



June 21, 2018

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

Dear Mr. Manning:

The mandate of the Provincial Health Services Authority (PHSA), as defined by the *Societies Act*, includes province-wide responsibilities in the following areas:

- Provincial Clinical Policy
- Provincial Clinical Service Delivery
- Provincial Commercial Services
- Provincial Digital and Information Technology

The PHSA will have direct accountability to the Ministry of Health (the Ministry) through to the Minister of Health in delivering on its accountabilities. This mandate letter outlines the foundational elements of PHSA's mandate and provides clarity and transparency on the roles of PHSA.

As specifically set out below these accountabilities may include clinical policy setting, planning, oversight and coordination, delivery, monitoring, evaluation, reporting and in some cases funding. 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. In partnership with First Nations Health Authority PHSA must support the Indigenous Health approach, services and wellness objectives.

Under the overall governance of the PHSA Board the PHSA will align its management and organizational structure into four key areas.

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1. Provincial Clinical Policy:

As assigned by the Ministry, the PHSA will have accountability to develop, implement, monitor, evaluate and report on specific areas designated as requiring provincial clinical policy consistently applied across the health sector to ensure a consistent quality of clinical care across the BC health system. In addition, as assigned by the Ministry, the PHSA will have accountability to provide oversight and coordination of specific clinical services, and in some circumstances, fund those services, to ensure appropriate, consistent, and equitable patient care services to strengthen our system of care. Further as requested by the Ministry, PHSA will undertake reviews of clinical practice to assist the health sector improve the overall standard of clinical practice at a provincial level.

As a key partner within the Academic Health Science Network, PHSA is expected to conduct world-class research, and deliver excellence in education and training as a provincial health authority and an academic health sciences organization to support and underpin its ability to both develop evidence informed provincial clinical policy and as set out in the next section to deliver high quality provincial clinical services.

Specifically:

1. PHSA is directed to develop, review, and/or update evidence informed provincial clinical policy, in alignment with the policy direction set by the Ministry, to ensure appropriate, consistent, and equitable patient care services to strengthen the quality of our system of health care, in the following areas:

- Cancer Health
- Women's Health
- Perinatal Health
- Children's Health
- Mental Health and Substance Use (as requested by the Ministry of Mental Health and Addictions)
- Forensic Psychiatric
- Health Care for Provincial Correctional Institutions
- Out-of-Hospital Emergency Health
- Disease control
- Renal Health
- Cardiac Health
- Organ Donation and Transplantation Health
- Trans Health
- Trauma Care
- Stroke Care
- Laboratory Medicine
- Provincial Blood and Blood Product Utilization
- Other areas as requested by the Ministry.

In each area, the PHSA will recommend to the Ministry provincial clinical policy directives, provincial clinical practice guidelines and/or provincial clinical standards. Once approved the PHSA is accountable for the communication, hand-off, monitoring, evaluation, periodic review, and reporting out on the policy.

2. PHSA is directed to provide effective provincial oversight which includes provincial planning, coordination, monitoring, evaluating, and reporting on province-wide results and health outcomes for the following specialized provincial services:
 - Women's, perinatal and children's health services in British Columbia, including long-term strategies to improve health outcomes.
 - The spectrum of cancer health care across BC (from prevention and screening to diagnosis, treatment and rehabilitation) to ensure equitable and cost-effective health care for people living with or affected by cancer.
 - Out-of-hospital emergency and ancillary health services and inter-facility patient transfers throughout the province provided through the BC Ambulance Service and the BC Patient Transfer Network. Ensure the appropriate supply and access to a high performing, comprehensive, integrated and inclusive provincial trauma system provided through Trauma Services BC.
 - Renal health services, including prevention programs, to improve health outcomes for people living with kidney disease.
 - Cardiac services across the province ensuring quality access and sustainability within BC's cardiac care system.
 - Organ donation and transplantation continuum across BC and management of the BC Organ Donor Registry.
 - Trans-Care health services and supports across the province, including primary, surgical and acute care services, bringing gender-affirming care closer to home wherever possible.
 - Disease surveillance, detection, treatment, prevention, and consultation.
 - Improve the quality and continuity of health care services for clients as they move between correctional centres and the community.
 - Health emergency management leadership and support to the health authorities in BC to effectively mitigate, prepare for, respond to, and recover from the impacts of emergency events and ensure continuity of health services.
 - Publicly funded diagnostic laboratory and pathology services within BC and provincial blood and blood products utilization.
 - Diagnostic imaging services and pharmacy services throughout the Lower Mainland.

2. Provincial Clinical Service Delivery

In order to meet the population needs of the province, highly specialized health care services are more effectively and efficiently delivered provincially due to the nature of these services. As directed by the Ministry, and in alignment with provincial priorities, PHSA is to oversee, plan, deliver, fund, monitor, evaluate and report on certain specialized provincial clinical services. Planning the delivery of specialized provincial health services is to consider the care continuum including care transitions, recognizing the need for a systematic, integrated, and patient-centred approach.

