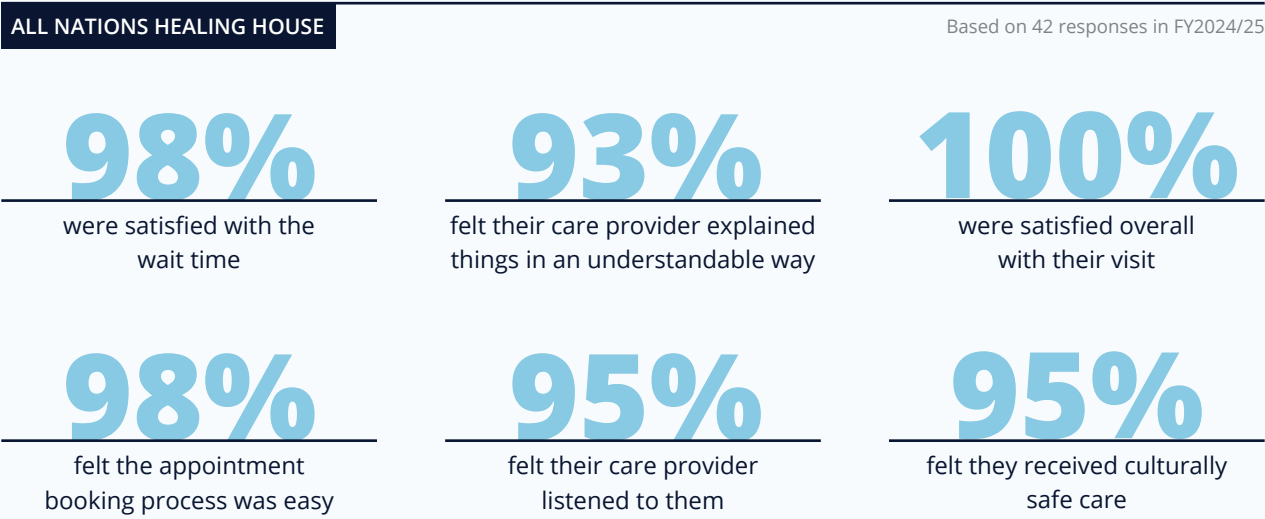
To prepare for the 2025 hazard season, participants conducted a simulation to test response plans and clarify roles. The business continuity team presented a standardized, community-driven support system and the gathering concluded with a cultural tour of the Ksan Historical Village and Museum.

Making Medical Travel Easier for Communities

Enhancements to the Medical Transportation Benefit included expanding the Kucén online booking system to 20 communities, increasing mileage rates and adding coverage for trauma recovery and youth treatment programs. Meal allowances were also updated to reflect inflation and support healthy food access during travel.

MEASURING OUR PROGRESS
Pathways to Access

Performance Indicator: Clients' satisfaction with transformed FNHA programs and services.



Goal



3

Mental Health and Wellness

The FNHA is advancing its commitment to culturally safe mental health and wellness approaches through the expansion and modernization of treatment and healing centres across BC. These efforts aim to support healing from root causes of trauma, through a system of care that addresses addiction, trauma and wellness needs while honouring First Nations culture and traditions.

Expanding Treatment and Healing Centres for Culturally Grounded and Land-Based Healing

In partnership with the Government of Canada and the Province of British Columbia, FNHA is implementing a \$95 million capital plan to build two new treatment centres and replace six existing facilities. This initiative reinforces a shared commitment to improving access to culturally grounded healing supports for First Nations individuals and families.

A major milestone was achieved in September 2024 with the Sacred Ceremonial Grand Opening of the Tsow-Tun Le Lum Healing House on Cowichan Tribes territory. This state-of-the-art facility offers trauma-informed, culturally safe programs rooted in traditional practices. It includes sweat lodges, walking trails and a Big House, providing a wholistic healing environment for those affected by addiction, trauma or grief.

