

Padding Together:

First Nations Health Authority Health and Wellness Plan



First Nations Health Authority
Health through wellness

2022/2023 FNHA Summary Service Plan

OUR BRAND

The First Nations Health Authority (FNHA) 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'pamuz artist well known for his prints and paintings.



First Nations Health Authority
Health through wellness

Paddling Together Towards Health and Wellness: 2022/2023 FNHA Summary Service Plan

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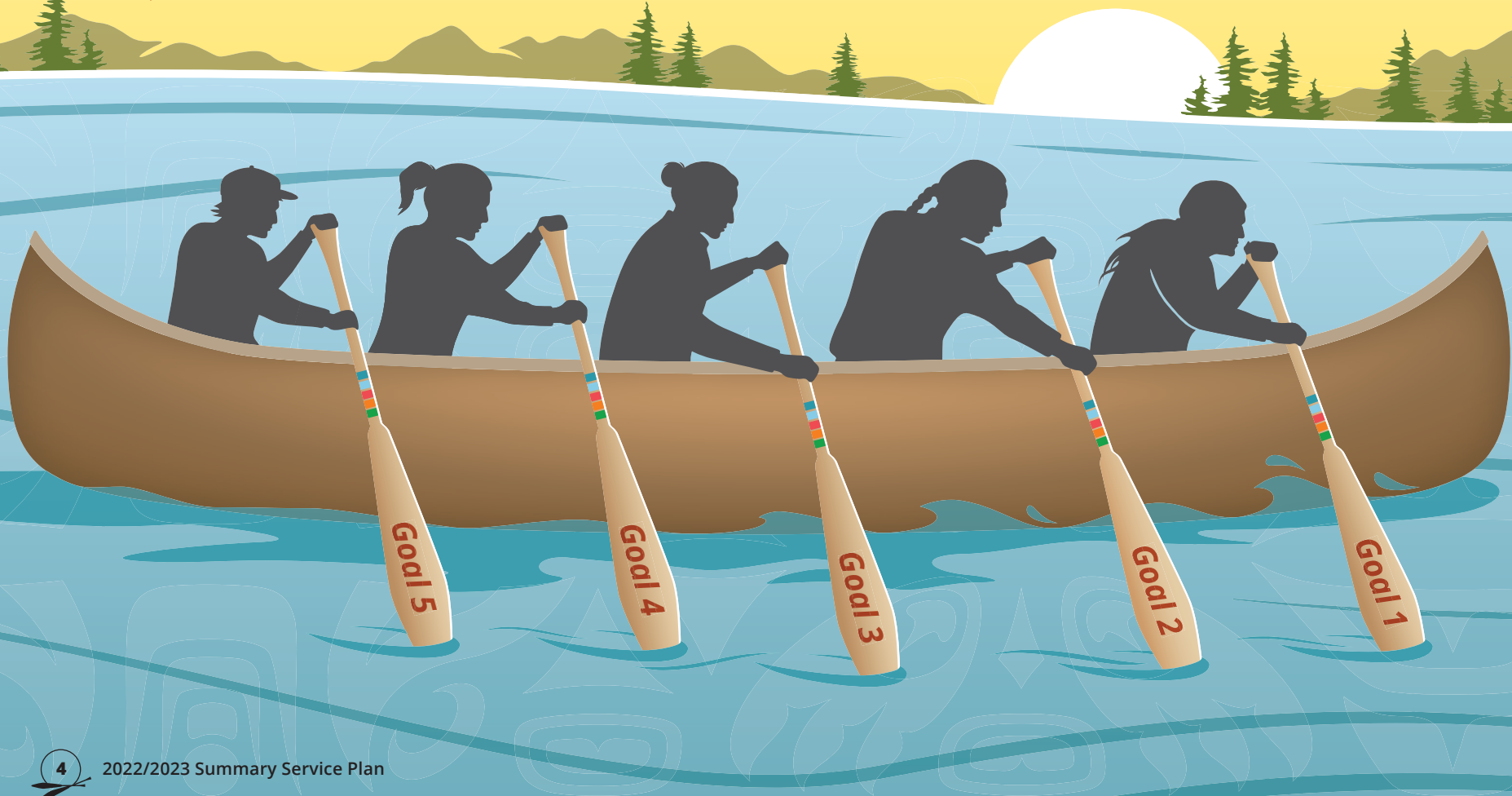
The work represented in this report was carried out on the unceded territories belonging to self-determining First Nations in what is now British Columbia. The First Nations Health Authority acknowledges and thanks those who took the time to share their guidance and wisdom.

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Shared Vision: Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities



Paddling Together: Our Plan at a Glance

Our Plan is depicted as a canoe and is reflective of the shared journey we are on with First Nations in British Columbia (BC) as we paddle together towards the vision of healthy, self-determining and vibrant BC First Nations children, families and communities. This journey is one of unity, resilience and strength. It keeps us connected to our history and to the people we serve. As we paddle ahead together, we continue to remember to look back at our journey and hear the wisdom of those who charted the course before us. Our 7 Directives, the foundations of the canoe, support us as we travel towards our Shared Vision, which is the skyline ahead keeping us focused. Our paddles reflect the work of the regions in our travels.

Our journey moves in the direction set by First Nations through engagement, and is guided by the teachings from First Nations and the strengths of their knowledge, beliefs, values, practices and medicines. Our journey also supports the traditions of our matriarchs, who play an important role in bringing future generations into being and lifting up our two-spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex and asexual (2SLGBTQIA+) leaders working to decolonize gender and reclaim important roles they hold in many First Nations cultures.

This is a shared journey, one where First Nations are paddling with us in the front of the canoe and guiding our direction. Partners sit in the canoe with us to support our vision and tackle the waterway challenges we face. We know that our canoe journey will take time and that it needs to take in all aspects of health, including physical, mental, emotional and spiritual wellness. We are committed to change and we invite you into the canoe with us.

Paddling Together: FNHA Health and Wellness Plan

Our Guideposts



First Nations
Perspective
on Health
and Wellness



Quality



Culture and
Decolonization



Urban and
Away-From-
Home



Innovation

Goal 1



**Drive transformation
through the BC First Nations
Health Governance Structure
and partnerships**

1.1 Collaborate with the First Nations Health Council and the First Nations Health Directors Association to advance our shared vision and strengthen BC First Nations health governance and partnerships.