Specifically, PHSA will:

- Provide comprehensive specialized in-hospital and out-patient women's and perinatal health services, including maternal and gynecological care, neonatal care and women's health through a range of Children's and Women's Health Centre of BC programs dedicated to improving the health of women, newborns and their families.
- Provide general and specialized, comprehensive pediatric services and specialized services for children with complex medical conditions and disabilities, their families and communities through the Children's and Women's Health Care Centre of BC and the Sunny Hill Health Centre. This includes screening, assessment, diagnosis, consultation, treatment and support. Areas of specialization include trauma, critical illness, complex medical, oncology, surgical, transplant, mental health, developmental and rehabilitation.
- Provide health care for people living with or affected by cancer, including assessment and diagnostic services, chemotherapy, radiation therapy, and supportive care through BC Cancer and regional cancer centres. In addition, provide provincial screening programs for breast, cervical, colorectal and hereditary cancers. Continue to lead implementation of the renewed comprehensive long-term vision for cancer care, including pediatric cancer care, in the province informed by the Cancer Control Strategy in collaboration with BC Cancer.
- Provide distinctive, specialized and a diverse range of mental health and substance use services for individuals across BC with complex needs, through partnerships with health authorities and communities and mental health and substance use programs and services including Burnaby Centre for Mental Health and Addictions, Heartwood Centre for Women, Ashnola at the Crossing and the Centre for Mental Health and Addiction, which is under development.
- Provide highly specialized and secure care for adults with mental health disorders who are in conflict with the law through Forensic Psychiatric Services.
- Provide health care services to inmates in provincial correctional centres, ensuring transition and integration with health services in Regional Health Authorities and the community as required.
- Provide diagnostic assessments for those with suspected autism spectrum disorder through the BC Autism Assessment Network.
- Deliver province-wide screening program to check hearing for babies born in BC, including integrated services from hearing screening to hearing testing as well as early language support through the BC Early Hearing Program.
- Provide province-wide out-of-hospital emergency and ancillary health services, and inter-facility patient transfers throughout the province through BC Emergency Health Services.
- Provide diagnostic and treatment services to people with diseases of public health significance, with a focus on vulnerable communities through BC Centre for Disease Control.
- Provide medical laboratory services, diagnostic imaging services and pharmacy services throughout the Lower Mainland.
- Provide telehealth/ teleconsultations for provincial health services.

3. Provincial Commercial Services

Create enhanced value to the health care system through consolidation of provincial commercial services related to non-clinical support services, as determined by the Ministry. The Provincial Commercial Services Division is accountable and responsible for: governance oversight; coordination and planning; delivery; and monitoring, evaluating and reporting on results for in-scope non-clinical support services.

Using a value-based approach, the Division is expected to achieve increased process efficiency, standardization, capital avoidance, leveraged buying power, quality improvements and province-wide data consistency. The Division is also expected to create leading practice independent commercial capacity to accurately assess, qualify, implement, cost and oversee commercial elements of in-scope non-clinical support services.

In addition, the Division is responsible for assessing all existing and potential new non-clinical support services to determine the feasibility and means by which they can be fully exploited, including business case analysis, for approval by the Ministry.

In-scope non-clinical support services currently include the following:

- 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. Provincial Digital and Information Technology

Establish a purpose-built health sector digital and information technology division to provide provincial oversight, coordination, and delivery for provincial/sector wide and common/shared interest projects, as directed by the Ministry and in alignment with the strategic health sector digital and information technology policy direction set by the Ministry, in part by consolidating information technology services across the province to achieve standardization, leverage economies of scale and resources, reduce risk and duplication, and increase interoperability of applications and services across health organizations.

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¹ PHSA currently leads Lower Mainland Consolidation Interpreting Services

Build capacity and capabilities required to effectively oversee, coordinate, and manage digital and information technology operations related to provincial/sector wide and common/shared interest projects, as directed by the Ministry, with accountability and responsibility for the following functions:

- Set and manage sector-wide digital and information technology standards on application, data and infrastructure, security and privacy and provide increased focus on critical security issues and risk management in alignment with the overall information privacy and security legislation, data stewardship and information privacy and security policy set by the Ministry.
- Develop a health sector-wide enterprise architecture with flexibility to adapt to emerging digital trends.
- Audit performance, support alignment across the health sector and provide expert advice on the application of digital and information technology standards and practices.
- Provide comprehensive, central management and governance of the digital health and information technology program and project portfolio, as assigned by the Ministry.
- Design, deliver, monitor, evaluate and report on provincial and common/shared interest digital and information technology project solutions, applications and platforms, as well as service desk and system-focused support functions across multiple organizations, as directed by the Ministry.
- Undertake stakeholder engagement and coordination to ensure consistency and health sector-wide perspective, based on internal clinical and business operations and knowledge expertise. Assist health sector organizations in developing digital and information technology strategies aligned with the overall health sector digital and information technology strategic direction set by the Ministry.
- Support innovation by generating and evaluating digital and information technology innovative ideas/ systems/ pilots/ prototypes from within the health sector, providing a framework for scaling and adopting innovative ideas and best practices across the sector.
- For organizations across the health sector provide centralized supplier management, commercial evaluation and partnership management functions for strategic and provincial digital and Information technology projects.
- Deliver, monitor, evaluate and report on health sector information technology infrastructure, including networks, telecom, device management, storage and servers, and hardware and licensing, as directed by the Ministry.
- Provide sector-wide digital and information technology investment and capital planning for provincial and common/shared interest projects, as directed by the Ministry.
- Deliver, monitor, evaluate and report on digitally enabled care as part of the continuum of care for patients, as directed by the Ministry.
- Develop specific job profiles and compensation frameworks to attract and retain skilled staff.

In building provincial capacity, PHSA will effectively partner with and commission services from the private sector to augment and deliver capabilities and outcomes, including leveraging existing provincial partnerships with specialized third parties. Focus on risk reduction and current urgent clinical and business imperatives as the priority.

This foundational PHSA mandate letter is to be posted publicly on your organization's website.

Sincerely,

A handwritten signature in black ink, appearing to read 'Adrian Dix', with a stylized flourish at the end.

Adrian Dix
Minister

pc: 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
Sukhjot (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
Stephen Brown, Deputy Minister of Health