Construction began on the Seven Nations Soaring Eagle Treatment Centre in Creston Valley, scheduled to open in Spring 2026. New centres in development include Katzie Treatment Centre (Fraser Salish) and Shishalh Treatment Centre (Vancouver Coastal). In addition, renovations began on five existing facilities to enhance capacity and cultural safety, including Telmex Awtexw Treatment Centre (Fraser Salish), Carrier Sekani Family Services and North Wind Wellness Centre (North), and 'Namgis Treatment Centre and Tsow-Tun Le Lum Society (Vancouver Island).

Connecting Youth to Land, Culture, and Community: The Split Rock Healing House

Split Rock Healing House, or Tsë lhts'ënc'il nec'igekh be yikh, is a newly designed, environmentally responsible house certified to accommodate up to six young people to heal by connecting them with land, culture and community. Youth (between the ages of 12–29) each have a private bedroom and access to shared living areas like a kitchen, lounge, gym, sensory room and social areas both inside and out. Designed with the guidance of a youth advisory council, the home is fully accessible for those with physical disabilities, sensory challenges and for visiting Elders. It opened to the public on Oct. 3, 2025.

MEASURING OUR PROGRESS

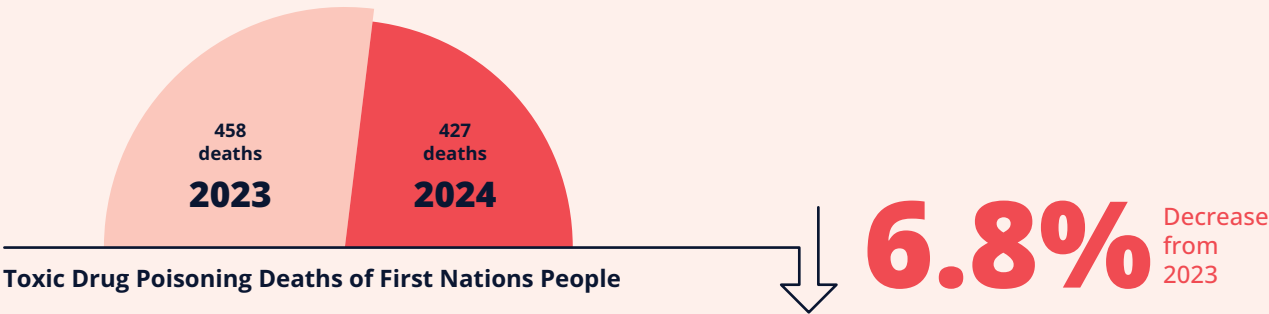
Two-Eyed Seeing

Performance Indicator: New/expanded mental health and wellness programs and services supported by FNHA



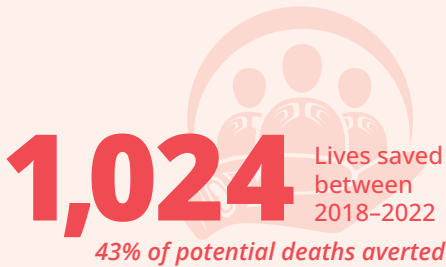
MEASURING OUR PROGRESS
Healing Journeys

Performance Indicator: Percentage reduction of First Nations toxic drug overdose incidents and deaths in BC



Harm Reduction Impact (2018–2022)

Between January 2018 and December 2022, 1,374 First Nations people in BC died from toxic drug poisonings. An FNHA modelling research project conducted in 2024/25 showed that during the same time period, at least 1,024 deaths (**43%**) were averted due to evidence-informed harm reduction initiatives and educational outreach across the province.



These declines in toxic drug poisoning deaths underscore the importance of sustaining and expanding harm reduction initiatives. This data reflects only Status First Nations people and covers January through December 2024.



For more details, please see the [FNHA Toxic Drug Crisis Data](#) web section

Goal



4

Addressing Anti-Indigenous Racism

FNHA continued to lead efforts to eliminate anti-Indigenous racism and embed cultural safety and humility across the health system in BC. These initiatives aim to ensure that First Nations people feel heard, valued and respected when accessing health care.

Implementing the BC Cultural Safety and Humility Standard

In October 2024, FNHA partnered with Health Standards Organization to advance the BC Cultural Safety and Humility Standard—co-developed in 2022 with Health Standards Organization and First Nations partners—to the national level. Named *The Winds of Change*, this new national cultural safety and humility initiative will expand on learnings already gathered through the BC Standard.

