



THE *2024*  
HEABCs

HEALTHCARE EMPLOYEE RELATIONS  
AWARDS OF BRITISH COLUMBIA

*October 29, 2024*  
*Italian Cultural Centre*



## Welcome from HEABC's Board Chair and President & CEO

Welcome to the Healthcare Employee Relations Awards of BC (HEABC Awards). Thank you for joining us today to recognize labour relations (LR) and human resource (HR) professionals working behind-the-scenes to support the delivery of world-class healthcare to British Columbians.

HEABC launched the awards in 2007 to celebrate excellence in BC healthcare. In 2022, we paused the awards to re-think the program and make changes. This spring, HEABC re-launched the awards with a focus on LR and HR practices more consistent with our core mandate. HEABC's mission is to collaborate with employers and government to create the HR and LR environment necessary to deliver high-quality health care. The work of HR and LR professionals is critical to building the positive and collaborative relationships necessary to achieve this aim.

If you have attended an HEABC awards before, you may have noticed that we replaced the familiar apple with a honeybee as a symbol for our refreshed awards program. Honeybees are industri-

ous and cooperative creatures known for working together in pursuit of a common goal, and, like the HR and LR professionals we are recognizing today, their work has impact well beyond their own hive.

Bees are important pollinators for flowers, fruits and vegetables, taking the pollen and nectar from plants back to their hives and storing it in the honeycomb. This work supports their own well-being and lifecycle, but it also plays an essential role in maintaining the health of ecosystems and supporting biodiversity. Through their work, HR and LR professionals support the creation of healthy workplace ecosystems that support the delivery of high-quality care.

Thank you also to those who have supported the 2024 HEABC Awards, including our members, those who submitted a nomination, our sponsors and volunteer judges. We look forward to seeing you at future awards events as we build our renewed program.

*Lynn Stevenson, Board Chair*  
*Michael McMillan, President & CEO*

## Our Sponsors

HEABC acknowledges the following organizations for their generous contributions to the 2024 HEABC Awards. We are very grateful for their support.



## Our Judges

We would like to extend a heartfelt thanks to our judges for generously volunteering their time to select this year's award recipients. Our independent panel of judges is a key strength of our awards program and we are very grateful for their support and contribution.

### Anne-Marie Rousselle

*Executive Director - Employee Relations  
Employee Records & Scheduling Services  
Island Health*

### Ava Turner

*Executive Director  
George Derby Centre*

### Catherine Oversby

*CPHR  
Lead Recognition and Rewards  
Fraser Health*

### Isobel Mackenzie

*Former BC Seniors Advocate*

### Lori Sidjak

*Executive Director  
Pinegrove Place*

### Sherman Chan

*Director  
MOSAIC*



## Leading Workplace Health & Safety Practices

### *Heabc Award*

#### **GoHealth BC's Occupational Health and Safety Team**

*Northern Health*

For nurses, working in rural and remote communities often means working in different Health Authorities, each having their own set of occupational health and safety (OHS) practices.

GoHealth BC nurses, previously Travel Resource Nurses, is a program that started in 2018 that allows nurses to live anywhere in Canada, and travel to BC for work in rural and remote locations that fall under various Health Authorities.

While many OHS procedures and processes are similar across Health Authorities and worksites, there can be unique aspects too at each worksite. Realizing that, the Workplace Health and Safety team in Northern Health created an inter-health authority program of occupational health and safety practices for GoHealth BC nurses.

The program adapted existing OHS protocols from worksites to meet the specific needs of rural and remote communities the GoHealth BC nurses served, addressing challenges such as long-distance travel, multi-employer workplaces, and site-specific safety requirements. Information sharing across Health Authorities is key to its success.

Having a site-specific OHS orientation has allowed nurses to return seamlessly to the same worksite on repeat deployments. Site-specific safety information is shared with them upon arrival, equipping them with tools and resources to work safely in any environment they are placed in.

Prioritizing both safety and the well-being of nurses has paid off. The GoHealth BC program has grown in size to recruit a total of 274 nurses.



