

# HSA 2019 Initiatives Workplan Template

## SafeCare BC 2019

### HSA Mission / Vision Statement

*To empower those working in the continuing care sector to create safer, healthier workplaces by fostering a culture of safety through evidence-based education, leadership, and collaboration.*

*The goal of this HSA is to assist the employers we support in reducing injuries and serious injuries and in improving return-to-work outcomes.*

## Instructions

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**A. Injury / Return-to-Work Issues:** In this section, state the primary trends identified by your industry's data (normally provided by WorkSafeBC, but information from other sources may be used). This should be specific enough to be actionable, for example, primary causes of injury, location of injury, number of time loss injuries, or claim duration. You may choose a measure because it represents a large component of the injuries in your industry, or because the measure indicates some trend on a year-over-year basis (e.g., injuries of this type are increasing). Your key initiatives for the year will be focused on addressing these measures. Under "Objective", you will state the quantifiable improvement you would like to see in the measures you identified. This should state a specific improvement that can be measured at the end of the reporting year.

See the **HSA Planning and Reporting Information Package** pages 2 and 3 for more details.

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**B. Behaviour-Based Outcomes:** In section B(i), identify the safe work behaviours or practices you are trying to create or change to address the primary trends identified in Section A. "Behaviour" may refer to a change in an individual employee, a manager, supervisor, or in the organization as a whole. In Section B(ii), provide evidence that the behaviour change has taken place.

See the **HSA Planning and Reporting Information Package** pages 4 and 11 for more details.

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**C. Knowledge-Based Outcomes:** In this section, identify the knowledge, understanding or skills that would be required to create or change the safe work behaviours or practices identified in Section B. In Section C(ii), provide evidence that the knowledge change has taken place.

See the **HSA Planning and Reporting Information Package** pages 5 and 11 for more details.

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**D. Planned Activities:** In this section, list the activities that you will undertake to impact the required skills, knowledge or understanding identified in Section C. Identify the number, frequency or timeline that will allow you to determine at the end of the reporting period whether you have successfully completed the activity. Focus only on the key initiatives that will help you ultimately impact the measures identified in Section A. You will track your activities throughout the reporting year and report them in the actual column.

See the **HSA Planning and Reporting Information Package** pages 6 and 11 for more details.

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**E. Organizational Capacity:** In this section, list the activities that you will undertake to improve your organizational capacity so that you can carry out the activities identified in Section D. Identify the number, frequency or timeline that will allow you to determine at the end of the reporting period whether you have completed the activity.

See the **HSA Planning and Reporting Information Package** page 6.

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**F. Marketing / Outreach:** In this section, list the activities that you will undertake to reach a broader audience and inform them of your products and offerings. Identify the number, frequency or timeline that will allow you to determine at the end of the reporting period whether you have completed the activity.

See the **HSA Planning and Reporting Information Package** page 6.

## Initiative #1: Building Capacity: Safe Environments, Healthy Workers

### A. Injury / Return-to-Work Issues (HSA Planning and Reporting Information Package pages 2 and 3)

A. Using data and information from the industry, we have identified the primary trends within our industry and set the following objectives:

Overexertion and violence remain a primary source of injury for continuing care workers. WorkSafeBC 2017 statistics for long-term care and community health and home care support services indicate that 43% of injuries in the sector were due to overexertion and 13% of injuries were due to acts of violence. (This data includes all workers in the sector, including those working at health authority owner operated sites).

A survey completed by SafeCare BC in 2017 of its membership clearly identified an ongoing need for training in key areas: mental health (76%) safe handling (67%), violence prevention (64%), and roles and responsibilities (47%). These needs also align with the WorkSafeBC High Risk Strategy.

A survey completed by SafeCare BC in 2018 indicated half of the respondents would have felt more prepared dealing with health and safety issues in the workplace if they had received training in violence prevention (55%), rights and responsibilities (51%), safe body mechanics (46%), and safe handling techniques (43%) prior to entering the workforce. These needs also align with the WorkSafeBC High Risk Strategy.