In March 2025, FNHA completed its own 10-month Cultural Safety and Humility Standard Self-Assessment Report, measuring progress against the BC Cultural Safety and Humility Standard. Guided by Elder Th'et-simiya (Wendy Ritchie) and the Sisemó:ya Change Champions, the process identified strengths and areas for improvement, such as enhancing interpretation and accessibility services.

To further progress on cultural safety within the organization, FNHA developed a draft Cultural Safety and Humility and First Nations-Specific Anti-Racism Framework and Action Plan through broad engagement. A two-day gathering in March 2025 brought together cultural safety champions to share the draft, gather feedback and reinforce cultural safety as a shared responsibility.

“Remembering Keegan”: A Powerful Story Inspiring Safe Care

The Vancouver Island regional team collaborated with new physicians to discuss delivering culturally safe and anti-racist care on the island. The team also highlighted key themes from feedback of local First Nations accessing care. For the third consecutive year, they hosted an annual learning session with UBC Resident Physicians at the Strathcona site, using the powerful *Remembering Keegan* case study to examine Indigenous-specific racism in BC's health care system.



Keegan Coombs, of Skwah First Nation, was a 29-year-old who lived with disabilities and was non-verbal by choice. He passed away on September 26, 2015, from a delayed diagnosis following an accidental poisoning.

MEASURING OUR PROGRESS

Cultural Safety and Humility

Performance Indicator: Stories of FNHA-related work and accountability among health system partners



Championing the BC Cultural Safety and Humility Standard

Launched a media campaign and position statement in support of the BC Cultural Safety and Humility Standard.



Systemic Advocacy

Provided advocacy and support to regional health authorities progressing implementation of enhancing complaints and compliments and resolution pathways.



National Standard for Cultural Safety and Humility

Partnered with Health Standards Organization on the development of a National Standard for Cultural Safety and Humility.



Partnerships

Collaborated with academic and professional institutions (e.g., College of Pharmacists of BC, College of Physicians and Surgeons of BC) on hardwiring cultural safety and humility and anti-racism.



Comprehensive Review

Analyzed 186 First Nations engagement documents related to cultural safety and humility and First Nations-specific racism between 2021 and 2024.



First Nations Specific Anti-Racism Framework

Year-long engagement with BC First Nations to inform the draft First Nations-Specific Anti-Racism Framework.



Organizational Self-Assessment

Completion of an FNHA self-assessment against the BC Cultural Safety and Humility Standard, with implementation planning underway to address findings.



Internal Capacity Building

All-staff virtual gathering in March 2025 on cultural safety and humility.

Goal



5

Health and Wellness Innovation

FNHA continued to drive innovation in health and wellness through community-driven, Nation-based initiatives that strengthen self-determination and improve access to culturally safe care. In 2024/25, significant progress was made in the three key areas below.

Accelerating Equitable and Culturally Safe Health Care Through a New Charitable Funding Model

4 — fnhfoundation.ca

The First Nations Health Foundation⁴, a registered charity established to support FNHA programs and services, achieved major milestones in its inaugural year. The Foundation convened its first Board meeting, launched its website and began building relationships with communities and donors. Its first public information session was held in January 2025, and the inaugural Together in Healing Gala in June 2025 raised over \$352,000. These efforts aim to create sustainable fundraising to support transformative health initiatives.

Advancing First Nations Food Security and Sovereignty

5 — fnha.ca/about/news-and-events/news/taking-care-of-those-who-nourish-us

FNHA advanced food sovereignty through governance and community-based action. The First Peoples' Food Sovereignty Table, co-led with the Ministry of Agriculture and Food, brought together 14 organizations to promote decolonized food systems rooted in culture, governance and identity. At the community level, the Canning Champions Network⁵ hosted events such as the annual Pressure Canning Workshop at UBC and a gathering at Shxwhá:y Village, fostering intergenerational learning and cultural reconnection. These initiatives empower communities to reclaim traditional food practices and strengthen resilience.