1.2 Operate through excellence, strengthening regional decision-making and bringing services closer to home.

1.3 Champion health and wellness with partners to advance social determinants of health.

Goal 2



**Enhance access to quality
health and wellness
services**

2.1 Advance timely and equitable access to culturally safe, team-based primary care.

2.2 Champion the BC First Nations Perspective on Health and Wellness with First Nations.

2.3 Transform FNHA programs and services in areas such as First Nations Health Benefits, health emergency management, and urban and away-from-home.

Goal 3



Enhance culturally safe mental health and wellness approaches

3.1 Develop and implement a healing-from-trauma approach, focused on the root causes of trauma, including residential school legacies.

3.2 Enhance access to a continuum of mental health and wellness approaches, emphasizing cultural healing, and prevention.

3.3 Implement harm reduction strategies for substance use and the toxic drug crisis.

Goal 4



Advance First Nations approaches to addressing anti-Indigenous racism in health

4.1 Work with partners in BC to support a racism-free health system with embedded cultural safety and humility practices.

4.2 Champion cultural safety and humility in BC through regional innovation, First Nations-led responses and service excellence.

4.3 Advance First Nations approaches to addressing complaints.

Goal 5



Drive health and wellness innovation together with First Nations and other partners

5.1 Champion BC First Nations initiatives, supporting capacity building and sharing of innovative practices.

5.2 Advance First Nations data governance principles, health research partnerships and evidence-based data.

5.3 Leverage innovative partnerships to advance creative health and wellness initiatives.



Introduction and Who We Are

We are honoured to share the Paddling Together Towards Health and Wellness: 2022/2023 FNHA Summary Service Plan (our Plan). This marks the first year of the FNHA's new five-year health plan and includes goals, strategies, annual operational priorities, measures and guideposts for our work ahead.

The Plan builds on what we have learned and heard as well as the health and wellness achievements accomplished together with First Nations in British Columbia (BC). These achievements include transitioning and increasing health benefits coverage and access; expanding mental health and wellness and primary health-care supports; and establishing an emergency response structure.

Our Plan also considers the changing environment in which our work takes place. Recent years were marked by two significant public health emergencies: the COVID-19 pandemic and the toxic drug crisis, both of which continue to have far-reaching effects on the health and wellness of First Nations in BC. There are heightened and likely long-term challenges related to changing climate conditions, including floods, wildfires and extreme temperatures. Systemic anti-Indigenous racism in health care is ongoing and the uncovering of unmarked graves at former residential school sites also continues to have significant impacts, amplifying the importance of addressing the root causes of trauma through healing.

Our Plan is built on the groundwork that has been accomplished so far and draws on the strengths of our partnerships with First Nations in BC and others to chart a journey forward, one that considers flexible, innovative and responsive approaches to our environment while advancing and transforming programs and services that support First Nations.



Who We Are

The FNHA is a health and wellness partner to over 200 diverse First Nations communities across BC. We are working to transform and reform the way health care is delivered to First Nations. The FNHA is one component of the health governance structure established by BC First Nations to strategically advance First Nations health and wellness philosophies, interests and priorities.

Informed through regional processes, the FNHA works alongside its governance partners – the First Nations Health Council (FNHC) and the First Nations Health Directors Association (FNHDA) – to achieve our Shared Vision of ***“Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities”*** and to pursue strong health partnerships and integration with federal and provincial governments. It is befitting that our vision includes reference to self-determination, as health and wellness and self-determination go hand in hand. It is vital to the achievement of our goals that First Nations continue to drive decision-making over the design and delivery of health systems, programs and services.

Our work is grounded in the ***First Nations Perspective on Health and Wellness*** – an approach that defines the FNHA as a health and wellness organization that is different from other health authorities and organizations. In accordance with our values and 7 Directives, we pursue excellence in the delivery of our mandate.



A photograph of two young Indigenous children running through a field of tall grass. The child on the left is wearing a pink sleeveless top and black pants, while the child on the right is wearing a teal dress and silver shoes. They are both smiling and holding hands. The background is a bright blue sky with scattered white clouds. On the left side of the image, there is a vertical bar with four colored squares: green, orange, red, and light blue.

FNHA, FNHC, FNHDA Shared Vision: Healthy, Self-determining and Vibrant BC First Nations Children, Families and Communities

FNHA Mission

The FNHA 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 FNHA and with all of our partners.

The work of the FNHA and its partners is guided by the 7 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
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

Shared Principles guide the tripartite work amongst the FNHC, FNHDA, FNHA and federal and provincial partners:

- Lead with culture
- Honour those who paved the way
- Maintain unity and discipline
- Create strong relationships
- Engage at the appropriate level
- Respect each other's process

Shared Values

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

Respect

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

Discipline

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

Relationships

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

Culture

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

Excellence

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

Fairness

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



Honouring Those Who Paddled Before

Our history is an important part of our journey. Through the Health Partnership Accord, our leadership encouraged us to reflect on and honour those who have paddled before us – to honour the wisdom of those who brought us to where we are today. For this reason, we focus not just on where we are going, but also on where we have been.

Since time immemorial, healthy, self-determining and vibrant First Nations, individuals, families and communities thrived throughout what is now known as BC. Guided by their teachings and traditions, Nations have planned and provided for the health and wellness of their families and communities. A common thread across the diverse First Nations cultures in BC is a wholistic perspective on health and wellness, reflecting the interconnectedness of the mental, physical, emotional and spiritual facets of life.

Many attempts were undertaken, including through policies and direct acts of colonialism and racism, to disrupt the health and well-being of First Nations people. Despite these attempts, First Nations people remained resilient and strong, and the establishment of the FNHA is an expression of that strength, self-determination and resistance to colonialism. The FNHA respects First Nations self-determination, which serves as an important focal point for health and wellness for many First Nations people and is considered a determinant of health. First Nations leadership have fought for many years to solidify these understandings and pave the way for the exploration of new service models.

