

2025
THE
HEABCs

HEALTHCARE EMPLOYEE RELATIONS
AWARDS OF BRITISH COLUMBIA

Ismaili Centre Vancouver
October 14, 2025



Welcome from HEABC's Board Chair and President & CEO

Welcome to the Healthcare Employee Relations Awards of BC (the HEABCs). Thank you for joining us to recognize labour relations (LR) and human resource (HR) professionals who work behind-the-scenes to support the delivery of world-class health care to British Columbians. HEABC launched the awards in 2007 to celebrate excellence in BC health care. We paused the awards during the COVID 19 pandemic, and in 2024 re-launched the program with a focus on LR and HR practices more consistent with our core mandate, which 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.

When we re-launched the awards, we replaced the familiar apple with a honeybee as the symbol for our refreshed program. Honeybees are industrious and cooperative creatures known for working together in pursuit of a common goal, and, like the HR and LR

professionals recognized by the awards, their work has impact well beyond their own immediate work environments.

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 2025 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 continue to 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 2025 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
Staff Scheduling and LR
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*

Shayne Williams

*CEO
Lookout Housing & Society*

Sherman Chan

*Director
MOSAIC*

Leading Workplace Health & Safety Practices

Heabc Award

Violence Prevention Team (In collaboration with Forensic Psychiatric Hospital Leadership Team)

Provincial Health Services Authority

Acts of violence are the third leading cause of time loss and health care claims in the health care and social services sectors in BC. Providing safe workplaces and reducing violence is a priority for all employers, and this work is especially challenging and important at BC's Forensic Psychiatric Hospital (FPH).

Operated by BC Mental Health and Substance Use Services—an agency of Provincial Health Services Authority (PHSA)—the 190-bed facility provides specialized inpatient services for people found not criminally responsible on account of a mental disorder or unfit to stand trial, as well as correctional inmates transferred for treatment under the BC Mental Health Act. FPH cares for some of the most challenging and seriously ill people in BC, and due to its specialized role has a variety of unique

challenges with regards to staff training, safety/security protocols, clinical-service delivery and more.

Recently, a series of violent acts resulting in workplace injuries at FPH led to a renewed focus on violence prevention, and discussions with workers demonstrated several areas of disconnect between prescribed practices/protocols and actual practice. In response, PHSA's Violence Prevention Team, working in collaboration with FPH, undertook a review of current practices and set out to implement new violence prevention activities better suited to the unique context and culture of FPH.

Phase 1 and Phase 2 of the project are complete, and the team is now moving forward with Phase 3: Implementing violence prevention initiatives.





PHSA's Project Team

Tiffany Ladines
Brendan Mclellan
Elizabeth Wilcox
Joel Nystrom
Lee Rienstra
Ben Shum

Simran Kaur
Gurjit Loodu
Mike Messerschmidt
Narmana Majumder
In collaboration with
FPH Leadership Team

For working to reduce workplace violence in one of the province's most challenging environments, the HEABC Award in the Leading Workplace Health & Safety Practices Health Authority category is presented to PHSA's Forensic Psychiatric Hospital's Violence Prevention Team.

Leading Workplace Health & Safety Practices

Heabc Award

Education on Tap

Silverstone Care Centre

In long-term care, where staff are interrupted every eleven minutes on average, finding time for traditional training is a daily struggle. Critical education on safety, policy updates, and clinical best practices is often missed, delayed, or forgotten—directly impacting care quality, team engagement, and compliance.

To address this, a groundbreaking new initiative *Education on Tap - Microlearning for Long-Term Care* is changing the game by delivering essential, easy-to-digest learning in real time and in seconds—right where team members work. By removing barriers like logins, long modules, or needing a computer, this initiative meets staff where they are, when they're ready to learn.