Addressing Health Equity Gaps

Through the Indigenous Health Equity Fund, the FNHA invested \$18.2 million in initiatives that improve access to quality and culturally safe health services, including:

- **\$13.9 million** for First Nations-led Primary Care Centres;
- **\$1.9 million** for e-health and Medical Affairs and Wellness Office; and,
- **\$1.4 million** for improving services for urban and away-from-home First Nations populations.

These investments reflect FNHA's commitment to closing health gaps and supporting First Nations-led solutions.

Vancouver Island Regional Wholistic Diabetes Strategy

The Vancouver Island Region of the FNHA developed a Regional Diabetes Strategy, an initiative rooted in the collective vision to support all First Nations people, ensuring that no one is left behind. Endorsed by Nation leadership at Vancouver Island Fall Caucus 2024, this strategy has been shaped through extensive engagement with individuals, communities, health staff and leadership from the three Vancouver Island cultural families.

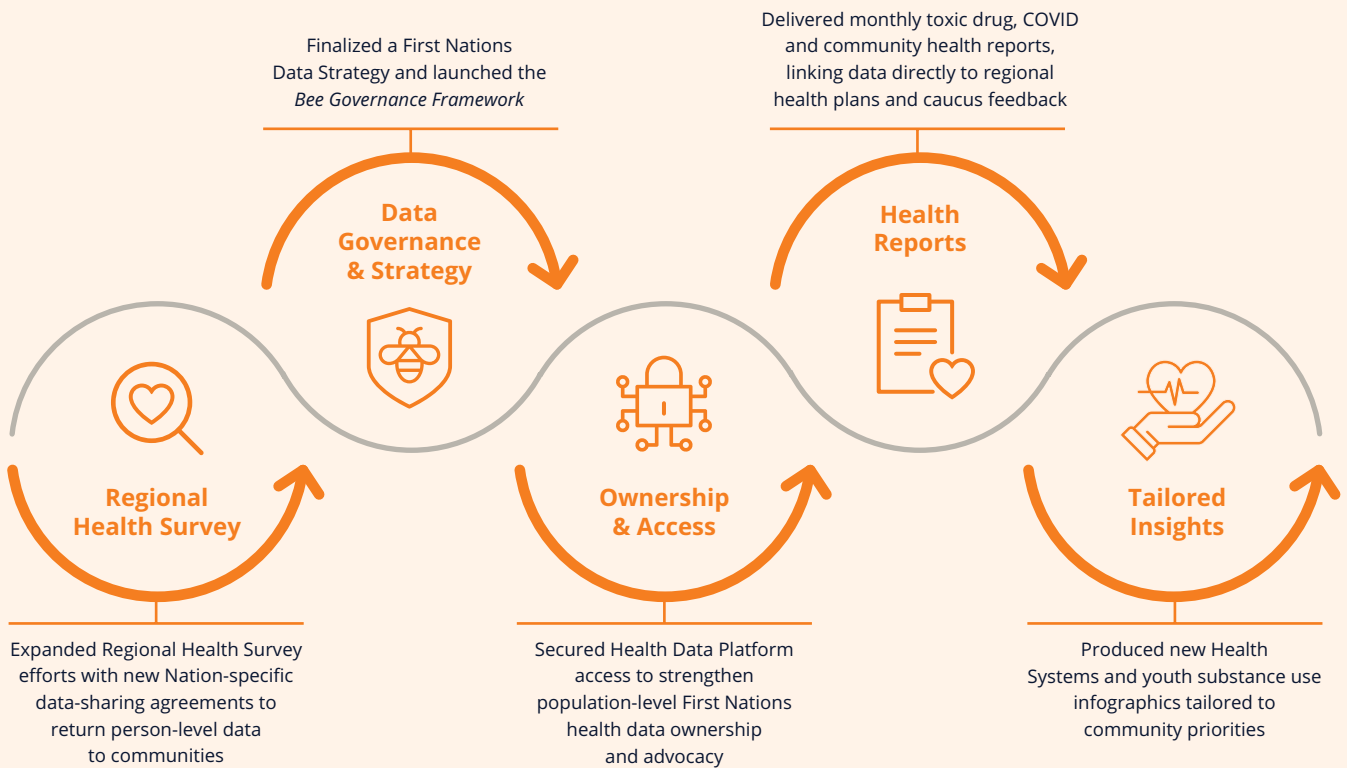
Grounded in cultural safety and guided by traditional knowledge, the strategy outlines a seven-year plan (2025–2032) to improve diabetes care, outcomes and overall wellness for First Nations people on Vancouver Island. It builds on the successes and experiences that currently exist.