A Howegroup report for SafeCare BC noted that 71% of employer survey respondents identified that time away from providing resident care was a significant barrier, while 63% identified backfilling for staff who are participating in training to be a significant barrier.

In the SafeCare BC 2018 member survey, respondents who had previously attended SafeCare BC violence prevention and other workshops, suggestions for additional resources that would have assisted them after completing the workshop include ongoing tools, shortcut tools such as refreshers, and follow up from their manager. Feedback from Technical Advisory Committee in 2017 and 2018 also indicated that SafeCare BC could improve their resources by providing more ready-to-use short educational tools.

A decrease of 8% in violence-related and overexertion time-loss incidents among organizations that are participating in direct training over the next year, as compared to each organization's pre-participation baseline.

*(Add additional rows as required)*

**B. Behaviour-Based Outcomes** (HSA Planning and Reporting Information Package pages 4 and 11)

<p>B (i) To meet those objectives, workplace health and safety behaviours and/or return-to-work practices need to change in the following ways:</p>	<p>Employers and Educational Institutes are supportive of leading practices when it comes to at-the-point-of-care strategies to reduce injuries.</p> <p>Organizations have the necessary policies and practices in place to support training programs.</p> <p>Workers have access to relevant, appropriate, and engaging training opportunities prior to entering the sector and while working in the sector</p> <p>Students, entering the sector as new workers, have access to leading practices regarding point-of-care strategies to reduce injury risk. Leading practices are taught prior to entering the workforce.</p>
<p>B (ii) <i>[To be completed at the end of the reporting year cycle]</i>; Provide <b>evidence</b> that the changes described in B(i) took place by the end of the reporting year. This may be done through surveys, job site visits, interviews, audits, or any other method you feel is appropriate.</p>	<p><i>Click here to enter text.</i></p>
<p>B (iii) <i>[For WSBC use only]</i></p>	

**C. Knowledge-Based Outcomes** (HSA Planning and Reporting Information Package pages 5 and 11)

<p>C (i) This requires knowledge, understanding or skills to be changed in the following ways:</p>	<p>Employers are aware of best-practices when it comes to point-of-care strategies to reduce injuries, including the business case and rationale for investment in these strategies in a funding-constrained environment.</p> <p>Organizations understand what policies and practices are needed to support training programs at their organizations. This includes being aware of areas of weakness, and understanding where the necessary resources can be accessed to address those areas of weakness.</p> <p>Workers and students are knowledgeable of best-practice strategies to reduce injuries and feel confident in applying that knowledge.</p> <p>Education Institutes and those responsible for developing relevant curriculum are aware of best-practices for students to learn point-of-care- strategies to reduce injuries during their training</p>
<p>C (ii) <i>[To be completed at the end of the reporting year cycle]</i>; Provide <b>evidence</b> that the changes described in C(i) took place by the end of the reporting year. This may be done through surveys, post-session testing, focus groups, interviews, or any other method you feel is appropriate.</p>	<p><i>Click here to enter text.</i></p>