By using Near Field Communication (NFC)-enabled stickers placed in high-traffic staff areas, this innovative program allows team members, family, and visitors to instantly access short videos on injury prevention, psychological safety and wellness tips, response education during outbreaks, tip sheets, and policy reminders—just by tapping a sticker with their phone. No logins. No apps. No time lost.

Staff have nothing but praise for the initiative, citing that the convenience, relevance, and ease of access as top reasons why they love the idea. The initiative has earned a first place at SafeCare BC's Safety Den and the initiative is now being expanded across the organization.





Project Team: Roy Williams and Shelly Cantelo

For reinventing learning in a fast-paced environment, the Leading Workplace Health & Safety Practices Affiliate Award is presented to Silverstone Care Centre's Education on Tap Initiative.

Leading Workplace Health & Safety Practices

Award of Merit

Safe Patient Handling Musculoskeletal Injury Prevention Smartphone Application for Community Healthcare Workers

Island Health Authority

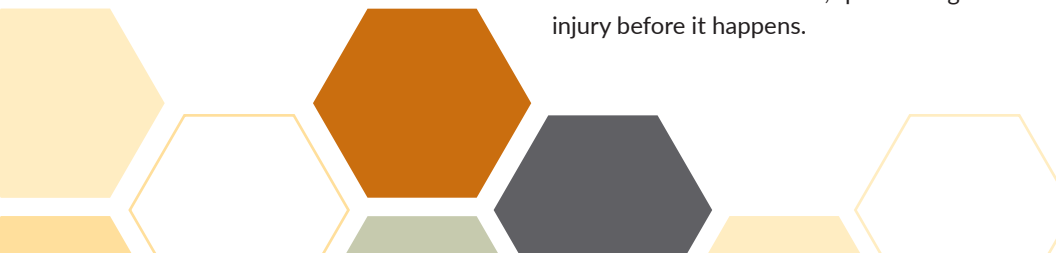
Every day, community healthcare workers (CHCWs) lift, move and support patients, often with no help, in unpredictable home settings, and without easy access to safety equipment. At Island Health, it was reported that 25 per cent of all WorkSafe BC claims were from patient handling injuries. These musculoskeletal injuries have cost over \$3.8 million and contributed to over 21,000 lost workdays annually.

To address this, Island Health's Health, Safety and Prevention team, in partnership with WorkSafe BC, the University of Victoria, and Island Health Research and Innovation, created the Safe Patient Handling Musculoskeletal Injury Prevention (SPH MSIP) smartphone app to redefine workplace safety for community healthcare workers.

The team first identified key barriers to safe practices for CHCWs such as limited training, working alone, and lack

of real-time support. From there, they co-designed a smartphone app that provides practical and accessible resources: step-by-step videos, scenario-based tips, and evidence-based guidelines designed for home care. CHCWs received immediate access to safe patient handling techniques, helping them make safer decisions in real time. The app offers training reinforcement, skill refreshment and coaching support that empowers CHCWs to prioritize safety even in challenging environments.

The impact on participants has been remarkable. During a one-month trial, it exceeded all targets for success. Over 75 per cent of participants used it regularly with an average satisfaction score of 85 per cent. Nearly 90 per cent of participants expressed that it fit easily into their daily routine with many calling it a "game changer," providing safety and confidence on the job. One participant said it helped them "slow down and focus on the little details," preventing injury before it happens.





Island Health's Project Team: Sarah Burrell
Evan McKay
Shelly Wake
Ryan Rhodes
Sandy Courttnall
Amanda Willms
Henry La
Nils Thompson

Lauren Laing
Soren Rogers
Roxanne Gress
Louise Easthom
Kristina Sewid
Sandy Courttnall
Susan Perzan
Jackie Scott

Jennifer Wade
Jessica Schult
Todd Michalski
Robert Fontaine
Nathan Ruban
Crystal Kernachan
Craig Weatherhead
Wanda Collinge-Wagner

For this game changing tool that is empowering community health care workers to prioritize safety in the workplace, the Leading Workplace Health & Safety Practices Award of Merit goes to Island Health's Safe Patient Handling Musculoskeletal Injury Prevention App project team.

