



June 05, 2025

1312874

Opreet Kang  
Board Chair  
Fraser Health Authority  
400-13450 102nd Ave  
Surrey BC V3T 0H1

Dear Opreet Kang:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for the Health Authorities, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.

In the current economic and fiscal context, including the threat of US tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing Chief Executive Officers (CEOs) or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the [Crown Agencies and Board Resourcing Office](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

As the Board Chair, along with your Board, you will provide governance and oversight to your CEO and their Executive team in the delivery of the mandated direction and government's priorities to continue to build a strong, publicly funded, and fiscally sustainable health care system in BC that is focused on the people we serve and providing timely, responsive, and sustainable services. You are accountable to ensure your Health Authority delivers a full continuum of patient-centred care to meet the diverse needs of all British Columbians living in your region through services that are accessible, high-quality, appropriate, equitable, and cost-effective.

### **An Integrated and Well-Coordinated Health System that Meets the Health Needs of all in British Columbia**

Government is committed to ensuring Health Authorities are functioning as effectively and efficiently as possible, and that programs and governance make sense when tackling the complex challenges facing health care today. In support of government's cost containment work, Health Authorities will be participating in a review to ensure patients, their families, and health-care providers are benefiting from the best use of resources and programs directed to front-line patient care.

BC is dependent on skilled people to provide patient care and services, and the Ministry of Health (the Ministry) and Health Authorities must work together to make sure our health human resources keep pace with the province's growing needs. [BC's Health Human Resources Strategy](#) and the actions contained within it remain a key pillar in delivering comprehensive and quality public health care services to all in the province.

Our work must also proactively advance culturally safe, anti-racist and trauma-informed, coordinated service pathways and prevention efforts for families. This includes a focus on promoting the use of a health equity lens for the design and delivery of health care services and programs to embed cultural safety, anti-racism, and equity for populations facing systemic inequities, including Indigenous Peoples, immigrants, racialized groups, persons with disabilities, and the 2SLGBTQIA+ community.

## Health System Key Strategic Priorities

As the Board Chair, along with your board members, CEO, and their Executive team, I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization, and as you develop plans to address the following priorities:

- Manage within your budget allocation to support fiscal sustainability and continuously improve productivity and efficiency while maintaining a strong focus on quality service attributes and health outcomes. As part of a provincial review, you will work with the Ministry to reduce the cost of administration of the health care system to focus resources on the front-line.
- Actively support the Ministry in its work to ensure all people in BC have access to primary care; continue to connect more and more people to family health care providers by increasing attachment and timely access to team-based longitudinal care, as well as urgent, episodic, and after-hours primary care.
- In collaboration with the Ministry and other Health Authorities, continue to improve the delivery of care for seniors and steward public investments to improve efficiency and effectiveness given the growing population of seniors in our province.
- Continue to work with the Ministry to build and deliver a seamless system of care for people seeking mental health and addiction services on both an inpatient and outpatient basis, including services responsive to the unique needs of Indigenous peoples. This system of care includes:
  - Working with the Ministry and partners across government to deliver the recommendations of the Chief Scientific Advisor for Psychiatry, Toxic Drugs, and Concurrent Disorders, enabling high-quality care for people struggling with acquired brain injury, addiction, and mental health challenges.
  - Reducing the risk of diversion of prescribed opioids by taking action in these areas (and any others identified): establishing safeguards to prevent diversion of opioids prescribed for opioid dependence treatment, and reducing the population level frequency of opioid prescriptions generally.
  - Working with the Ministry to review prescribing safety initiatives for psychoactive medications and taking actions to enhance patient and public safety and reduce health care costs.
  - Supporting the prioritization and implementation of initiatives identified by the Cabinet Committee on Community Safety and the Ministry, including mental health crisis response teams.