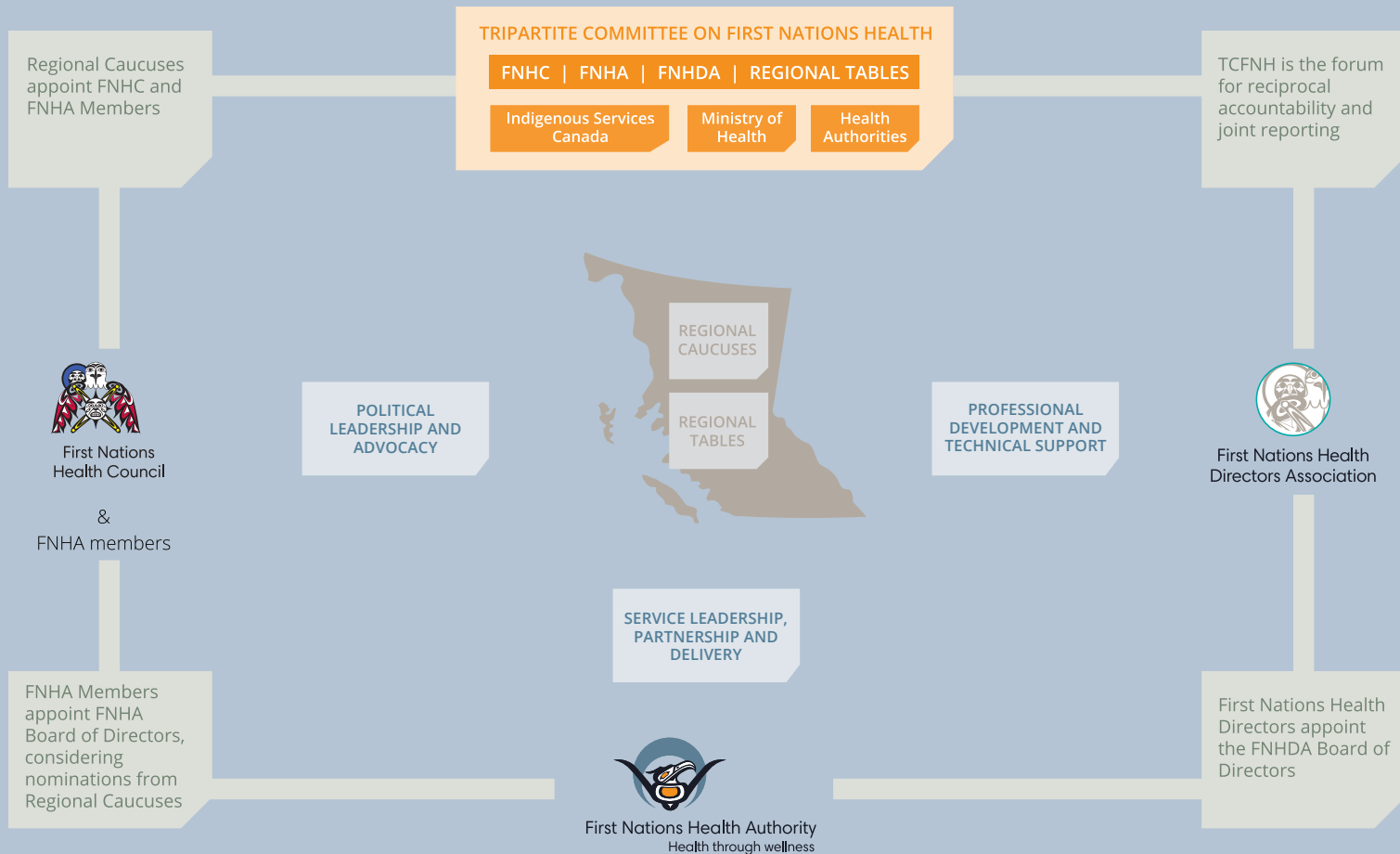
First Nations Health Governance Structure in BC

In 2005, First Nations in BC and federal and provincial governments committed to a shared agenda through the Transformative Change Accord to establish a new relationship based on mutual respect and recognition and develop plans to bridge the differences in socio-economic outcomes between First Nations and other British Columbians, including in the area of health. This work culminated in a series of agreements between First Nations leaders and the federal and provincial governments to confirm the First Nations Health Governance Structure and the creation of the FNHA, FNHC and FNHDA. It was also through this process that the 7 Directives were established by BC First Nations.

The 7 Directives, together with the agreements, serve as the foundation for our work and contain important commitments related to our relationships, including reciprocal accountability. They guide how we approach service delivery, engage with First Nations people and work with our health governance partners to strategically advance health and wellness philosophies, interests and priorities.

We raise our hands to First Nations and the work that they have done throughout the years since transfer within their communities, families and Nations and together at regional tables. The FNHA is honoured to be a partner in health transformation.

