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Mr. Tim Manning
Board Chair
Provincial Health Services Authority
700 - 1380 Burrard St.
Vancouver BC V6Z 2H3

Dear Mr. Manning:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with our Crown agency partners, including health authorities, to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government which should inform the preparation of your three-year service plan for *Budget 2018*. This Mandate Letter also confirms our mutual commitment to promoting and protecting public health care, articulates your organization's mandate, provides government's annual strategic direction, and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and Crown agencies are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We expect all public sector organizations to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by Crown agencies. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

...2

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). Please ensure that going forward your organization incorporates the UNDRIP and TRC, given the specific mandate and context of your organization.

The mandate of PHSA, as defined by the *Societies Act*, includes province-wide responsibilities in the following areas: 1.) Provincial Clinical Policy; 2.) Provincial Clinical Service Delivery; 3.) Provincial Commercial Services; and 4.) Provincial Digital and Information Technology. Under the overall governance of the PHSA Board, the PHSA will align its management and organizational structure into these four key areas. The PHSA will have direct accountability to the Ministry of Health (the Ministry) through to the Minister of Health in delivering on its accountabilities.

The PHSA must develop and maintain effective and efficient working relationships with the Regional Health Authorities, the First Nations Health Authority, and other key service partners to ensure an effective, integrated and well-coordinated system of health care for the citizens of BC.

The PHSA is directed to take the following specific priority actions in 2018/19:

Provincial Clinical Policy:

- Working closely with the Ministry of Health Pharmaceutical Services Division review options to improve better clinical coordination across hospital and community settings in both medicine management and listing and purchase of medicines from both a patient and cost perspective.
- Review stroke care across the province and make recommendations to the Ministry to improve care and outcomes as required.
- Support the creation of a mental health and addictions strategy, which includes a focus on improving access, early prevention, and child and youth mental health services. In addition, work with the Deputy Ministers' for the Ministry of Health and the Ministry of Mental Health and Addictions to clarify the role of the PHSA in advancing the mental health and addictions strategy for the province.
- The PHSA is to prepare a report analyzing the value of potentially expanding PHSA's oversight of Diagnostic Imaging and Pharmacy (hospital based) from the lower mainland to province-wide oversight, including working with the Ministry of Health Hospital, Diagnostic and Clinical Services Division and Pharmaceutical Services Division to develop evidence informed provincial clinical policy in these areas, in alignment with the policy direction set by the Ministry.

- BC's Agency for Pathology and Laboratory Medicine (the Agency) is directed to:
 - Finalize the provincial strategic service delivery plan by October 1, 2018, and initiate implementation of the plan based on government approved direction.
 - Using the genomic and genetic strategic framework approved by the Ministry of Health, make recommendations to the Ministry on genomic and genetic testing and related services in the province.
 - Improve efficiency and effectiveness of priority clinical laboratory and pathology service delivery areas (including genomic and genetic testing) that are critical to both quality and sustainability by, but not limited to:
 - completing and implementing a comprehensive provincial quality framework, which includes quality metrics and public reporting process for laboratory services;
 - continuing to operate the Agency's Test Review Committee and associated operations, lead utilization management for publicly funded laboratory service, and lead pathology and laboratory medicine workload modelling initiatives and engaging in the development of a standardized provincial contract.
 - Accept accountability for Ministry of Health assigned functions to support the *Laboratory Services Act*.
 - Provide the existing functions of the Provincial Blood Coordinating Office and support an expanded role in the oversight of utilization management of Plasma Protein Products (PPPs).

Provincial Clinical Service Delivery:

- The PHSA is to continue to ensure the delivery of quality, coordinated and accessible specialized and provincial services and programs across BC as set out in the PHSA's foundational mandate document.

Provincial Commercial Services:

- Assume accountability and responsibility for the following in-scope non-clinical support services:
 - Revenue Services
 - Payroll
 - Employee Records and Benefits
 - Supply Chain
 - Accounts Payable
 - Facilities Management
 - Integrated Protection Services
 - Biomedical Engineering
 - Interpreting Services¹
 - Business Initiatives and Support Services
 - Health Information Management

...4

¹ PHSA currently leads Lower Mainland Consolidation Interpreting Services

- Develop a prioritization plan and initiate the assessment of existing in-scope non-clinical support services, including completion of detailed business case analysis to determine the value-add, feasibility and means by which non-clinical support services can be fully exploited going forward, including the potential for service expansion and changes to service delivery models, for approval by the Ministry. Enterprise resource planning is to be included in the overall assessment of existing in-scope services.
- Initiate the assessment of provincial scheduling and timekeeping, including completion of detailed business case analysis to determine value-add, feasibility and means by which these services can be fully exploited going forward, for approval by the Ministry.
- Ensure in-scope non-clinical support services are delivered in a cost effective and efficient manner to achieve value for money.
- Ensure performance metrics are in place to monitor, evaluate and report on value-for-money results achieved.