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BENEFIT FROM EXPERIENCE

#### PROJECT TEAM

Sherman Lau, Lead, GoHealth BC (Travel Resource Program)


Christine Lewis, Executive Assistant



*For setting a new standard of occupational health and safety for nurses working in remote and rural areas, the Leading Workplace Health & Safety Practices Health Authority award is presented to Northern Health's GoHealth BC Team.*

GO  
HEALTH  
BC





## Leading Workplace Health & Safety Practices

### *Heabc Award*

#### Occupational Health and Safety Team

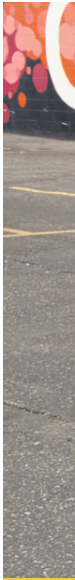
*Coast Mental Health*

Coast Mental Health (CMH) is addressing several key challenges related to workplace health and safety and has made significant progress by implementing new policies and enhanced training programs, working to increase employee engagement, and, most importantly, reducing workplace injuries.

In doing so, CMH is addressing the challenge of managing diverse risks across multiple service locations and types, including community-based programs and supportive housing sites. They're dealing with risks ranging from physical hazards to potential violence and exposure to hazardous substances by developing specific control plans and training programs. CMH has placed a significant focus on

mitigating the risk of workplace violence, as evidenced by the comprehensive Violence Risk Assessments conducted across all 50 service settings, and is addressing the need for comprehensive, effective training and high employee engagement in safety matters, particularly in violence prevention.

CMH has seen measurable improvements as a result of this work, including a reduction in the Lost-Time Injury rate from 7.17 in 2022 to 5.5 in 2023, indicating tangible improvement in worker safety, and achieving a 34 per cent increase in employee perception of CMH's effectiveness in preventing and responding to workplace violence in the 2023 Employee Engagement Survey.



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### PROJECT TEAM

Ria Hundal | Deborah Maynard | Natalia Rohraff | Natalli Dias



*For taking a comprehensive approach to improving worker safety, addressing both physical and psychological hazards, and fostering a culture of safety through engagement, training, and continuous improvement, Coast Mental Health is presented with an HEABC Award for Leading Workplace Health & Safety Practices.*



**COAST**  
MENTAL HEALTH  
*Compassion Courage Recovery*



## Leading Workplace Health & Safety Practices

### *Award of Merit*

#### **Occupational Health and Safety Team**

*Lookout Housing and Health Society*

Creating a safe and healthy work environment for all staff should be top-of-mind for organizations.

Lookout Housing and Health Society's Health and Safety Team is doing just that, putting the safety and well-being of staff at the forefront. The team is made up of a diverse group of representatives, from executives to site leaders and project coordinators to the people and culture team. Site leaders enforce safety protocols across locations, while the People and Culture Team integrate safety into the organization's core values. The Project Coordinator ensures the smooth execution of health and safety projects.

The team's core mission is to minimize workplace injuries, enhance staff morale, and foster a culture of safety using a robust approach to workplace safety. They take a proactive approach, ensuring health and safety policies are up-

to-date, aligned with current regulations and are accessible to staff.

Some of the key initiatives of the team include Liftoff Week training for new employees, which covers essential safety and health protocols. Supplementary training programs, such as Unbreakable Wellness and Mental Health First Aid, further enhance staff resilience and safety awareness. Monthly Joint Organizational Health and Safety Committee meetings and regular health and safety discussions ensure ongoing engagement and proactive risk management.

The recent implementation of Resolver, an incident reporting database, has improved real-time tracking of safety issues, leading to quicker and more effective responses. The team's pursuit of the Certificate of Recognition from WorkSafe BC highlights their commitment to exceeding industry standards and continuously improv-





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ing safety protocols. These initiatives have not only created a safer work environment but have also contributed to higher staff morale and productivity across Lookout Housing and Health Society.

**PROJECT TEAM**

- Lookout's Executive Team
- Site Leadership
- People and Culture Team
- The Special Project Coordinator



*For recognizing that workplace health and safety is a shared responsibility and committing to reducing workplace injuries and incidents, Lookout Housing and Health Society's Occupational Health and Safety Team is presented an Award of Merit for Leading Workplace Health & Safety Practices.*





## Leading Practices: Diversity, Equity & Inclusion (DEI)

### *Heabc Award*

#### **Sanya'kula Team**

*Provincial Health Services Authority (PHSA)*

BC's health system is impacted by historical and ongoing settler colonialism, white supremacy, and systemic racism that have led to the perpetuation of harm and inequity in health outcomes for Indigenous people. Acknowledging this is the first step, but real change requires a methodical and strategic approach focused on action and outcomes.