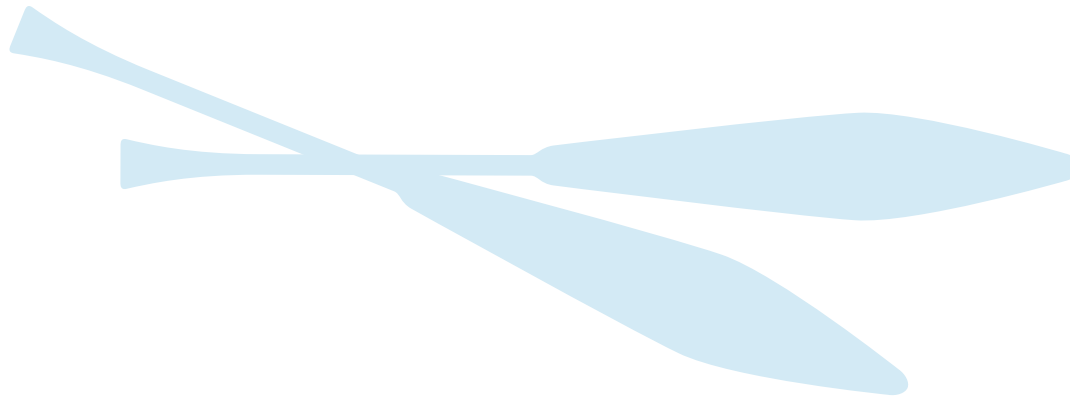


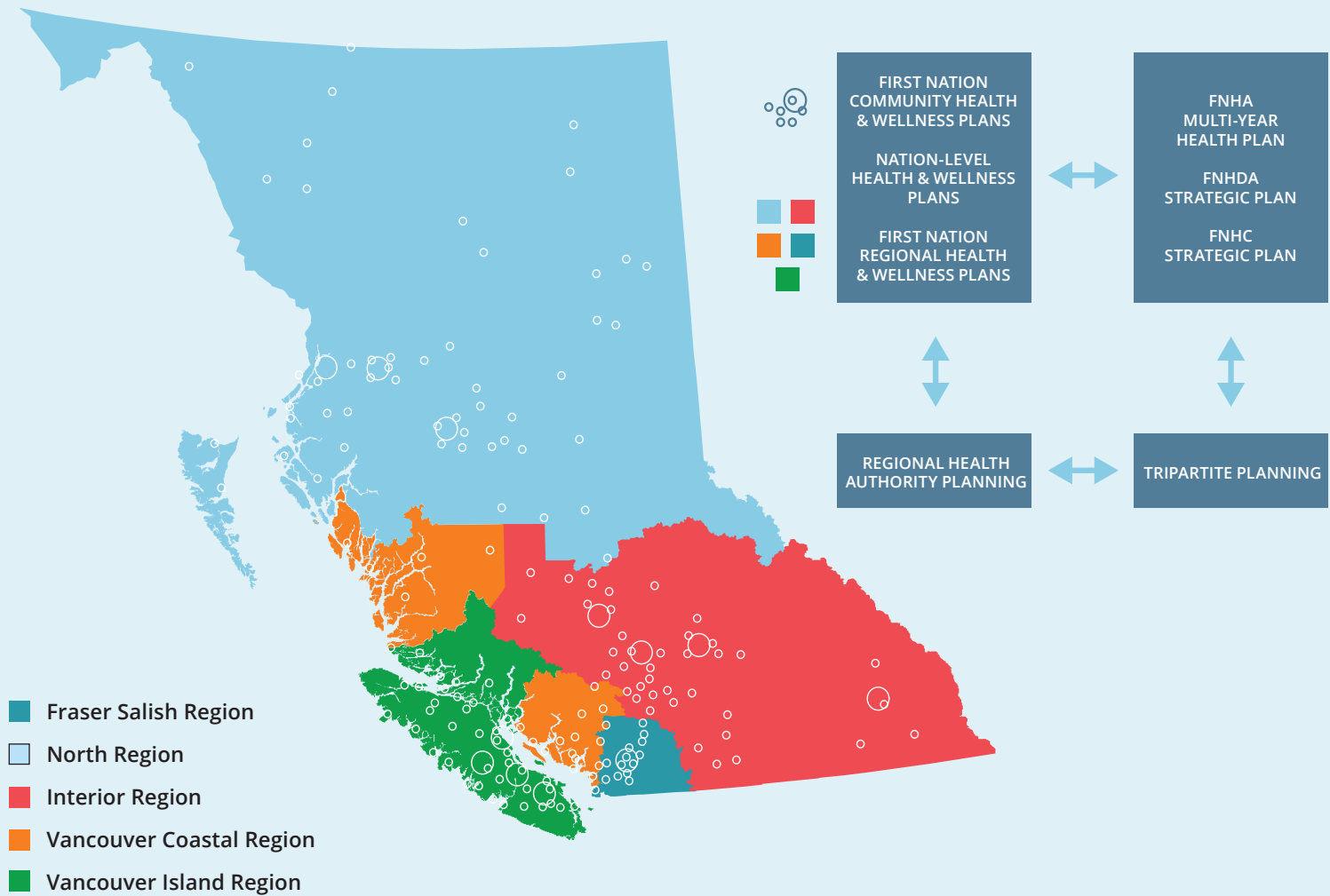


FNHA's Approach to Planning

The FNHA uses an ecosystem-based, ground-up approach to planning that begins with the priorities, goals and perspectives expressed by BC First Nations. In this approach, community or Nation Health and Wellness Plans inform Regional Health and Wellness Plans, which in turn inform FNHA plans. Available resources are aligned with identified priorities by way of a multi-year financial strategy.

This method of planning respects community-based, Nation-driven processes and helps to ensure that activities at these different levels support and are complementary to one another. This approach also works to ground the activities in the 7 Directives, our operating principles and other guiding elements.





Pathways Informing Our Plan

Our health and wellness journey moves in the direction set by First Nations through engagement. We therefore purposefully cast a wide net to guide priority-setting and stay grounded in Directive 1: Community-Driven, Nation-Based. Our process involved several concurrent approaches and is guided by First Nations in BC through various pathways.

Listening to First Nations

We aligned our priorities with what First Nations told us through a multi-pronged engagement approach. Our capacity to come together and engage was limited in different ways by concurrent public emergencies including the COVID-19 pandemic, the toxic drug crisis and the residential school discoveries, which have had significant impacts on BC First Nations. The engagements, held in 2020 and 2021, therefore included a mix of open provincial sessions and on-request regional and sub-regional sessions with community members, Chiefs and leaders and health staff, as well as mail-in and online surveys. The FNHA communicated engagement opportunities through various FNHA channels, regional teams and communication pathways, presentations at regional tables and Caucus sessions, and FNHC and FNHDA pathways. In addition to engagements, we reviewed community and regional health and wellness plans to gather information on community priorities.

Learning from our Story

To reflect on and learn from our journey so far, our Plan considered the findings from key evaluations, such as the [Evaluation of the British Columbia Tripartite Framework Agreement on First Nation Health Governance \(2019\)](#) and the [Evaluation of the First Nations Health Authority \(2020\)](#). These evaluations capture the

stories of change related to the work of the Tripartite partnership. They are important markers and reflection points for the FNHA. They are also part of FNHA's ongoing commitment to monitoring, evaluating and reporting on our progress (See Evaluating and Reporting on our Progress on page 25).

Informing our Plan

Our Plan is also informed by data on the health and wellness of First Nations living in BC. A key source is the 2021 [First Nations Population Health and Wellness Agenda](#), which provides data on 22 indicators of First Nations wholistic health and wellness and provides a baseline against which the FNHA and Tripartite Partners assess progress on health outcomes for First Nations children and families. Another important source is [Sacred and Strong: Upholding our Matriarchal Roles \(2021\)](#), which contains data, stories and teachings about the mental, emotional, physical and spiritual health and well-being of BC First Nations women at every phase of life.

Through these and other important First Nations health and wellness data sources, we acknowledge that shifts in population health outcomes take time. The FNHA is one part of the ecosystem that contributes to change.