Leading Workplace Health & Safety Practices

Award of Merit

Health and Safety Initiatives Team

Phoenix Drug & Alcohol Recovery & Education Society

In only a few months, Phoenix Society has emerged as a leader in workplace health and safety practices, thanks to a transformative initiative led by Human Resources Manager Rohit Pal Singh. After joining the organization last year, Rohit was assigned with tackling a pressing non-compliance issue—flagged by WorkSafe BC— which he quickly turned this challenge into an opportunity for lasting organizational change.

Upon learning of the non-compliance memo regarding Phoenix Society's main campus location, Rohit launched an initiative to align their health and safety practices with regulatory standards, and to create a safer environment for staff, including frontline health care workers. Rohit began with a comprehensive gap analysis and presented a detailed action plan targeting each area of concern.

Under Rohit's leadership, existing health and safety policies were overhauled, and emergency response plans, incident

reporting protocols and hazard assessments were all updated. Rohit also introduced mandatory training for staff on PPE usage, violence prevention, and safe client handling.

Rohit's initiative didn't stop here; he embedded a proactive safety culture through monthly audits, site inspections, and created a robust employee feedback system. By encouraging anonymous reporting from staff and staff-led safety discussions, an environment that facilitated continuous improvement was built.

Within three months, Phoenix Society successfully met all of WorkSafe BC's requirements for compliance. Follow-up inspections confirmed full compliance and staff reported renewed confidence in the organization's commitment to their well-being and safety. Rohit also established a Joint Occupational Health & Safety Committees at each worksite, ensuring that safety remains a shared and ongoing responsibility.





Project Team: Rohit Pal Singh and Siva Chandran Ramakrishna

For creating a transformative initiative to ensure a lasting change to the health and safety of the organization, the Leading Workplace Health and Safety Practices Affiliate Award of Merit is presented to Phoenix Society's Health and Safety Initiatives team.

Leading Practices: Diversity, Equity & Inclusion

Heabc Award

Diversity, Equity and Inclusion (DEI) Team

Provincial Health Services Authority

Equity in healthcare isn't optional, it's essential. Provincial Health Services Authority (PHSA) is making significant strides toward a more diverse, equitable and inclusive health care system, thanks to the work of its dedicated Diversity, Equity and Inclusion (DEI) team.

Formed in 2022, the DEI team was created to address systemic inequities, racism, and discrimination in both patient care and the workplace. Like many organizations, PHSA faced barriers, inequities in access, underrepresentation, and a feeling among some of a lack of belonging in the workplace.

To build meaningful change, the DEI team launched initiatives rooted in listening, learning and action. One such initiative was the first-ever self-identification and workplace experience survey that over 9,000 employees completed. The key findings from the survey helped serve as the foundation for DEI

projects and programs, equity-centered hiring practices, inclusive leadership and anti-discrimination policies.

The team believes education is a fundamental building block to bring about change. Another standout initiative is the Equity in Healthcare Certificate, co-developed with Simon Fraser University and accredited by the University of British Columbia, which equips clinical and non-clinical staff with tools to deliver culturally safe patient care. Pilot participants reported increased confidence and deeper understanding of health care inequities.

Beyond education and training, the DEI team also creates smaller-scale grassroots engagement through Courageous Coffee Chats, mentorship programs, and equity-focused events, fostering space for learning, dialogue, and change.





PHSA's Diversity, Equity and Inclusion Team

Melissa Crump
Mumbi Maina
Neila Miled
Kathleen Johnson
Akosua Tomash
Nasim Peikazadi

Stephanie Glick
Ama Kyeremeh
Catalina Parra
Nafisa Nazmul
Arminé Atmachian

For creating a more diverse, equitable and inclusive workplace through listening, learning and dialogue, the Leading Practices: Diversity, Equity and Inclusion Health Authority Award goes to Provincial Health Services Authority's Diversity, Equity and Inclusion team.

