

AMPLIFYING

Our Impact

Strategic Framework
2019-2024



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NOTES

MESSAGE FROM THE BOARD CHAIR

Taking Direction from Our Consultations: Amplifying Our Impact

On behalf of the Board of Directors, I am delighted to present HEABC's renewed strategic framework, which is based on extensive consultation with health employers, the Ministry of Health (MoH), the Public Sector Employers' Council (PSEC) Secretariat, health sector unions, and HEABC employees. Throughout the consultation process, stakeholders were clear that:

- They strongly believe HEABC produces high-quality services that are valued by health employers and other health sector partners;
- They want HEABC to be more focused, strategic and proactive in how we deliver the work we do and, in doing so;
- They want HEABC to optimize the value we add to the health sector generally, and to health employers in particular.



In other words, our stakeholders want us to continue to do what we do well, but with more attention to how we do it, and with a more deliberate focus on identifying and prioritizing work that will have the greatest impact on the health sector.

This framework is not a departure from the services our health sector partners and members rely on. Rather, it is an outline of how we are **amplifying our impact**. I invite you to read this document with that intention in mind.

Going forward, I encourage health employers to invite HEABC to articulate how HEABC could add value to their organizations and how the work we are currently doing supports their strategic priorities, and to tell us whether or not they agree. These conversations are necessary for continuous improvement; they also open up a dialogue that will strengthen the relationship between HEABC and its members. This dialogue is critical because the value HEABC adds to the health sector is an outcome that can only be achieved by working in partnership with our members.

I look forward to witnessing those outcomes over the next five years and the impact they have on our health system.

A handwritten signature in black ink that reads "Betsy Gibbons". The signature is written in a cursive, flowing style.

Betsy Gibbons, Board Chair

INTRODUCTION FROM HEABC'S PRESIDENT & CEO

Strategic Planning in an Environment of Uncertainty – A New Approach



In this strategic framework, we have chosen to identify and focus on clear, high-level, strategic directions rather than specific, time-limited goals or objectives. In part, we have taken this approach because past strategic plans sometimes became outdated before they expired. As a service organization, when government and health employers' priorities shift, so must HEABC's to ensure alignment with the health sector's current needs. The potential for misalignment will be even greater over the next decade due to the uncertainty that is predicted in our immediate and broader business contexts, as well as the current pace of system change.

For this reason, our approach will be to complete an annual refresh of our organizational work plan, which will align emerging priorities with the strategic directions identified in this framework. This will allow us to better respond to a dynamic, and challenging environment. This approach acknowledges that BC's health sector

is a complex system, in which shifts in one part of the system have an impact on other parts. We must be particularly sensitive to the inputs that impact the system and be nimble and creative in how we anticipate and respond to them.

Both in response to this environment of uncertainty, and as a prudent business practice, HEABC will develop and implement an enterprise risk management (ERM) process and related infrastructure in the first year covered by this strategic framework. The ERM framework we apply will focus on organizational risk – both the risk posed by emerging threats, and missed opportunities.

We will also need to focus on identifying risks to the broader health system, its transformation agenda, and health employers' strategic plans for the purpose of offering our support where we believe HEABC can be a partner in mitigating those risks.

After reading this document, I ask you to reflect on what it means to you as a health employer, a government partner, or an HEABC employee. How will we embark on these strategic directions in partnership with you? What kind of impact do you hope we will achieve? Although there will be opportunities for discussion as we develop and execute our work plans for 2019/2020 and beyond, I invite you to contact me with any questions, comments or insights you might have.

On behalf of the senior leadership team, we look forward to working with you to achieve the vision articulated in this framework.

A handwritten signature in black ink that reads "Michael McMillan". The signature is fluid and cursive, written in a professional style.

Michael McMillan, President & CEO

OUR OPERATIONAL CONTEXT

BC's Centralized Bargaining Model – PSEC and the Employers' Associations

HEABC is part of a broader, centralized labour relations infrastructure that was established by the provincial government in 1993 to support government in setting a provincial bargaining mandate consistent with its fiscal goals, while providing employers with a degree of autonomy. The Public Sector Employers' Council (PSEC) and supportive Secretariat develops and implements human resource and labour relations policies and practices across the public sector. Employer associations are legislated to perform the following functions.