Engagement of First Nations in BC

Promotional Avenues:



How We Engaged:

PDF
Survey



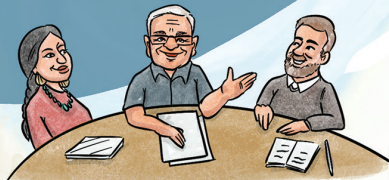
Virtual
Focus
Groups



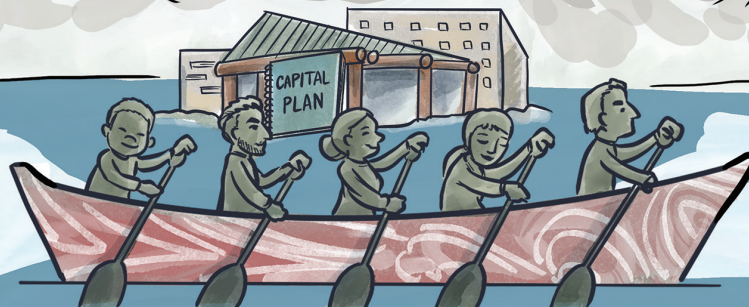
Mail in
Package



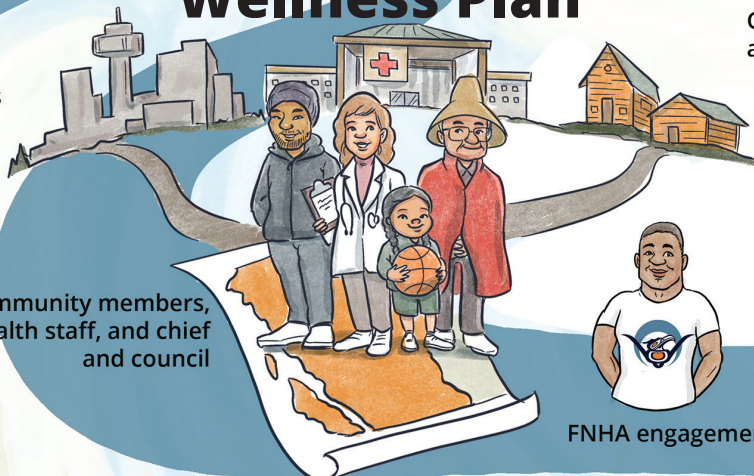
Online
Surveys



Regional Governance Tables



FNHA Health and Wellness Plan



Community members,
health staff, and chief
and council

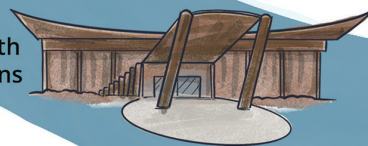
Urban, in-community,
rural and remote populations

FNHA engagement

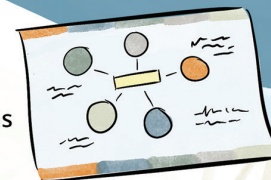


Review of key
documents

Community Health
and Wellness Plans



Regional Health
and Wellness Plans



Who We Reached

Rooted in the FNHA's 7 Directives and Shared Values



Structure of Our Plan

Our Plan articulates the FNHA's goals, outcome statements, strategies and a set of operational priorities for 2022/2023.

Goals and Strategies

Our **goals** are a statement of a strategic-level aspiration of the FNHA for the duration of our Plan. As part of our planning approach, our goals align with regional priorities identified in regional health and wellness plans. Each goal is coupled with an **outcome statement** that describes the desired changed state resulting from our course of action. **Strategies** are identified for each of our goals. They describe more specific mechanisms and processes by which the FNHA will work towards our desired outcomes as described by the outcome statements. Lastly, our Plan outlines **operational priorities** for the 2022/2023 fiscal year. These priorities describe annual work areas and activities of focus that reach across the strategies listed within each goal.

Evaluating and Measuring our Progress

The FNHA is committed to ongoing learning and improvement and remaining responsive and accountable to First Nations in BC through performance measurement, reporting and evaluation. We continuously monitor and report on the progress made on our Plan through an evergreen performance measurement, evaluation and reporting framework. Monitoring supports the tracking and measuring of progress and facilitates ongoing real-time quality improvement and responsiveness to the evolving needs and priorities of First Nations in BC and changes in the broader health ecosystem. This work in evaluating our progress helps tell the story

of our journey paddling together towards our goals and Shared Vision. Plan progress will be publicly reported in the FNHA Annual Report.

A number of **measures** are noted in strategies and outcomes under each goal, along with the direction we will use to monitor our progress. Our measures are framed from a First Nations perspective. Stories, which First Nations have used for thousands of years, figure prominently as a data source to consider the impacts of our efforts.

Guideposts

Our Plan also includes **guideposts**, topics of focus that flow across all 5 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 Plan's goals and strategies.

Our Goals



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

Governance and Partnerships



Goal 1

Drive transformation through the BC First Nations Health Governance Structure and Partnerships

Alignment with Regional Priorities

FRASER SALISH Governance and Engagement; Social Determinants of Health	NORTHERN Strengthen Partnerships and Governance	INTERIOR Establish Effective Governance and Partnership Relationships	VANCOUVER COASTAL Health Governance	VANCOUVER ISLAND Empowerment Pathways
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The BC First Nations Health Governance Structure was created by and for First Nations to bring decision-making closer to home. Within the structure, the FNHA, FNHC, FNHDA and the Tripartite Committee on First Nations Health committed to work together based on reciprocal accountability – collaborating at all levels to achieve shared goals and living up to individual and collective commitments – to build a more integrated health system for First Nations people. Reciprocal accountability also commits us to work together as partners to develop responses, measures and strategies when faced with challenges.

The FNHA is approaching the next five years with a continued focus on the 7 Directives and the strengthening of partnerships, engagement pathways and structures on which our work is based. Applying what we have learned from past engagements, we remain focused on health system transformation and decolonization for the benefit of First Nations across BC. We will

advance work with health governance partners to take action on First Nations priorities around embedding First Nations health and wellness perspectives throughout the system. We will also work to influence a broader, more wholistic perspective of health and wellness that encompasses the Social Determinants of Health, recognizing the importance of United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) for our work and for the health system.

The FNHA will continue to focus on operating through excellence in all that we do. Work under this goal will include the development and phased implementation of a sustainable plan with additional FNHA operations regionalizing and bringing services closer to home. The focus is for the FNHA regional offices to have the necessary capacity, resources and supports to respond to community needs and priorities while maintaining organizational cohesiveness.



GOAL 1:

Drive transformation through the BC First Nations Health Governance Structure and partnerships

Outcome:

A transformed health system in BC reflecting First Nations priorities, supported by the First Nations Health Governance Structure

Strategy 1.1

Collaborate with the FNHC and the FNHDA to advance our shared vision and strengthen BC First Nations health governance and partnerships.

Strategy 1.2

Operate through excellence, strengthening regional decision-making and bringing services closer to home.

Strategy 1.3

Champion health and wellness with partners to advance Social Determinants of Health.