Recognizing this, PHSA has been on a transformative journey to acknowledge the harms done to Indigenous people, and begin the challenging work of deconstructing old structures and processes and establishing new systems that recognize the need for culturally safe care and workplace experiences. PHSA has re-aligned its Purpose, Vision and Mission to reflect the organization's commitment to this work and established an Indigenous Recruitment and Employee Experience Team that is working in partnership with Indigenous leaders to implement PHSA's

Indigenous Health and Cultural Safety Strategy and Indigenous Health and Human Resources Plan.

The team, now known as the Sanya'kula Team, is committed to eradicating Indigenous specific racism and hardwiring Indigenous cultural safety and humility across PHSA with a primary focus on recruitment and the Indigenous employee and applicant experience. This work has been guided by Coast Salish Knowledge Keeper, Sulksun Shane Pointe, Quw'utsun Elder Rose Guerin, and St'at'imc Elder Gerry Oleman.

From refocusing its foundational statements, to educating staff and leaders about the impacts of settler colonialism and systemic racism, PHSA staff members have devoted thousands of hours to this priority. PHSA acknowledges that this work has been challenging, requiring leaders and staff to examine workplace policies,

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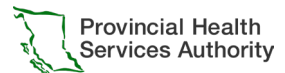
practices, and procedures to ensure they recognize the individual and collective rights of Indigenous peoples, as well as the distinct rights and title of First Nations peoples to the lands that PHSA is situated upon and serves. PHSA leaders acknowledge that they're not there yet, but they are making good progress towards their goals.

**PROJECT TEAM**

Darian Nyuli (newly)  
Melody Markle  
Melissa Parkin  
Rebecca Sangwais  
Maya Harpool  
Brad Anderson  
Aleena Mclean  
Wedlidi Speck (knowledge keeper)  
Krista



*For beginning the challenging work of deconstructing old processes and establishing new systems that recognize the need for culturally safe care and workplace experiences for Indigenous people, PHSA's Sanya'kula Team is presented with an HEABC Award for Leading Practices: Diversity, Equity and Inclusion.*





## Leading Practices: Diversity, Equity & Inclusion (DEI)

### *Heabc Award*

#### Justice, Equity, Diversity and Inclusion (JEDI) Committee

*Lookout Housing and Health Society*

Lookout Housing and Health Society's Justice, Equity, Diversity, and Inclusion (JEDI) Committee, established in 2020, is dedicated to fostering an inclusive and equitable workplace by addressing issues of justice, diversity, and anti-racism. The committee's mission is to create a culture where every individual – regardless of age, gender, ethnicity, socioeconomic status, or other identities – feels respected and valued. Through leadership development, cultural competence training, and proactive communication, the JEDI Committee ensures that DEI (Diversity, Equity, and Inclusion) principles are embedded throughout the organization.

One of the committee's key initiatives is the promotion of cultural awareness and education. The Orange Shirt Day campaign is a project that engages Indigenous voices and uses their artwork to symbolize truth and reconciliation efforts. By producing and wearing these shirts, staff and community members visibly support Indigenous communities and acknowledge the impact of intergenerational trauma.

By promoting inclusiveness and diversity, JEDI Committee creates an open-minded culture where everyone's values, beliefs, and experiences are welcomed and celebrated and everyone feels valued and respected.



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**PROJECT TEAM**

Antoinette Swaby

Carolyn Eaton

Garry Dhadda

Leo Lu

Marcus Gagne

Richard Murphy

Samantha-Jane Scott

Shayne Williams

Tyler Robinson

Terri Mackay

Alicea Yiu

Shirley Zhang



*For taking a proactive approach in creating a culturally inclusive organization, Lookout Housing and Health Society's JEDI Committee is presented with an HEABC Award for Leading Practices: Diversity, Equity and Inclusion.*



## Leading Practices: Diversity, Equity & Inclusion (DEI)

### *Award of Merit*

#### Indigenous Employee Engagement: Open Spaces with Executives

*Island Health*

Can we start to understand each other more through an open dialogue? That was the vision that Island Health's leadership team hoped to achieve when they created the Indigenous Employee Engagement: Open Spaces with Executives platform to address Indigenous-specific racism.

The platform allows Indigenous employees and volunteers to engage directly with executives. These sessions aim to foster cultural safety and humility, aligning with Island Health's strategic focus on combating Indigenous-specific racism and supporting Indigenous staff. Thus far, sessions have been held in Port Hardy, Port Alberni and Victoria.