- Providing quality, safety, and timely access to integrated substance use treatment and recovery care and continuing to implement the new provincial model for integrated addictions care. This includes expanding the Red Fish Model to other areas of the province, including delivery of virtual care, and participating in the Provincial Addiction Recovery, Treatment, and Support Network.
  - Working with the Ministry and the Ministry of Children and Family Development to realign and improve services for children, youth, and young adults with support and mental health needs through evidence-based services that are founded in best practice.
  - Continuing to enhance delivery of supportive and complex care housing in a manner that keeps residents and others safe.
  - Promptly implementing best practices based on findings resulting from addiction health professionals and epidemiologists brought together to expand peer-reviewed research and evaluate interventions for people struggling with addiction.
- In collaboration with the Ministry, and BC Cancer/Provincial Health Services Authority (PHSA), and other Health Authorities, continuing to support the implementation of [BC's 10-Year Cancer Action Plan](#) and improve delivery across the province to meet national/international benchmarks for cancer care outcomes and service delivery.
  - In collaboration with the Ministry, take necessary steps to address unplanned emergency room closures, strengthen inpatient services, and improve patient flow efficiencies to ensure capacity to meet current and surge demand.
  - Continue to make progress on urgent and non-urgent surgical, laboratory and diagnostic imaging services to ensure timely and equitable access for all in BC.
  - Work to improve the delivery of maternity care, reproductive care, and gynecological cancer care for people across the province through targeted initiatives. In collaboration with the Ministry and Perinatal Services BC/PHSA, align with the Maternity Services Strategy to sustain, stabilize, and where appropriate, expand access to team-based maternity services, including low-risk maternity care across the province.
  - Work with the Ministry to implement the actions outlined in [BC's Health Human Resources Strategy](#) with the goal of creating balanced, healthy, and safe health care settings. You will tackle the training, recruitment, retention, and system redesign needed to make sure our health human resources keep pace with the growing needs of people in BC and deliver better, faster care. Continue working collaboratively with key partners on initiatives to strengthen nurse-to-patient ratios.

- Work collaboratively with Indigenous communities and leadership to improve health outcomes for Indigenous peoples in our province, including continuing to act on the recommendations of the [In Plain Sight Report](#) and continuing to implement policy, practices, and standards, to address gaps in health and mental health and substance use care services experienced by Indigenous people by improving access, cultural safety and humility, and eliminating Indigenous-specific racism.

### **Provincial Clinical Policy**

- Actively participate in support of provincial clinical programs and health improvement initiatives, ensuring equity and relevance for regional populations.

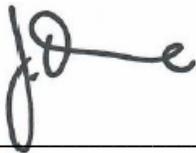
### **Performance Management and Monitoring, Reporting, and Evaluation**

- Support your organization to contribute data sets and clinical system data to the Ministry to inform health care programs and services to measure client and system outcomes.
- Continue to optimize resources, working collaboratively with the Ministry in planning, coordinating, monitoring, and reporting on progress with the overarching goal to improve the health and wellbeing of people in BC.
- As the Board of a Regional Health Authority, you will provide regular reporting of organizational performance through to the Ministry.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



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Josie Osborne  
Minister of Health  
Date: June 5, 2025

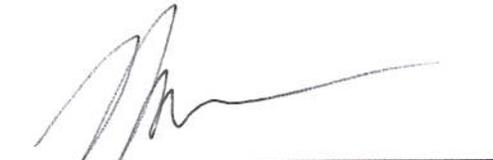
pc: Honourable David Eby, KC, Premier  
Shannon Salter, Deputy Minister to the Premier, Cabinet Secretary and  
Head of the BC Public Service  
Doug Scott, Deputy Minister and Secretary to Treasury Board, Ministry of Finance  
Elenore Arend, Associate Deputy Minister, Crown Agencies Secretariat,  
Ministry of Finance  
Cynthia Johansen, Deputy Minister, Ministry of Health  
Lynn Stevenson, Interim President and Chief Executive Officer,  
Fraser Health Authority



Opreet Kang  
Board Chair  
Fraser Health Authority  
Date: June 25, 2025



Harry Sadhra  
Board Member  
Fraser Health Authority  
Date: June 25, 2025



Ramya Hosak  
Board Member  
Fraser Health Authority  
Date: June 25, 2025

Cynthia Jim

Shuel-let-qua Q:olosoet Cynthia Jim  
Board Member  
Fraser Health Authority  
Date: June 25, 2025

Willie Charlie

Willie Charlie  
Board Member  
Fraser Health Authority  
Date: June 25, 2025



Manpreet Grewal  
Board Member  
Fraser Health Authority  
Date: June 25, 2025



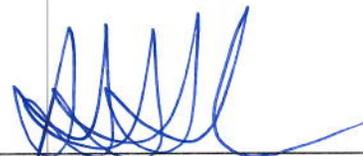
Inderjeet Hundal  
Board Member  
Fraser Health Authority  
Date: June 25, 2025

Lee Loftus

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Board Member  
Fraser Health Authority  
Date: June 25, 2025



Jessie Kaur Lehail  
Board Member  
Fraser Health Authority  
Date: June 25, 2025



Anita Kaur Atwal  
Board Member  
Fraser Health Authority  
Date: June 25, 2025