2022/23 Operational Priorities:

- Progress work with health system partners in implementing recommendations from the Tripartite Evaluation.
- Continue work to establish an effective and regionally responsive operating model for FNHA.
- Strengthen FNHA policies, programs and services in ways that uphold First Nations perspectives of health and wellness.
- Bolster efforts to ensure First Nations perspectives and priorities are reflected in federal and provincial legislation and policies.

Measuring our Progress

Walking Together – We are One

Progress on evaluation recommendations, as measured by:

- % recommendations addressed
- Stories of collaboration

Closer to Home

Services brought closer to home, as measured by:

- % planned transfers of programs, services and staff implemented
- % rating of quality of health care services available in community or Nation as good or excellent

Decolonizing Systems

FNHA partnerships advancing improvements on social determinants of health, as measured by:

- Stories

Access to Quality Services



Goal 2

Enhance access to quality health and wellness services

Alignment with Regional Priorities

FRASER SALISH	NORTHERN	INTERIOR	VANCOUVER COASTAL	VANCOUVER ISLAND
Primary Health Care; Public Health and Health Literacy; Traditional Wellness; Urban and Away-from-Home	Revitalize Traditional Wellness; Deliver Primary Health Care; Support Maternal and Child Health; Improve Population and Public Health; Coordinate Emergency and Crisis Management	Improve Health Programs and Services	Wholistic Wellness and Health Service Delivery; Health Emergency Management; Urban Aboriginal Health Strategy	Primary Care and Nursing; Traditional Wellness; Health Benefits; Maternal, Child, and Family; Rural and Remote Communities; Away from Home

The FNHA works with First Nations in BC to improve access to quality and culturally safe services that match the priorities of First Nations. Crises such as the COVID-19 pandemic, the toxic drug crisis and residential school legacies have highlighted the importance of addressing barriers to care. Over the next five years, the FNHA will continue to work for equitable access to quality services as directed by First Nations in BC. This means enhancing access to programs and services funded and delivered by the FNHA, including primary care parental/caregiver and child health, traditional wellness, Elder wellness, youth wellness and health promotion. It involves working with our partners

to improve the quality of care provided to First Nations in the health system. It also means working with our partners to advance First Nations-led primary health-care projects and nursing services and virtual options to bring services closer to home. This work will include amplifying a wholistic view of health, healing and wellness across the continuum of care—from prevention and health promotion to aftercare, and championing these perspectives with our partners.



Goal 2:

Enhance access to quality health and wellness services

Outcome:

Access to culturally safe health and wellness and primary care that reflect First Nations perspectives of wellness.

Strategy 2.1

Advance timely and equitable access to culturally safe, team-based primary care.

Strategy 2.2

Champion the BC First Nations Perspective on Health and Wellness with First Nations.

Strategy 2.3

Transform FNHA programs and services in areas such as First Nations Health Benefits, health emergency management, and urban and away-from-home.

2022/23 Operational Priorities:

- Implement the First Nations Primary Care strategy, including the opening of First Nations-led Primary Health Care Centres.
- Improve timely access to culturally safe care through eHealth and partnerships to advance enabling technology initiatives.
- Develop an FNHA wellness agenda to educate and strengthen awareness of the First Nations Perspective on Health and Wellness.
- Develop a comprehensive public health response team.
- Continue work to transform health benefits and make patient travel more accessible to First Nations. Strengthen supports for urban and away-from-home populations.

Measuring our Progress

Pathways to Access

First Nations clients' satisfaction with accessibility and cultural safety of FNHA primary care services

Health Through Wellness

FNHA initiatives and programs that effectively incorporate First Nations perspectives on health and wellness, as measured by:

- Community feedback
- Stories

Pathways to Access

Clients' satisfaction with transformed FNHA programs and services

Mental Health and Wellness



Goal 3

Enhance culturally safe mental health and wellness approaches

Alignment with Regional Priorities

FRASER SALISH Mental Health and Wellness	NORTHERN Promote Mental Wellness	INTERIOR Improve the Mental Wellness of Interior First Nations	VANCOUVER COASTAL Mental Health and Wellness	VANCOUVER ISLAND Mental Health and Wellness
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First Nations in BC continue to prioritize mental health and wellness. This includes approaches that facilitate healing from the impacts of trauma, colonialism and anti-Indigenous racism, which are at the root of the challenges that First Nations people are experiencing – and which integrate culture and the connection to land.

The FNHA has heavily invested in improving the quality of local mental health and wellness services to meet community needs. With government partners, the FNHA has also invested significantly in First Nations-operated treatment centres, with more work to come. The FNHA will continue to prioritize support for wholistic First Nations-led mental health and wellness initiatives and prevention approaches that shift the focus to address the systemic root causes of trauma and support the restoration of the health and wellness of First Nations people through reconciliation and Nation rebuilding.

Support for First Nations people to access a comprehensive continuum of mental health and wellness approaches will continue, including reaching urban and away-from-home populations and those in correctional facilities, and considering the diverse experiences of women, youth and 2SLGBTQIA+ individuals. We will work to increase access to a culturally safe continuum of mental health and wellness services and supports that focus on healing, prevention and harm-reduction using both First Nations and Western perspectives and approaches.



Goal 3:

Enhance culturally safe mental health and wellness approaches

Outcome:

Healing from root causes of trauma through improved culturally safe mental health, harm reduction, and substance use approaches.

Strategy 3.1

Develop and implement a healing-from-trauma approach focused on the root causes of trauma, including residential school legacies.

Strategy 3.2

Enhance access to a continuum of mental health and wellness approaches, emphasizing cultural healing and prevention.

Strategy 3.3

Implement harm reduction strategies for substance use and the toxic drug crisis.

2022/23 Operational Priorities:

- Develop and implement a framework to support and sustain region-specific trauma-informed mental health and wellness supports.
- Enhanced supports for youth that facilitate traditional healing and prevention-based approaches.
- Prioritize the implementation of coordinated, comprehensive and evidence-based approaches to reducing the impacts of the toxic drug crisis.
- Advance support and the use of harm reduction-based approaches to substance use that consider the distinct needs of the urban and away-from-home populations, different genders, and those released from correctional facilities.