The sessions allow Indigenous employees to learn about their rights and the available supports, while also offering a safe space for open dialogue, feedback, and

relationship-building. By sharing lived experiences and stories, participants help shape policies and practices, ensuring they reflect the real needs and perspectives of Indigenous employees. These sessions create a sense of community, promoting inclusion and representation across the organization.

This project demonstrates a commitment to diversity, equity, and inclusion (DEI) by actively addressing Indigenous-specific anti-racism and decolonization. It allows employees to engage in discussions about the challenges they face, including the impact of colonial worldviews and cultural biases.

Open spaces has created culturally informed changes within Island Health's policies and practices. Island Health has since made adjustments to the hiring process and provides a better utilization of



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collective agreement provisions to increase Indigenous representation in the organization.

**PROJECT TEAM**

Heather Harper  
Breanna O'Donnell  
Anne-Marie Rousselle  
Erin Porteous-Miller  
Tony Nelson



*For providing a platform that allows Indigenous employees to have an open dialogue on Indigenous-specific anti-racism and decolonization, an Award of Merit is presented to Island Health's Indigenous Employee Engagement: Open Spaces with Executives team for Leading Practices: Diversity, Equity and Inclusion.*





## Leading Human Resource and/or Labour Relations Practices

### *Heabc Award*

#### **Scheduled On-Call Phase-Out Implementation Team**

*BC Emergency Health Services, Provincial Health Services Authority*

In 2023, BC Emergency Health Services (BCEHS) faced a significant challenge. The Scheduled On-Call (SOC) system, introduced in 2021 to improve rural and remote service delivery, wasn't meeting expectations. Staffing shortages, fatigue, and the integration of a Community Paramedicine program (CP) with emergency response were causing operational difficulties and impacting community care. To address these issues, BCEHS launched a major initiative to transition 60 SOC stations to new deployment models by the end of March 2024.

Faced with the challenge, BCEHS created the Scheduled On-Call Phase-Out Implementation Team to lead what would be a the successful implementation of a more sustainable and effective system. The team embarked on an in-depth analysis of community needs, collaborated with union partners, and engaged local lead-

ers to develop tailored solutions. The result was the introduction of innovative shift patterns, including a new "Mix Shift" model that balances on-duty and on-call hours, making the roles more attractive to paramedics and better aligned with the demands of emergency services.

This ambitious project required collaboration across many teams and partners, including HR, labour relations, and community leaders. By analyzing each community's unique needs and working closely with staff and unions, the team developed innovative staffing models and secured funding from the Ministry of Health.

The results were transformative: 281 full-time paramedic positions were created, recruitment and retention improved, and CP services were decoupled from 911 response, enhancing healthcare access in rural and Indigenous communities.





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## PROJECT TEAM

William Skinner

Desiree Young

Chelsea Coombes

Karen Reader

Jason Twells

Laura Smith

Lisa Dwyer

Elizabeth Ramirez

Sara Thomas

Krista Hunt

Shannon Brayford

Derek Rains

Monica Morgan

Amy Poll

Kevin Doerksen

Vincent Poirier

Tim Chu

Randy Slemko

Kiren Gill

Hiba Al-Qishawi

James Towle

Emily Tomic

Pam Abiew

Sijia Zhou

Tamara OConnor

Erin Garrity

Leslie White

Lesley Pritchard

Jennifer Hayes

Neelam Ark

Stephanie Hanna

Fiona Wu

Malise Wong

Lara Manierka

Aisling Martin

Peter Hraczky

Jenn Iten

Erin Kronebusch

Ciro Anzivino



*For creating an innovative and sustainable staffing model to meet the demands of emergency services, the Leading Human Resource and/or Labour Relations Practices award is presented to PHSa's BCEHS Scheduled On-Call Phase-Out Team.*

# BCEHS

## Leading Human Resource and/or Labour Relations Practices

### *Award of Merit*

#### **Shift Premium Automation**

*Island Health*

How do you ensure that employee timecards are accurate without a dedicated system in place?

Imagine having to manually input timecards, each varying in overtime hours, pay rates, extra pay, shifts worked, with the absence of a system in place. This would leave a lot of room for error, pay inaccuracies and frustration among employees. This was the case at Island Health, where the payroll department was met with over 2000 pay queries, costing approximately \$250,000 in employee efforts and resources.