- Coordinate compensation for employees who are not subject to collective agreements
- Coordinate benefits administration
- Coordinate human resource practices
- Coordinate collective bargaining objectives
- Foster consultation between the association and representatives of employees in that sector
- Assist PSEC in carrying out any objectives and strategic directions established by the council for the employers' association

HEABC was established under the Society Act on December 1, 1993 as the official bargaining agent for health sector employers under the Labour Relations Code. Currently, HEABC is one of six employers' associations, which also include:

- BC Public School Employers' Association (BCPSEA)
- Post-Secondary Employers' Association (PSEA)
- Community Social Services Employers' Association (CSSEA)
- University Public Sector Employers' Association (UPSEA)
- Crown Corporation Employers' Association (CCEA)

In addition to the above employers' associations, the BC Public Service Agency (BCPSA) coordinates the labour relations and human resource interests of government with respect to the public service.



HOW HEABC FULFILLS ITS MANDATE

In practical terms, HEABC:

- Is the sole accredited bargaining agent for more than 200 denominational, proprietary and affiliate health employers as well as the province's six health authorities.
- Negotiates six provincial collective agreements on behalf of health employers and the provincial Physician Master Agreement on behalf of the Ministry of Health.
- Coordinates the consistent application of collective agreements and other agreements in the way intended by the parties when the language was negotiated.
- Coordinates benefits administration and non-contract compensation for the health sector.
- Partners with stakeholders (members, government, and other organizations where appropriate) to proactively develop and implement strategies that address current health human resource and labour relations issues. This includes, but is not limited to, the formation of collective agreement objectives.
- Provides members with education and instructs them on best practices related to health human resources and labour relations.
- Collects and analyzes data and shares intelligence that supports the development and implementation of health human resource and labour relations strategy.
- Assists the Public Sector Employers' Council (PSEC) Secretariat in carrying out any objectives or strategic directions established by PSEC for HEABC.

HEABC receives core operational funding from the PSEC Secretariat. The Ministry of Health provides funding for programs and services contracted directly with them. We currently have over 120 employees.

HEABC'S GOVERNANCE STRUCTURE

HEABC is accountable to a Board of Directors, which includes representation from health employers, Ministry of Health and the Ministry of Finance through the Public Sector Employers' Council (PSEC) Secretariat. The primary responsibility of the Board is to foster HEABC's short and long-term success, consistent with the organization's Constitution and Bylaws. The Board supervises the management of the affairs and business of HEABC. The Board's responsibilities include participating in the development and approval of HEABC's strategic plan.

DEVELOPMENT OF

HEABC
HEALTH EMPLOYERS
ASSOCIATION OF BC

AMPLIFYING *Our Impact*

Strategic Framework
2019-2024



Our NEW Strategic Framework is the result of two significant pieces of work:

- Consultation with health employers leading up to the negotiation of the 2019-2022 health sector collective agreements
- A nine-month, three-phase strategic planning process

Pre-Bargaining Consultation (October 2017 to December 2017)

In addition to over 20 meetings with health employers, two major consultation workshops were held with health employers during HEABC's pre-bargaining phase – one in October 2017 and one in December 2017. Although the primary purpose of these sessions was to inform the development of our bargaining objectives, certain themes emerged as employers described their vision of the health care workplace environment they aspired to create for their employees.

Optimal Health Care Workplace Environment

The centre of the diagram reinforces the focus on the workplace environment. Surrounding the centre are four workplace conditions or qualities that employers identified as critical for them to create.

- **ATTRACTIVE** – Members want to make BC's health system an attractive place for health professionals to work and stay working.
- **SUPPORTIVE** – Members want to ensure health professionals have the supports they require, and for work practices to be flexible enough to respond to rapid shifts in health service delivery priorities.



- **SAFE** – Members want to work with their employees, unions, government, and WorkSafe BC to support the health and safety of health professionals, both as a retention strategy and because it's the right thing to do.
- **EFFECTIVE** – Members want work practices, including those prescribed by the collective agreements, to do what they were intended to do; i.e., to have the positive impact they were intended to have on the workplace environment's attractiveness, supportiveness, and safety.

Employers articulated clear and significant outcomes linked to creating an optimal workplace environment. Of particular importance to them were improvements in their relationship with employees. Employers stressed the importance of improving the relationship with employees, unions and other stakeholders.

We believe this model of the optimal health workplace is useful for describing the goal that health employers are working towards and we have used it as a working framework for HEABC to align both the development of our bargaining objectives and our 2019-2024 strategic framework.

