



AMPLIFYING
Our Impact

**Strategic Framework and
2024-2026 Areas of Focus**

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MESSAGE FROM HEABC'S BOARD CHAIR AND PRESIDENT & CEO

Taking Direction from Our Consultations: Amplifying Our Impact

On Behalf of HEABC's Board of Directors and Senior Leadership Team, we are pleased to present HEABC's updated Strategic Framework and 2024-2026 Areas of Focus. HEABC reviews the Strategic Framework every two years and updates our Areas of Focus annually. This refresh of our 2019-2024 Strategic Framework is based on consultation with Health Authorities, Affiliate Employers, the Ministry of Health, the Public Sector Employers' Council (PSEC) Secretariat, HEABC employees and other health system partners. With our previous Strategic Framework set to expire in the spring of 2024, initial consultations with members and government partners indicated that the Framework was serving HEABC and its members and partners well; however, a refresh was required to ensure that it is aligned with current health system priorities and challenges.

This Strategic Framework, as well as its predecessor, focuses on clear, high-level, strategic directions rather than specific, time-limited goals or objectives. In part, we have taken this approach to ensure that HEABC is responsive and able to adapt our annual workplans to align with the health sector's current priorities and needs. The related 2024-2026 Areas of Focus outline specific, measurable actions and objectives that we can update as our operating environment shifts in response to both external and internal factors. This approach acknowledges that BC's health sector is a complex system and we must be prepared to adapt to emerging issues and challenges.

We encourage our members, employees and health sector partners to read this document and reflect on how, together, we can bring these strategic directions to life and maximize our value and contributions to BC's health system. These conversations are necessary for continuous improvement; they also open a dialogue that will strengthen the relationship between HEABC and our members.

We look forward to working with you to achieve the vision articulated in this framework.

R. Lynn Stevenson

Lynn Stevenson
Board Chair


Michael McMillan
President & CEO

HEABC'S OPERATING ENVIRONMENT

This update to our strategic framework has been developed as our members respond to trends, challenges, and opportunities that are shared with other jurisdictions in Canada and globally. These challenges include, but are not limited to:

- Changing demographics that are fueling an unprecedented demand for health services that is outstripping the supply of health care workers.
- An urgent need to improve health outcomes for Indigenous peoples, break the cycle of systemic racism that exists across the health system, and retain and recruit Indigenous peoples to work within the health sector.
- The rapid advancement of technology, including the application of robotics and artificial intelligence.
- A multi-generational workforce, with differing needs and expectations for their relationships with employers and the workplace.
- The demand for concrete action that increases diversity, equity, inclusion, and accessibility in the workplace and across the delivery of public services, including health services.
- A challenging financial climate for governments driven by post-pandemic inflation and flattening revenue projections.

Within this context, our members are focused on meeting the health needs of all British Columbians, across the continuum of care in a manner that is culturally safe, integrated, timely, accessible and well-coordinated. They do so in alignment with the following critical key enablers or objectives identified in the Ministry of Health's current health human resources strategy.

1. A sustainable, skilled, and diverse workforce supported by a healthy, safe and engaging health care setting.
2. Effective and efficient systems that focus on innovation and the modernization of care delivery services and tools.
3. Breaking the cycle of systemic and anti-Indigenous racism in health care, as set out in provincial legislation through the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) and outlined in the *In Plain Sight* Report, as well as ensuring a broad foundation of anti-racism within our health-care system.

HEABC's legislated mandate is to coordinate, represent and manage the human resources and labour relations interests of our member health employers with the aim of building a diverse, healthy, safe and engaged workforce that meets the current and future needs of all people in BC. This vision anchors the mission, principles and strategic directions that constitute our strategic framework.

HEABC'S OPERATING ENVIRONMENT

HEABC's role in the health system is to approach issues, risks and opportunities at the provincial level, with the interests of our members, government and other health system partners in mind, while maintaining positive relations with organizations that represent health care workers. Fundamental to this work is:

- a. An effective collaborative relationship with our members, bargaining associations, professional associations and other health system partners who influence health sector labour relations and human resource.
- b. A commitment among these partners to achieving results through cooperation and coordination.

HEABC also recognizes the impact of health sector negotiations, labour relations, and approaches to excluded compensation have on these areas in the broader public sector.

We developed this Strategic Framework in consultation with the following groups:

- Public Sector Employers' Council Secretariat
- Ministry of Health
- HEABC's Affiliate Advisory Committee
- Health Authority/Providence Health Care Vice Presidents, Human Resources
- Health Authority/Providence Health Care Vice Presidents, Indigenous Health
- Health Authority/Providence Health Care Vice Presidents, Board Chairs

STRATEGIC FRAMEWORK 2024-2026

VISION

A diverse, healthy, safe, and engaged health workforce supported to meet the current and future health needs of all people in BC.