Provincial Digital and Information Technology:

- Assume responsibility and accountability for information management and information technology services previously provided by Lower Mainland Consolidation² and BC Clinical and Support Services Society (BCCSS) Technology Services and Technology Contract Oversight business areas.
- Support the Ministry in the development of a Provincial Digital Health Strategy and Roadmap.
- Initiate an assessment across all health authorities of existing digital and information technology services and assets, including gap and business case analysis, and develop an implementation roadmap and investment strategy to address current out of date and unsupported hardware and software and the build-out of additional foundational information technology infrastructure, in alignment with the Provincial Digital Health Strategy and Roadmap, to enable operations, project delivery and digital innovation, with a focus on risk reduction and current urgent clinical and business imperatives as the priority, for approval by the Ministry.
- As part of developing comprehensive, central management and governance of the digital health and information technology program and project portfolio the PHSA will: continue to implement the Clinical and System Transformation Project to improve the quality and accessibility of patient information and ensure patients are enabled to be strong partners in the access to and control of their personal records; continue to implement the Panorama strategy; and, engage with the Island Health I-Health implementation.
- Ensure performance metrics are in place to monitor, evaluate and report on results achieved in the delivery of existing digital and information technology services and projects.
- Through the Surgical Patient Registry collect and standardize quality provincial surgical data for use by surgeons, hospitals, regional health authorities and the Ministry.

...5

² PHSA currently leads Lower Mainland Consolidation Information Management and Information Technology Services.

- Complete an assessment on digitally enabled care as part of the continuum of care for patients.
- Apply lessons learned from past technology projects to future implementation activities to ensure effective management of project budget and scope commitments.
- Ensure an integrated and cost effective approach to information management and technology, including telehealth and home health monitoring.
- Other areas as requested by the Ministry.

Further, I expect the PHSA to make substantive progress on the following priorities and incorporate these priorities when developing the goals, objectives and performance measures for inclusion in your Service Plan:

1. Support the delivery of cross health sector change areas, including integrated team-based primary care, urgent family-care centres, services for seniors, wait list reduction and rural health services. In addition, work in partnership to support an immediate response to the ongoing opioid overdose public health emergency.
2. Ensure the delivery of other key government initiatives for high quality and appropriate health services:

Population and Patient Centred Services

- Ensure patients have a voice in the quality of care they are receiving and are full partners in their own health care, and address patient concerns, including working closely with the BC Patient Safety and Quality Council and Patient Care Quality Review Offices and Review Boards.
- Support the improvement of Indigenous health and wellness by ensuring Indigenous people have meaningful input into the PHSA's Aboriginal Health Plan and other service planning and delivery activities, working closely with the First Nations Health Authority, and implementing priority actions to support the achievement of measures, goals and objectives articulated in the Tripartite First Nations Health Plan, First Nations' Regional Health and Wellness Plans, and Partnership Accords.
- Further to the commitment by the provincial government in the *Memorandum of Understanding – A Regional Engagement Process and Partnership to Develop a Shared Ten-Year Social Determinants Strategy for First Nation Peoples in BC* (March 2016), the PHSA may be asked to participate in planning cross-sectoral work to address and support the social determinants of health in First Nations communities. It is anticipated that this work will align with initiatives already underway to improve mental health and wellness services including supports for healthy child development.
- Further to the *Declaration of Commitment on Cultural Safety and Humility in Health Services Delivery for First Nations and Aboriginal People in B.C.*, the PHSA will also work with its partners and the First Nations Health Authority to prioritize key initiatives to create a climate for change to improve the patient experience for this population.

- Ensure a consistent, standardized approach in assessing care needs and goals for care for Community Living BC clients, including aging individuals with developmental disabilities.

Population Health and Health Promotion

- Establish a long term prevention plan to strengthen and emphasize health promotion and prevention initiatives and services so that health promotion and prevention activities for all health issues, including mental health and substance use actions linked to the Mental Health and Addictions Strategy, can be secure and effective.
- Continue to implement *Promote, Protect, Prevent: Our Health Begins Here. BC's Guiding Framework for Public Health*, the provincial framework for supporting the overall health and well-being of British Columbians and a sustainable public health system that reflects alignment with the Mental Health and Addictions Strategy.