Measuring our Progress

Healing Journeys

Integration of healing from trauma approaches, as measured by:

- Stories from programs, services, organizations and clients

Two-Eyed Seeing

Enhanced access to mental wellness and healing supports, as measured by:

- % of new/expanded mental health and wellness programs and services supported by the FNHA
- % of clients reporting satisfaction with mental health and wellness services

Healing Journeys

Increased supports for healing and substance use, as measured by:

- % reduction of First Nations toxic drug overdose incidents and deaths in BC
- Stories of healing and the impacts of harm reduction approaches

Addressing Anti-Indigenous Racism



Goal 4

Advance First Nations approaches to addressing anti-Indigenous racism in health

Alignment with Regional Priorities

FRASER SALISH	NORTHERN	INTERIOR	VANCOUVER COASTAL	VANCOUVER ISLAND
Cultural Safety and Humility; Fraser Partnership Accord	Revitalize Traditional Wellness; Deliver Primary Health Care	Shared Services Model and Interior Partnership Accord	Cultural Safety and Humility and Anti-Racism	Cultural Safety and Humility

Achieving health equity and eliminating anti-Indigenous racism in the health system are areas of focus for the FNHA and its health governance partners. Our work is grounded in the evergreen FNHC-FNHDA-FNHA Anti-Racism, Cultural Safety & Humility Framework and Action Plan, which focuses on regional innovation, First Nations-led responses and enhancing service excellence. The FNHA, FNHC and FNHDA cannot alone transform the health system into one that is culturally safe. Collaborative approaches and a commitment to change are required to support a health system free of racism and discrimination, one where First Nations can access care that positively affirms their cultures, rights and identities.

A focus on First Nations-led approaches means commitment and accountability to upholding cultural safety and humility approaches and standards that resonate with First Nations. This includes culturally safe experiences and accessible avenues for First Nations people to provide feedback on their experiences in health care. Recognizing that addressing anti-Indigenous racism is a long and complex journey, our work towards this goal is intended to help eliminate barriers and transform the health system.



Goal 4:

Advance First Nations approaches to addressing anti-Indigenous racism in health

Outcome:

Culturally safe health care experiences where First Nations in BC feel heard, valued and seen.

Strategy 4.1

Work with partners in BC to support a racism-free health system with embedded cultural safety and humility practices.

Strategy 4.2

Champion cultural safety and humility in BC through regional innovation, First Nations-led responses and service excellence.

Strategy 4.3

Advance First Nations approaches to addressing complaints.

2022/23 Operational Priorities:

- Continue work with partners to implement the Anti-Racism, Cultural Safety & Humility Framework and Action Plan.
- Finalize and implement the Cultural Safety and Humility Standard.
- Support the development and implementation of safe regional pathways to receive and address feedback from First Nations clients.

Measuring our Progress

Cultural Safety and Humility

- % health service organizations that have adopted a cultural safety and humility standard
- stories of FNHA-related work and accountability among health system partners
- % regional anti-racism and cultural safety initiatives on target

Being heard, valued and seen

- # of new complaints models embedding First Nations feedback pathways

Health and Wellness Innovation



Goal 5

Drive health and wellness innovation together with First Nations and other partners

Alignment with Regional Priorities

FRASER SALISH	NORTHERN	INTERIOR	VANCOUVER COASTAL	VANCOUVER ISLAND
Planning; Reporting; Evaluation; Research; Data Management	Enhance Learning and Community Capacity; Develop Internal Infrastructure	Function as an Excellent and Efficient Organization	Operational Excellence	TBD

First Nations in BC continue to model and champion health and wellness innovation within their own communities and across Nations. As a health and wellness partner, the FNHA will continue to lift this work up. Our work will include collaborating with partners to access sustainable funding for innovative program and service delivery models.

In the next five years, we will learn from and amplify the creative direction and health and wellness priorities of First Nations in BC. This will include supporting training and access to relevant health and wellness data, and focusing on partnerships that have impact in areas important to First Nations. We will follow the wisdom of First Nations on how best to share innovations and new approaches, celebrating the health and wellness initiatives happening in communities and Nations.

Work towards this goal is intended to further embed First Nations data governance principles such as OCAP® into the health system, offering First Nations better access to – and greater control over – health and wellness data. Innovative partnerships with post-secondary institutions and other system partners will also be a focus.



Goal 5:

Drive health and wellness innovation together with First Nations and other partners

Outcome:

Innovative Community-Driven, Nation-Based wellness initiatives are supported and amplified throughout the health system.

Strategy 5.1

Champion BC First Nations initiatives, supporting capacity-building and the sharing of innovative practices.

Strategy 5.2

Advance First Nations data governance principles, health research partnerships and evidence-based data.

Strategy 5.3

Leverage innovative partnerships to advance creative health and wellness initiatives.

2022/23 Operational Priorities:

- Support and amplify community-based innovative approaches to advancing health and wellness priorities
- Expand strategic partnerships to advance creative wellness initiatives.
- Facilitate the development of First Nations-specific data and research for decision-making.

Measuring our Progress

Community-driven, Nation-based

Increased First Nations health and wellness initiatives, as measured by:

- Stories of FNHA wellness initiatives building capacity in communities

First Nations decision-making and control

% of initiatives generating new First Nations-specific data for decision-making

Lifting one another up

Increase in partnership initiatives, as measured by:

- # of new partnership initiatives
- Stories of innovative partnerships

Our Guideposts



**First Nations
Perspective on
Health and Wellness**



Quality



**Culture and
Decolonization**



**Urban and
Away-from-Home**



Innovation



First Nations Perspective on Health and Wellness

The [First Nations Perspective on Health and Wellness](#) depicts a shared understanding of a wholistic view of health and well-being. This view understands health and wellness journeys as being owned by the individual and influenced by families, communities, environments and other Social Determinants of Health. It is intended to serve as a starting point for discussion.

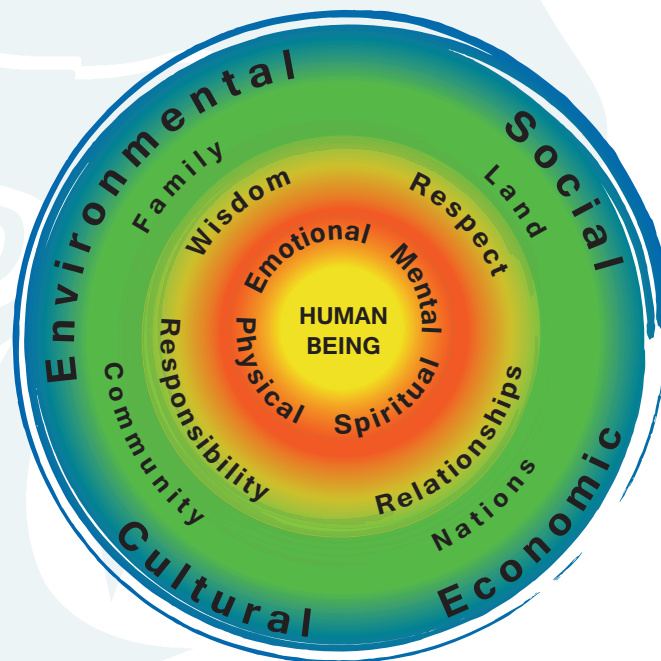
The Centre Circle represents the individual. Wellness starts with each of us taking responsibility for our own health and wellness (whether we are First Nations or not).