HEABC's Strategic Planning Process (May 2018 to January 2019)

HEABC's strategic planning process took place over nine-months and consisted of three-phases:

1. A situation analysis to help the Board identify strategic issues that the health sector will face over the next several years, including extensive stakeholder consultation to identify trends and pressures facing BC's health sector specifically. Over 50 hours of individual interviews and small group discussions were conducted with more than 60 individuals – the majority of whom were health employers and HEABC employees. We also spoke to the Ministry of Health, the PSEC Secretariat, and health sector unions.
2. Strategic deliberation with HEABC's Board of Directors to seek their advice on the approach HEABC should take to contribute to addressing the health sector's emergent and persistent strategic issues. This work included a reflection on the roles HEABC might play and how we might concretely contribute in a different way.
3. A multi-stage process of more precisely articulating HEABC's proposed strategic directions, engaging HEABC employees to provide feedback, and refining those proposed strategic directions based on that feedback.

The remainder of this document describes the outcome of this work and sets out the strategic directions that will guide the organization's work over the next five years.

OUR STRATEGIC FRAMEWORK 2019-2024: AMPLIFYING OUR IMPACT

VISION

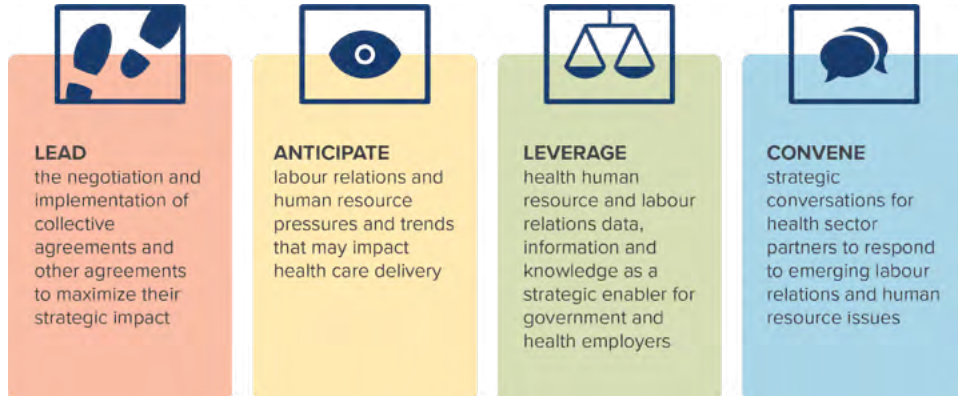
HEABC, health employers, government and other stakeholders work in partnership to ensure BC's health workforce is supported to meet the future health needs of British Columbians.

MISSION

HEABC works with health employers and government to create the human resource and labour relations environment necessary to deliver high-quality health care.

STRATEGIC DIRECTIONS

Through consultation, stakeholders, including health employers, told us they want HEABC to amplify our impact and play a greater strategic leadership role; specifically, they want HEABC to:



These strategic directions are not new pieces of work. Rather, they represent a shift in how HEABC “shows up” to do that work. For example:

- We will continue to negotiate and implement agreements, but with greater attention to amplifying their strategic impact.
- We will continue to curate and analyze data, but with a greater focus on how that data is functioning as a strategic enabler for health employers.

- We will continue to develop and maintain a situational awareness of our environment, but with a view to proactively identifying emerging trends and pressures of strategic importance to our members.
- We will continue to convene conversations, but with a broader focus and a more proactive approach.

GUIDING PRINCIPLES - HOW WE DO OUR WORK

Through consultation with HEABC staff members, we developed the following principles to describe and guide how we will strive to do our work.

Provide timely, effective services that add value
Build and sustain long-term collaborative relationships
Listen and understand others' perspectives
Anticipate issues and take action
Recognize the diversity of our membership when developing system-wide approaches
Routinely seek feedback on the relevance and value of our contributions
Demonstrate effective leadership qualities regardless of the positions we hold
Recognize & value teamwork while acknowledging individual contributions

MAINTAINING ALIGNMENT: ANNUAL AREAS OF STRATEGIC FOCUS

HEABC will undertake an annual refresh of our strategic areas of focus; i.e., the specific pieces of work that are critical to fulfilling our mission and, ultimately, our vision. While the strategic directions framework describes how we intend to do the work required to fulfill our mission, the annual areas of focus constitute what we will be doing and the resources and internal capacity required to do them. Most importantly, this approach includes ongoing evaluation for measuring the outcomes and impact of that work.

The purpose of the annual work plan is to build in a mechanism for ensuring the work we are doing addresses current strategic issues and is moving us incrementally closer to realizing our long-term vision. It allows us to make the necessary course corrections – particularly in response to unanticipated priority issues that emerge.