To address this, in April 2021 Island Health established the Shift Premium Automation Project, an initiative designed to streamline and enhance payroll accuracy, reduce frustration and improve overall employee experience. The project brought together a dedicated team from various departments including timekeep-

ing, labour relations, scheduling improvement and education, and corporate business solutions.

The project aimed to automate the application of shift differentials such as extra pay for evening, night, and weekend shifts on employee timecards. The project created a custom-designed tool that ensures shift premium rules are applied consistently and accurately, aligning with collective agreements and standardizing the process across Island Health.

The project was completed in 2023 and the results have been remarkable. Pay queries related to shift differentials have dropped from 100 per pay period to just 10 and there has been a reduction of 20,000 manual entries per month. The new system processes 80,000 to 90,000 entries per pay period automatically, significantly improving efficiency and accuracy.



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**PROJECT TEAM**

Mehdi Marefat  
Tony Steel  
Karen Gjevre  
Lincoln Silk

**PROJECT MEMBERS**

Mehdi Marefat  
Tony Steel  
Crystal Tatters  
Wanda Best  
Lincoln Silk  
Rod Hanson

Eniola Ajibade  
Karen Gjevre  
Janet Neave  
Greta Lockyer  
Jackie Little  
Kellyann Milley



*For their work to streamline pay and reduce pay inaccuracies, the Leading Human Resource and/or Labour Relations Practices Award of Merit is presented to Island Health's Shift Premium Automation team.*





## Leading Human Resource and/or Labour Relations Practices

### *Award of Merit*

#### **Loren Tisdelle, Director of Human Resources**

*Louis Brier Home and Hospital*

In the often complex realm of human resources and labour relations, Loren Tisdelle stands out as a guiding force, bringing both knowledge and experience to support organizations.

Loren has a career in human resources that spans over 15 years, working with numerous Affiliate organizations and currently serving as Director of Human Resources at Louis Brier Home and Hospital and a consultant for various Affiliate organizations.

His contributions have been pivotal and addresses a critical issue among Affiliate organizations and that is the varying levels of knowledge and expertise to develop human resources/labour relations (HR/LR) frameworks, leading to inefficiencies, inconsistent practices and strained relationships among employers and unions.

Loren leverages his experience to shine a light and support organizations by enhancing their labour relations strategies and ensuring they are well-equipped to handle complex issues and build better relationships.

Loren uses a 'tailored-made' approach to support each organization, addresses specific concerns raised by unions, and offers up creative solutions. This hands-on guidance not only resolves grievances but also fosters a more cohesive and better understood work environment. Loren's recommendations have led to successful grievance settlements and improved relations at various worksites, demonstrating his ability to uplift the overall sophistication of HR and LR practices.

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*For his exceptional commitment to shaping the human resources and labour relations landscape in health care, Loren Tisdelle has been honored with the Leading Human Resources and/or Labour Relations Affiliate Award of Merit.*





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*Independently Appointed  
Board Chair*

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Affiliated Care Provider  
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Provider Representative*

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Vancouver Coastal Health  
Authority Representative*

### **Kathy MacNeil**

*President & CEO  
Island Health Authority  
Representative*





## About HEABC

The Health Employers Association of BC (HEABC) represents a diverse group of over 200 publicly funded health care employers. Our members range in size from smaller Affiliate organizations with specialized services to large, comprehensive Health Authorities with thousands of employees.

HEABC is the accredited bargaining agent for most publicly funded health employers in the province, negotiating six major provincial agreements covering more than 179,000 unionized health care employees. In addition, HEABC's Physician Services

team oversees and coordinates the negotiation of provincial and local physician contracts, including the Physician Master Agreement.

HEABC takes a provincial leadership role in strategic planning related to human resources and labour relations for BC's publicly funded health employers. Through collective bargaining and other industry initiatives, HEABC builds constructive and collaborative relationships with members, government, employees and unions, while continuing to adapt to the evolving needs of its members.

**HEABC**  
HEALTH EMPLOYERS  
ASSOCIATION OF BC

HEABC's office is located within the traditional, ancestral and unceded territory of the Coast Salish nations: x̱m̱əθkwəy̱əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and Səlilwətał (Tseil-Waututh) nations.



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