

# AMPLIFYING

## *Our Impact*



**Strategic Framework** and  
*2025/26 - 2026/27 Areas of Focus*



AUGUST 2025

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## MESSAGE FROM HEABC'S BOARD CHAIR AND PRESIDENT & CEO

On behalf of HEABC's Board of Directors and Senior Leadership Team, we are pleased to present HEABC's updated Strategic Framework and 2025/26 - 2026/27 Areas of Focus. HEABC reviews the Strategic Framework every two years and the Framework, including the organization's Vision, Mission, Principles, and high-level Strategic Directions, is used to shape a high-level, rolling work plan that outlines priorities and specific objectives for a two-year period.

The current Strategic Framework was updated in the spring of 2024 with the addition of a fifth Strategic Direction – ADAPT – in recognition that HEABC is often called upon to respond to emerging issues and priorities. The overarching principles that describe and guide how we do our work were also updated at that time in response to feedback focusing on the need for organizational sustainability and role clarity, as well as a desire to strengthen our commitment to Indigenous Specific Anti-Racism.

Like its predecessor, our renewed Strategic Framework focuses on clear, high-level, strategic directions rather than specific, time-limited goals or objectives. We have taken this approach to ensure that we are able to adapt our workplans to align with the health sector's evolving priorities and needs. In June 2025, the Board endorsed the refreshed Areas of Focus and related objectives that are included in this updated booklet. The categories used to describe our Areas of focus have not changed from the previous iteration.

It is worth noting that the Areas of Focus and related objectives are not meant to be a comprehensive inventory of all the work taking place within the HEABC. Rather, they help staff and the Board understand where management expects the organization's primary focus to be over the next two years. After the Areas of Focus and related objectives are approved by the Board, HEABC leaders work with their teams to develop specific work plans that bring the Areas of Focus and related objectives to life within their portfolios.

We encourage our members and health sector partners to read this document and reflect on how, together, we can bring these Strategic Directions to life and maximize HEABC's value and contributions to BC's health system. If you have any questions or comments about this document, please bring them to our attention as this dialogue will only serve to strengthen the relationship between HEABC and its members and support us in achieving 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.
- Global geopolitical and economic instability, including a profound shift in the United States' trading and political relationships with its traditional allies, including Canada.
- A challenging fiscal climate (federally and provincially) related to the economic uncertainty caused by Canada's uncertain trade relationship with the United States.
- 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.

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.

- A sustainable, skilled, and diverse workforce supported by a healthy, safe and engaging health care setting.
- Effective and efficient systems that focus on innovation and the modernization of care delivery services and tools.
- 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 OPERATING ENVIRONMENT

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 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

## 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 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

health human resource and labour relations data, information and knowledge as a strategic enabler to government and our members



### 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

### 1. Indigenous-Specific Anti-Racism (ISAR)

**Intention:** To hardwire our commitment to embed and uphold Indigenous rights and Indigenous-Specific Anti-Racism (ISAR) throughout HEABC's beliefs, behaviours, work and system-wide support.

#### Objectives

- a. Complete a self-assessment using the Cultural Safety and Humility Standard from the Health Standard Organization (HSO).
- b. 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.
- 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. Lead the negotiations to renew the PMA and health sector collective agreements.
- b. Lead negotiations of 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. Support the development of a broad physician strategy, led by the Ministry of Health.
- d. Lead implementation of the renewed collective agreements and PMA in a manner that reduces risk and maximizes the achievement of the strategic intent of changes.



### 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. Apply the Litigation Management Framework for strategic coordination of labour litigation with provincial strategic, financial, or operational impact and appropriate 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. Continue supporting the Ministry of Health in developing and implementing provincial HHR strategies through active participation in the Provincial Health Human Resources Coordination Centre (PHHRCC), leadership on union engagement and negotiations, and strategic consultation on key HHR actions, including minimum Nurse Patient Ratios. This work includes ensuring alignment of provincial HHR activities with HEABC's broader mandate and identifying labour relations, medical staff, and recruitment considerations.
- b. Work with the Ministry of Health to obtain clarification on HEABC's role in administering its contracted programs and services, including clarity on priorities, resources, services and objectives. This work includes finalizing Service Delivery Plans for contracted programs and securing clarity on medium- to long-term funding commitments.

### 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. Finalize the Compensation Reference Plan Review project, with a focus on testing and costing recommended changes, and the development of implementation strategies, including education.
- b. Complete the review of the Extraordinary Events Compensation Policy while addressing exceptional workload due to operational needs outside of an extraordinary event.
- c. Resume the review of the Management/Excluded Benefits Review project, including updating recommended changes to the plan and developing implementation strategies, including a modular roll out.
- d. Complete a review of clinical roles compensated through the Compensation Reference Plan to ensure compensation strategies for these roles meet the current needs of the system.

### 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. Advance HEABC's strategic partnerships with the Ministry of Health and the PSEC Secretariate to enhance and ensure data coordination, including evidence-based analyses and cost estimates in support of collective agreement negotiations and implementation.
- b. Support evidence-based strategies and decision-making by HEABC and our partners and members via completion of data-driven environmental scans, reports, and analyses of health care workforce issues, including implementation of minimum nurse-patient ratios.
- c. Support provincial objectives related to the standardization of health workforce data.

### 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. Develop and implement a strategic framework for promoting organization-wide talent and skills sharing, proactively identifying opportunities for interdepartmental collaboration, and supporting employees with the tools and skills needed to collaborate effectively on shared initiatives and projects.
- c. Strengthen the efficiency and security of HEABC information systems while leveraging innovation in areas such as productivity, security, information management, and artificial intelligence.
- d. Develop and begin implementing a multi-year IMIT strategy to replace aging infrastructure, modernize systems and processes, and improve the security of HEABC information and resources.

### 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. Enhance operational efficiency, productivity, and cost-effectiveness through strategic resource management, streamlined processes, and continuous improvement initiatives.
- b. Revise HEABC's enterprise risk management approach to ensure clarity of purpose and alignment with organizational capacity for implementation.
- c. Evaluate HEABC's Board structures and processes to ensure they support effective organizational governance and good governance practices.

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