Leading Practices: Diversity, Equity & Inclusion

Award of Merit

Pharmacy Learning About Indigenous Traditional (Plant) Medicines of Vancouver Island

Island Health Authority, Pentlatch First Nation

Vancouver Island is home to many First Nations and Métis communities, as well as thousands of away-from-home Indigenous peoples; however, pharmacy professionals often lack the tools, knowledge and confidence to provide culturally appropriate care. Recognizing an opportunity to address a longstanding gap in pharmacy education and practice, Dr. Sean Spina, a proud Métis pharmacist, launched a project to co-create foundational education and tools to equip pharmacy staff with the cultural understanding necessary to support Indigenous patients who wish to integrate traditional healing with Western medicine.

Collaborating with Elder Barb Whyte, a Traditional Knowledge Keeper from the K'ómoks Nation whose deep knowledge of plant-based medicines and cultural

safety created an ideal foundation for partnership, the team launched Pharmacy Learning About Indigenous Traditional (PLANT) Medicines, a pharmacy residency research project led by Dr. Olivia Burton.

While acknowledging the diversity of traditional practices, the project focused on building awareness, respect, and readiness without disclosing sacred or proprietary knowledge, demonstrating that Elder-led, culturally safe education can significantly enhance pharmacy professionals' knowledge, confidence and comfort in supporting Indigenous patients who use traditional medicines. The project addressed a gap in clinical practice and participants report feeling better prepared to provide inclusive care and engage respectfully with Indigenous healing practices.





Project Team: Dr. Olivia Burton
Elder Barb Whyte "Billy"
Dr. Sean P. Spina

Tara McMillan
Terin Lovesar
Heather Strosher (absent)

For creating a model for how health care systems can meaningfully support Indigenous ways of knowing and healing and their deep commitment to reconciliation, respectful engagement, and the transformation of health care through inclusive, community-informed practices, the PLANT Medicines project receives an Award of Merit for Leading Practices: Diversity, Equity and Inclusion.

Leading Human Resource and/or Labour Relations Practices

Heabc Award

HR Planning and Analytics Team

Northern Health Authority

Human Resource (HR) planning in a large, complex and constantly evolving organization such as Northern Health can be extremely complicated work. One of the challenges faced by operational managers is to fully utilize data that may be available through many information systems. Information to support data-driven decision making may exist, but if it isn't readily accessible and understandable, it can't be effectively leveraged.

Northern Health's HR Planning and Analytics Team has helped to embed a culture of innovation throughout Northern Health by educating leaders on the analytic tools available to support data-driven decision-making and ensuring the tools they develop are accessible to frontline managers.

The team's approach to data visualization is particularly noteworthy, transforming complex data sets into easily understandable and impactful visual presentations like vacancy heat maps and staffing timelines. Under the banner of GoHealth BC, the team has created a series of customizable reports that provide leaders with the information they need at their fingertips. By championing innovation, the team has not only enhanced operational decision-making and helped to improve the efficiency and effectiveness of HR planning at Northern Health, they have also fostered a culture of continuous improvement and strategic foresight, making a meaningful contribution to the overall success and growth of Northern Health.





Northern Health's HR Planning and Analytics Team

Carri Hora
Andrew Toms

Ben Laverdure
Lucas Gable

For leveraging technology to answer complex question with accessible real-time data, resulting in streamlined processes, reduced costs and increased employee satisfaction, the HEABC Award for Leading Human Resource and/or Labour Relations Practices in the Health Authority category goes to Northern Health's HR Planning and Analytics Team.

Leading Human Resource and/or Labour Relations Practices

Heabc Award

Form2Flow

The Broadway Group

What if a simple scan could eliminate communication breakdowns and streamline shift scheduling and workflow? At The Broadway Group, that vision became reality when Freeman Chow joined the team and introduced digital QR codes, defining the saying “working smarter, not harder.”