MISSION

Within the parameters of our mandate and service contracts, we collaborate with our members and government to create the human resource and labour relations environment necessary to deliver high-quality health care.

PRINCIPLES

The following principles describe and guide how we will do our work.

We will:

- Have a positive orientation towards action and remove unnecessary complexity to deliver the best possible service and outcomes for our staff, members and government partners.
- Proactively establish clarity about our role in major projects and initiatives.
- Ensure we have the operational capacity to establish and sustain new services as they are requested.
- Build and sustain long-term collaborative relationships with our health system partners.
- Seek to understand the perspectives of our co-workers, members and all people we encounter.
- Recognize the operational diversity of our membership when developing system-wide approaches.
- Demonstrate effective leadership qualities regardless of the positions we hold.
- Recognize and value teamwork while acknowledging the individual contributions of our co-workers.
- Foster a culturally safe, inclusive, and accessible environment free of racism, discrimination and biases.
- Embed and uphold Indigenous rights and Indigenous-specific anti-racism in our work and workplace.

STRATEGIC FRAMEWORK 2024-2026

Strategic Directions

HEABC plays a strategic leadership role in the health sector through the following actions:

1. **LEAD** provincial programs, policies, initiatives, negotiations, and agreement implementation to advance BC's health human resource and labour relations strategy.
2. **ANTICIPATE** future pressures and trends that may impact the operational environments of HEABC and our members.
3. **LEVERAGE** health human resource and labour relations data, information and knowledge as a strategic enabler to government and our members.
4. **CONVENE** strategic conversations with government, our members and other health sector parties to respond to emerging labour relations and human resource issues.
5. **ADAPT** short-term and long-term strategies and tactics to ongoing developments and changes in BC's health sector to ensure effective delivery of our services and supports.



LEAD
provincial programs, policies, initiatives, negotiations, and agreement implementation to advance BC's health human resource and labour relations strategy



ANTICIPATE
future pressures and trends that may impact the operational environments of HEABC and our members



LEVERAGE
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CONVENE
strategic conversations with government, our members and other health sector parties to respond to emerging labour relations and human resource issues



ADAPT
short-term and long-term strategies and tactics to ongoing developments and changes in BC's health sector to ensure effective delivery of our services and supports

AREAS OF FOCUS (APRIL 1, 2024 TO MARCH 1, 2026)

1. INDIGENOUS-SPECIFIC ANTI-RACISM (ISAR)

Intention: To hardwire our commitment to embed and uphold Indigenous rights and Indigenous-specific anti-racism throughout HEABC's beliefs, behaviours, work and system-wide support.

Objectives

- a. Develop an ISAR workplan to hardwire Indigenous-specific anti-racism in all our work. The work plan may include targeted actions as they pertain to training/education, policy and procedures, governance, strategic partnerships, data, measurement and strategies.
- b. Complete a self-assessment using the Cultural Safety and Humility Standard from the Health Standard Organization (HSO).
- c. Support senior leadership to align areas of focus and identify objectives within their portfolios to uphold and embed Indigenous rights and Indigenous-specific anti-racism.

2. AGREEMENT NEGOTIATION AND IMPLEMENTATION

Intention: Continue to lead the implementation of the 2022-2025 collective agreements and Physician Master Agreement (PMA) and lead the 2025 round of negotiations.

Objectives

- a. Continue to lead the implementation of the 2022-2025 collective agreements and PMA in a manner that reduces risk and maximizes the achievement of the strategic intent of changes.
- b. Lead negotiations for priority local medical staff contracts with direction from the Ministry of Health, and deliver education programs to strengthen system capacity, expertise and consistency in local medical staff contract negotiations.
- c. Use feedback collected through the Agreement Implementation and Administration Framework (AIAF) evaluation to improve implementation structures and processes.
- d. Prepare for the 2025 round of collective agreement and PMA negotiations, including consultations with employer and government partners and preparation of strategic bargaining plans.
- e. Lead negotiations to renew the PMA and health sector collective agreements.
- f. Lead implementation of the 2025 renewed PMA and collective agreements.

AREAS OF FOCUS (APRIL 1, 2024 TO MARCH 1, 2026)

3. LABOUR LITIGATION MANAGEMENT AND COORDINATION

Intention: Coordinate and lead health sector labour litigation to ensure legal strategies are aligned with strategic priorities while optimizing the use of HEABC's legal resources.

Objectives

- a. In consultation with employers, develop, implement and oversee a litigation management framework for labour litigation with provincial strategic, financial or operational impact. The framework will include a process for delegation of labour litigation with single employer impact.
- b. Deliver education programs to members to strengthen coordination, expertise and capacity to manage labour litigation with single employer impact.