The Second Circle illustrates the importance of mental, emotional, spiritual and physical facets of a healthy, well and balanced life.

The Third Circle represents the overarching values that support and uphold wellness: respect, wisdom, responsibility and relationships.

The Fourth Circle depicts the people who surround us and the places from which we come: Nations, family, community and land—all critical components of healthy experiences.

The Fifth Circle depicts the social, cultural, economic and environmental determinants of our health and well-being.





Quality

The FNHA works to embed cultural safety and humility into health and wellness service delivery to improve health outcomes for First Nations people. This includes working with professionals and health staff to support the delivery of client-centred care in a way that incorporates First Nations perspectives. It involves working with our community, regional and provincial partners to enhance access to quality, culturally safe health care for First Nations in BC in tandem with addressing systemic racism in the health system.

The FNHA strives to embed quality within the programs and services we offer. We focus on continual improvement and building on wise practices to inform decision-making and enhance the quality of programs and services. This includes gathering First Nations feedback on our programs and services and offering a compliments and complaints approach through a quality care and safety team.



Culture and Decolonization

The connection to land, language and culture are core roots of First Nations health and wellness. Culture is a source of resilience for First Nations people. We turn to communities and Nations to let us know how to deliver services in a way that enhances culture. Our goals and strategies are directly tied to the five regional health and wellness plans, which helps to embed First Nations priorities and perspectives in our programs, services, partnerships and operations.

First Nations people continue to face significant barriers in accessing health, including barriers stemming from racism and colonialism. The FNHA works together with our health governance partners on addressing ongoing anti-Indigenous racism and the impacts of colonialism. The FNHA, FNHDA and FNHC developed an Anti-Racism, Cultural Safety and Humility Framework and Action Plan and work is ongoing. Actions are needed across the health system through a true commitment to change. We believe that addressing the root causes of anti-Indigenous racism will lead to more equitable treatment and improved access to quality and culturally safe care. The FNHA is committed to building on the excellent work that has been carried out on First Nations resilience, decolonization and culture as we move forward.



Urban and Away-from-home

The FNHA strives to be a health and wellness partner to all First Nations in BC, regardless of where they live or access services. The majority of First Nations people in BC live off-reserve. Mainstream health services are not always accessible to the urban and away-from-home population due to systemic, institutional, clinical or individual barriers. This demographic is not always meaningfully included in service design or delivery.

The FNHA launched the [Urban and Away-From-Home Health and Wellness Framework](#) in 2021, which sets the foundations for being a health and wellness partner to First Nations people in BC living in urban areas and away from home. The framework sets out high-level principles and directions for consideration across the FNHA's work. Implementing the framework interconnects with our Plan's five goals and includes engaging with First Nations and system partners. The framework calls for enhancing or developing new partnerships with organizations serving urban and away-from-home populations, including provincial ministries, health authorities, Indigenous service organizations, and health and wellness organizations.



Innovation

First Nations in BC have diverse cultures and protocols, languages and traditions. As a partner in health and wellness, the FNHA witnesses the strength and innovation of individuals, communities and Nations – who themselves are leading and innovating in ways that work for their people. The FNHA itself is a product of First Nations wanting an innovative approach to transform health care, and it is by Nations driving this new vision through the FNHA that we can support and improve health outcomes for First Nations.

As the first and only province-wide health authority of its kind in Canada, the FNHA is well-positioned to continue to improve and transform the planning and delivery of health care in BC. The FNHA supports innovation in various areas, such as through advancing initiatives related to mental health and wellness, anti-Indigenous racism and primary health care. As identified in the [2020 Evaluation of the First Nations Health Authority](#), the FNHA has the capacity and aspirations to continue influencing health-care planning. The five goals of our Plan, particularly Goal 5, will guide innovation in how we adapt, adjust to new contexts and strategically pursue new opportunities that are important to First Nations.





Moving Forward

Paddling Together Towards Health and Wellness maps the next phase of our journey as a First Nations organization. The FNHA looks forward to the work ahead with First Nations in BC, our health governance partners and other stakeholders to advance our five goals:

1. Drive health system transformation through the BC First Nations Health Governance Structure and partnerships;
2. Enhance access to quality health and wellness services;
3. Cultivate culturally safe mental health and wellness approaches;
4. Advance First Nations approaches to addressing anti-Indigenous racism in health; and
5. Drive health and wellness innovation together with First Nations and other partners.

Our Plan reflects the wisdom, guidance and direction shared by First Nations in BC and we continue to be grateful for this direction. The FNHA remains steadfast and unwavering in our commitment to uphold our Shared Vision, Values and the 7 Directives that ground our work on our journey together toward healthy, self-determining and vibrant BC First Nations children, families and communities.

M. Colleen Erikson
FNHA Board Chair

Richard Jock
FNHA Chief Executive Officer



Annual Budget 2022/23

	2022/23 Budget
REVENUES	
Health Canada	670,326,802
Province of British Columbia	92,641,092
First Nations Information Governance Center	1,187,674
Health Authorities	814,701
Interest Income	2,922,222
Miscellaneous Income	1,364,295
TOTAL REVENUES	769,256,786
DEFERRED INVESTMENT FUNDING	34,433,711
EXPENSES	
OPERATIONS	
Corporate Operations	55,071,404
	55,071,404
GOVERNANCE AND FIRST NATIONS ENGAGEMENT	
First Nations Health Council	2,182,272
First Nations Health Directors Association	2,202,111
First Nations Engagement	7,622,302
	12,006,685
PROGRAM SERVICES	
Health Benefits	251,908,750
Direct Community Service Funding	293,915,847
Health Services and Programs	178,512,767
Regional Operations	12,275,044
	736,612,408
TOTAL EXPENSES	803,690,497
EXCESS (DEFICIENCY) OF REVENUES AND DEFERRED INVESTMENT FUNDING OVER EXPENSES	-



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Health through wellness

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