The annual refresh of our areas of strategic focus will be presented to the Board at the start of each fiscal year.

HEABC 2019-2020 STRATEGIC WORK PLAN OBJECTIVES

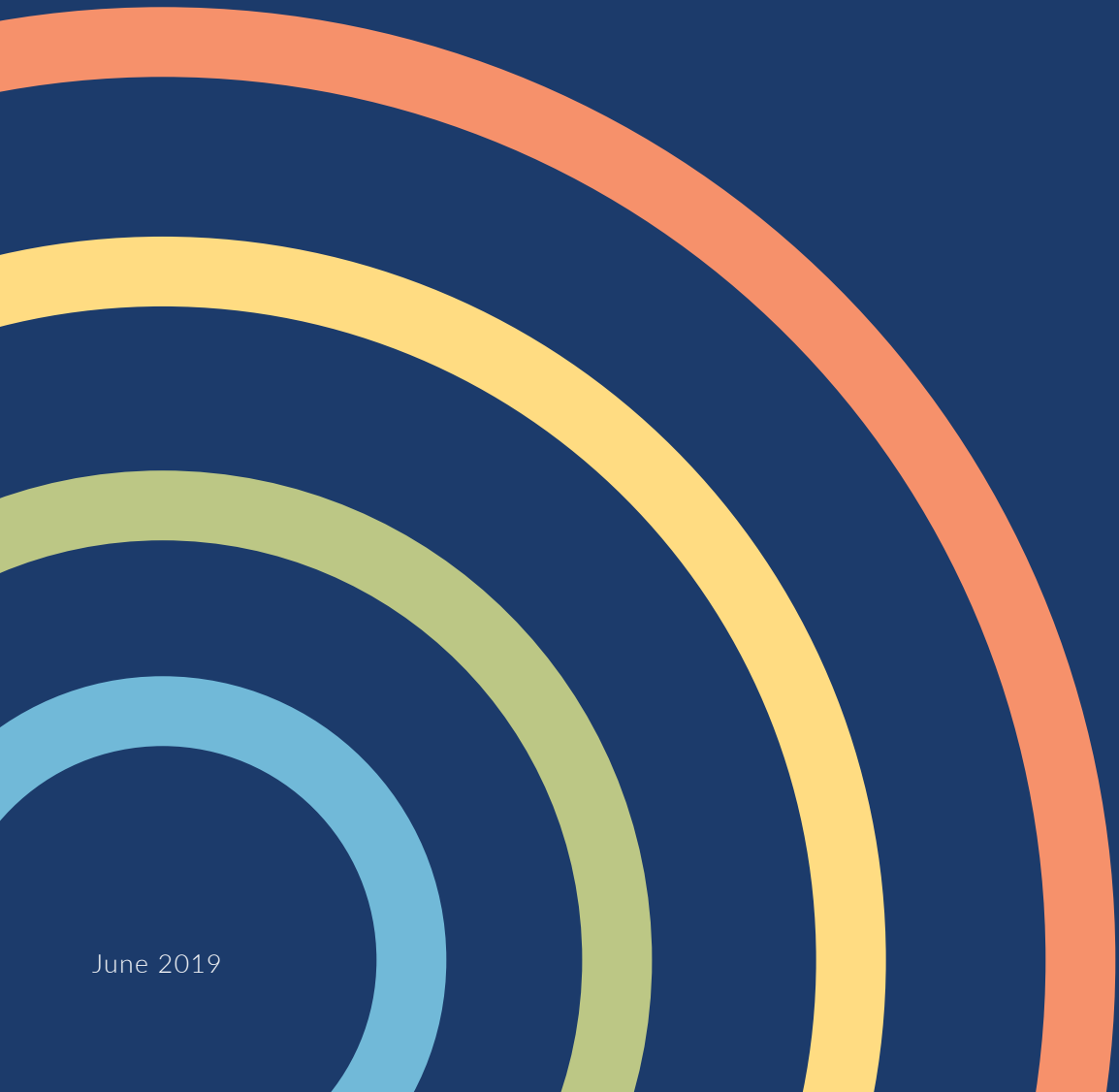
- Support **implementation of collective agreements, the Physician Master Agreement** and other significant agreements with the objective of maximizing strategic impact.
- Develop, expand or improve programs to **address provincial recruitment needs**.
- Develop, implement and maintain a **knowledge management system** (technological infrastructure and processes) that supports evidence-informed health human resource/labour relations decision making and practice.
- Engage in foundational culture change work to **support impact of strategic framework**.



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