Before QR codes became a fact of life at The Broadway Group, the current system in place caused major chaos in workflow and communication breakdowns. Staff requesting overtime changes incurred extra costs and scheduling teams were overwhelmed by verbal requests for shift exchanges.

Freeman saw the opportunity to simplify the existing system and created Form2Flow – digital QR code forms for staffing needs such as scheduling and onboarding. These forms addressed over half a dozen key staffing needs, including

shift exchanges, overtime requests, incident reports, job postings, and nursing license attestations.

The results from the Form2Flow implementation were immediate. Over 1,000 paper forms were replaced in six months. Staff welcomed how much simpler and easier it was to submit requests digitally. Managers took back control as shift exchange requests were now first routed through them. Scheduling teams saw their workloads reduced with clear timelines and expectations, reducing last-minute changes. The teams can now track and collect data from overtime requests and make recommendations to manage any extra costs.

Thanks to this simple scanning technique, staff at The Broadway Group enjoy better workflow and exemplify a living example of work smarter and not harder.





Project Team: Freeman Chow and Dubhe Marquez (absent)

For creating an innovative system to simplify staffing needs, the Leading Human Resource and/or Labour Relations Practices Affiliate Award goes to The Broadway Group's Form2Flow project team.

Leading Human Resource and/or Labour Relations Practices

Award of Merit

Medical Imaging Transition to RightFax Virtual Fax Servers

Fraser Health Authority

In an environment where finding administrative efficiencies is akin to finding additional dollars to support frontline health care services, no stone is left unturned. One of the regular hurdles faced by Fraser Health is sorting through and booking requisitions, particularly with the large volume of Medical Imaging (MI) requests coming in from physician offices.

To address this challenge, Fraser Health introduced a project to improve the way MI requisitions are received and processed across the health authority. The goal was to move away from paper-heavy, manual workflows and introduce a more efficient, digital method of handling requisitions. By implementing RightFax, a secure, electronic fax solution, the project streamlined the intake process for MI requests, reduced

paper usage and the associated risk of lost or misfiled requisitions, improved turnaround times for booking patients, reduced staff workload and stress and created a more organized and trackable system for incoming requests.

With more requisitions coming in electronically and properly filled out, Fraser Health has been able to shift more staff time to supporting patients one-on-one, rather than sorting through paperwork. Patients are now booked more quickly and with fewer errors or rescheduling needs, improving their overall experience and satisfaction, and the new system has instilled a noticeable sense of calm among team members by reducing the stress caused by missing or incomplete requisitions.





Fraser Health's RightFax Project Team

Jonathan Navarro
Dmitry Yakunin
Richard Bosnich
Julian Low
Patrick Lui
Ryan Gareau

Brad Harker
Jeffrey Chabot
Trevor Koop
Sharim Rajan
Ronnie (Ron) Mah
Julie Larouz

For supporting more effective and innovative human resource practices by improving workflow efficiency, reducing staff stress, and promoting a more collaborative work environment, the Leading Human Resource and/or Labour Relations Practices Award of Merit goes to Fraser Health's RightFax project.

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Lynn Stevenson

*Independently Appointed
Board Chair*

Aly Devji

*CEO
Langley Care Society
Affiliated Care Provider
Representative*

Erroll Hastings

*Executive Director
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Dermot Kelly

*President & CEO
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John Davison

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Public Sector Employers'
Council Secretariat
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Health System Policy and Planning
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Sylvia Weir

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Ciro Panessa

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Kathy Nduwayo

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Penny Ballem

*Interim President & CEO
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Vivian Eliopoulos

*President & CEO
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 185,000 unionized health care employees. In addition, HEABC's Medical Staff 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's office is located within the traditional, ancestral and unceded territory of the Coast Salish nations: x̱məθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səlilwataʔ (Tsleil-Waututh) nations.



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