The Diabetes Strategy has three strategic goals, framed as three layers of care to facilitate a lifespan approach to wellness, early detection and a central hub to provide care to people regardless of where they live throughout the Vancouver Island Region.

MEASURING OUR PROGRESS

First Nations Decision Making and Control

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



Conclusion

During the past year, FNHA continued to support First Nations in BC by advancing team-based culturally safe primary care and nursing services; maternal, child and youth programming; harm reduction initiatives; support and advocacy; climate change preparedness; health emergency response; and enhanced system navigation for urban and away-from-home individuals.

FNHA closely monitored and responded to the toxic drug crisis and took actions to address the growing need for mental health and wellness services and supports. We also invested in capital infrastructure for healing and treatment centres and land-based and traditional healing initiatives.

Walking alongside First Nations in BC and our partners, we aligned our work with community direction and bolstered our operational excellence through multiple reviews and evaluations. These included a review of medical transportation benefits and processes; five-year evaluations of the FNHA and BC Tripartite Framework Agreement; and a self-assessment of our implementation of the BC Cultural Safety and Humility Standard. We also collaborated with partners to address First Nations-specific racism, systemic inequities and advance progress on the social determinants of health.

Throughout our efforts, we continue to remain adaptable and committed to excellence in programs, services and operations, grounded in the 7 Directives and the guidance of First Nations in BC.

2024/2025 Financial Report

The audit firm KPMG LLP have issued an unqualified (clean) audit opinion, confirming that the financial statements prepared by management present fairly, in all material respects, the financial position of the FNHA as of March 31, 2025, as well as its results of operations and its cash flows for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.

Statement of Operations

Year ended March 31, 2025 with comparative information for 2024, expressed in millions of dollars.

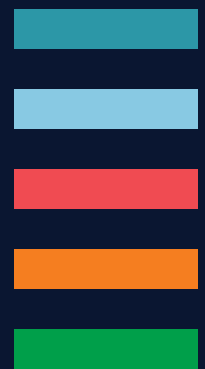
	Actuals Expenses		Actuals as a % of Revenue or Expenses	
	F2025	F2024	F2025	F2024
Revenue				
Federal Government	\$ 750.4	\$ 736.7	79.0%	80.1%
Province of British Columbia	\$ 164.7	\$ 143.9	17.3%	15.7%
Interest and Miscellaneous Income	\$ 32.7	\$ 36.3	3.4%	3.9%
Health Authorities of British Columbia	\$ 1.4	\$ 0.9	0.2%	0.1%
First Nations Information Governance Centre	\$ 0.6	\$ 1.6	0.1%	0.2%
	\$ 949.8	\$ 919.4	100.0%	100.0%
Expenses				
Corporate Operations	\$ 77.6	\$ 67.5	8.0%	7.4%
Governance and First Nations Engagement				
First Nations Health Council	\$ 2.8	\$ 2.2	0.3%	0.2%
First Nations Health Directors Association	\$ 2.7	\$ 2.6	0.3%	0.3%
First Nations Engagement	\$ 6.6	\$ 6.6	0.7%	0.7%
	\$ 12.1	\$ 11.4	1.3%	1.3%
Program Services				
Health Benefits	\$ 277.7	\$ 263.7	28.7%	29.0%
Direct Community Services Funding	\$ 377.0	\$ 368.9	38.9%	40.5%
Health Services and Programs	\$ 210.5	\$ 184.2	21.7%	20.2%
Regional Operations	\$ 13.7	\$ 14.5	1.4%	1.6%
	\$ 878.9	\$ 831.3	90.7%	91.3%
Total Expenses	\$ 968.6	\$ 910.2	100.0%	100.0%
Excess (Deficiency) of Revenues Over Expenses	\$ (18.8)	\$ 9.2	-2.0%	1.0%



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