3. Manage health authority performance through continuous improvement across service and corporate accountabilities:

Health Human Resource Management

- Ensure staffing models, including any contracted services, provide stable, consistent high quality care for patients.
- Ensure effective health human resource planning, management, and engagement:
 - Proactively plan for and manage health human resources to effectively deliver established or new health services.
 - Collaborate with partners to identify gaps and develop strategies to support Indigenous student participation in health sciences, and recruit and retain Indigenous employees to health authority career opportunities.
 - Establish effective working relationships with health sector unions and ensure compliance with collective agreement provisions.
 - Improve measures to protect the safety of health care workers.
 - Strengthen relationships between health authorities and physicians practicing in health authority facilities and programs (as outlined in the April 1, 2014, Memorandum of Understanding on Regional and Local Engagement), specifically:
 - Support the improvement of medical staff engagement within health authorities through existing local medical staff association structures, or where mutually agreed to by the parties at the local level, through new local structures so that medical staff:
 - views are more effectively represented;
 - contribute to the development and achievement of health authority plans and initiatives, with respect to matters directly affecting physicians;
 - prioritize issues significantly affecting physicians and patient care; and,
 - have meaningful interactions with health authority leaders, including physicians in formal health authority medical leadership roles.

- Improve processes locally within health authority programs and facilities as well as provide physicians with appropriate information to allow for more effective engagement and consultation between physicians and health authority operational leaders.
- Support physicians to acquire, with continued or expanded Joint Clinical Committee funding support, the leadership and other skills required to participate effectively in discussions regarding issues and matters directly affecting physicians and their role in the health care system.

Budget and Operational Management

- Manage within budget allocation and continuously improve productivity while maintaining a strong focus on quality service attributes.
- Strengthen and enhance capital infrastructure across the province.
- Support initiatives underway to increase the use of research evidence in policy, planning, and practice, including the Strategy for Patient-Oriented Research Support Unit and the Academic Health Sciences Network.
- Provide regular performance reports on the performance of your organization.

Each board member is required to acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website.

I have appreciated your support as Board Chair to me as Minister responsible for the PHSA. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between the ministry and your organization. Part of that engagement process includes regular meetings between your communications staff and the appropriate Government Communications and Public Engagement staff who provide support to your ministry responsible.

Once again, thanks to you and your Board of Directors for your commitment to public service. Together, we will work to build a better BC.

Sincerely,



Adrian Dix
Minister

Date: June 21, 2018

pc list to follow

pc: Honourable John Horgan, Premier
Don Wright, Deputy Minister to the Premier and Cabinet Secretary
Lori Wanamaker, Deputy Minister, Ministry of Finance
Heather Wood, Associate Deputy Minister and Secretary to Treasury Board
Ministry of Finance
Stephen Brown, Deputy Minister, Ministry of Health
Dr. Kenneth Lyle Bassett, Board Member, Provincial Health Services Authority
Lorianna Bennett, Board Member, Provincial Health Services Authority
Dr. Donald Brooks, Board Member, Provincial Health Services Authority
Sukhjit (Suki) Kaur Hayre (Gill), Board Member, Provincial Health Services Authority
Robert Kiesman, Board Member, Provincial Health Services Authority
Chief Clarence Joseph Louie, Board Member, Provincial Health Services Authority
Gary Pooni, Board Member, Provincial Health Services Authority
J. Pauline Rafferty, Board Member, Provincial Health Services Authority
Allan Ritchie, Board Member, Provincial Health Services Authority
Sharon Stromdahl, Board Member, Provincial Health Services Authority
David J. Turchen, Board Member, Provincial Health Services Authority
Carl Roy, Chief Executive Officer/President, Provincial Health Services Authority



Timothy F. Manning, Chair



Dr. Kenneth Bassett



Lorianna Bennett



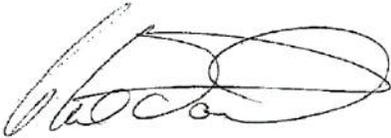
Dr. Donald Brooks



Sukhjot Kaur Hayre (Suki Gill)



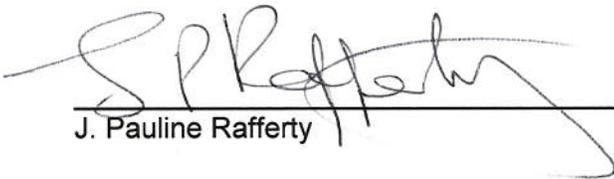
Robert Kiesman



Chief Clarence Louie



Gurdeep (Gary) Singh Pooni



J. Pauline Rafferty



Allan Ritchie



Sharon Stromdahl



David Turchen