4. PROVINCIAL HEALTH HUMAN RESOURCES STRATEGY

Intention: Continue to support the implementation of actions contained within the Ministry of Health's Provincial Health Human Resources (HHR) Strategy.

Objectives

- a. Work with Health Authorities, Providence Health Care and the Ministry of Health to support the transition to an integrated provincial approach to recruitment (Action 44), including clarifying areas in which HEABC is expected to have an increased role (e.g., bursary administration, events, candidate navigation).
- b. Lead expansion of the Practice Ready Assessment Program from 32 to 96 seats in 2024 (Action 41).
- c. Continue to support the decision-making and activities of the Provincial Health Human Resources Coordination Centre (PHHRCC), including identifying labour relations and medical staff issues and approaches to support the HHR Strategy.
- d. Lead union engagement and the negotiation of agreements where required to manage labour relations issues in support of the provincial HHR Strategy.
- e. Continue to support all HHR actions in which HEABC has a significant role and/or where HEABC will provide strategic consultation while ensuring alignment to its broader mandate.

AREAS OF FOCUS (APRIL 1, 2024 TO MARCH 1, 2026)

5. MANAGEMENT/EXCLUDED COMPENSATION AND BENEFITS

Intention: Work with Health Authorities, Providence Health Care, Affiliate Employers and PSEC Secretariat to make improvements to management/excluded compensation and benefits that support recruitment and retention for those groups.

Objectives

- a. Complete the Compensation Reference Plan Review project and support the implementation of approved recommendations.
- b. Complete a review of the Extraordinary Events Compensation Policy to ensure it is aligned with the current needs of the system.
- c. Complete the Management/Excluded Terms and Conditions of Employment Review project and support the implementation of approved recommendations.
- d. Complete the Management/Excluded Benefits Review project as it relates to Health Authorities and Providence Health Care and support the implementation of approved recommendations.

6. RESEARCH AND ANALYTICS

Intention: Further develop the Research and Analytics team into a centre of expertise concerning labour relations and HHR related workplace data and analytics for BC's health care system.

Objectives

- a. Strengthen HEABC's strategic relationship with the Ministry of Health and the PSEC Secretariate to enhance and ensure data coordination, including evidence-based analysis, costings and other reports in support of negotiations.
- b. Support evidence-based strategies and decision-making by HEABC and our partners and members via completion of the annual Compensation Base Survey and other data-driven environmental scans, reports and analysis of health care workforce issues.
- c. Support provincial objectives related to the standardization of health workforce data including the provincial implementation of the new Human Capital Management System (HCMS).

AREAS OF FOCUS (APRIL 1, 2024 TO MARCH 1, 2026)

7. PEOPLE AND SYSTEMS

Intention: Create a dynamic workplace environment capable of responding to the demands of our members and partners while also ensuring the long-term health of our organization and the well-being of staff. Implement policies, programs, technology and initiatives that make HEABC a preferred organization to work for, and a trusted partner to work with. Emphasize a culture of experimentation and continuous improvement to foster innovation at all levels of the organization.

Objectives

- a. Develop and implement a plan to hardwire anti-racism and anti-oppression into the organization, supporting a culturally, physically, and psychologically safe and inclusive workplace. This work includes enhanced supports for HEABC's diversity, equity, inclusion, and accessibility programs and initiatives.
- b. Ensure HEABC's hybrid workplace environment remains safe, connected, enabled, transparent and attractive to existing and potential staff through supportive policies, programs and systems.
- c. Strengthen the efficiency and security of HEABC information systems by implementing a renewed IMIT structure and supporting system, continually evolving our cybersecurity strategy and developing a multi-year infrastructure renewal strategy.
- d. Develop and implement robust processes that enable efficient collaboration between teams and departments and proactively identify opportunities for collaboration in areas where interdepartmental synergy may not be immediately apparent. Optimize resources, identify, and manage risks and foster a culture of continuous improvement in project and change management practices.
- e. Develop formalized, forward-looking capacity with respect to emerging tech-driven challenges and opportunities with the intent to manage risks and leverage innovation in areas such as productivity, security, information sharing and artificial intelligence.

8. GOVERNANCE AND MANAGEMENT EXCELLENCE

Intention: Review HEABC's current Board governance and operational management processes and structures to ensure they support the organization's ongoing growth and long-term sustainability.

Objectives

- a. Complete a review of HEABC's operational structures and processes to ensure they support effective operational management.
- b. Evaluate HEABC's Board structures and processes to ensure they support effective organizational governance and good governance practices.

HEABC

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