**D. Planned Activities** (HSA Planning and Reporting Information Package pages 6 and 11)

D (i) Therefore, we will undertake the following activities:			
Activity	Description	Number / frequency / timeline	
		Planned	D(ii) Actual
Evaluate current outreach framework for organizations looking to establish peer coaches in-house to ensure that it is effective and meets the needs for organizations looking to establish peer coaches	Review the procedure in place for how SafeCare BC engages with organizations that have peer coaches, what documentation is provided, what support is provided, and the timing for all steps (framework and algorithm)	1 framework and algorithm reviewed by January 2019	<i>Click here to enter text.</i>
Develop and market peer coach model for home care and educational institutes for Violence Prevention and Safe Handling	<p>Develop a marketing strategy to advertise the peer coach model</p> <p>Implement a marketing strategy to advertise the peer coach model</p> <p>Conduct targeted awareness campaign to employers in home care and educational institutes communicating options available across Violence Prevention and Safe Handling streams</p>	<p>Marketing strategy developed by Feb 2019</p> <p>Marketing strategy implemented by March 2019</p> <p>Targeted outreach conducted with 5 home care employers and 5 educational institutes by Spring 2019</p>	
Provide consultative and mentorship support to peer coaches across all relevant program streams (Violence Prevention, Safe Handling, Gentle Persuasive Approaches)	<p>Enhance infrastructure to better track, support, develop peer coaches and their home organizations' programs</p> <p>Redevelop existing materials and adapt for online learning for peer coaches, workshop participants, and students to increase accessibility and improve learning outcomes</p> <p>Provide refresher courses to all facilitators who deliver education to ensure that they receive support necessary to successfully carry out workshops that maximize adult learning outcomes</p>	<p>1 system fully implemented by Spring 2019</p> <p>Create 1-2 resources for peer coaches to access by Fall 2019</p> <p>2 refresher courses delivered; 1 in the Spring and 1 in the Fall</p>	
Expand the capacity of the facilitator peer coach program for Violence	Expand network of facilitators and peer coaches in violence prevention and safe handling	Run 1-2 Violence Prevention Facilitator training	

<p>Prevention and Safe Handling</p>		<p>sessions by Fall 2019</p> <p>16 new facilitators trained in violence prevention by Fall 2019</p> <p>16 mentorship sessions completed by November 2019</p> <p>4 violence prevention facilitators seconded by November 2019</p> <p>4 workshops delivered by violence prevention seconded facilitators</p> <p>Run 1-2 safe handling peer coach sessions by Spring 2019</p> <p>8 peer coaches trained in Safe Handling by Summer 2019</p>	
<p>Run a pilot program with health programs in the post-secondary education sector to introduce students (i.e. future workers) to health and safety issues and concepts prior to them entering the workforce</p>	<p>Work with new Associate Members to identify training needs</p> <p>Provide training to students who will be entering the sector to inform future workers in the sector</p> <p>Work with health care assistant (HCAs) students and foreign-trained healthcare workers looking to become HCAs to provide them with training related to</p>	<p>Identify training needs by Summer 2019</p> <p>Deliver 6-12 workshops to students by Winter 2019</p> <p>Deliver 2-5 workshops to foreign-trained</p>	

	workplace health and safety to inform future HCAs	students by Winter 2019	
Run a pilot program with high priority organizations to cost-share backfill costs associated with training and measure the impact on these organizations	<p>Develop a framework to determine the selection criteria of the pilot project</p> <p>Develop marketing and collateral to promote the program</p> <p>Identify 10 high-priority, long-term care organizations and 5 high-priority home care organizations to take part in violence prevention and safe handling workshops</p> <p>Interim evaluation of pilot program conducted</p> <p>Final evaluation of pilot program conducted</p>	<p>1 framework developed by February 2019</p> <p>Marketing and collateral materials developed by March 2019</p> <p>5 long-term care organizations and 2 home-care organizations trained in safe handling or violence prevention by Winter 2019</p> <p>Summer 2019</p> <p>Winter 2019</p>	
Run feature and communication stories	Run success stories to provide status updates and successes of the backfill pilot program	3 success stories in total; Spring, Summer, and Fall 2019	
Partnerships to build capacity	<p>Partner with an existing training body to customize a course for the continuing care sector</p> <p>Partner with a medium-sized employer and an education body to target building resiliency for workers in in the continuing care sector to address mental health challenges that have been identified</p> <p>Establish satellite training centres around the province to increase the accessibility of all workshop streams</p>	<p>1 customized resource developed based on existing resources by Fall 2019</p> <p>1 resource on resiliency developed by Fall 2019</p> <p>1-2 additional satellite training centres established by Winter 2019</p>	

Promote sharing and exchanging of information to build capacity within the sector.	Continue to maintain and grow the Safety Innovations Database	Increase number of resources available by 15% by Winter 2019	
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*(Add additional rows as required)*

D (iii) [For WSBC use only]
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## Initiative #2: Tailored Outreach Program (TOP)

### A. Injury / Return-to-Work Issues (HSA Planning and Reporting Information Package pages 2 and 3)

B. Using data and information from the industry, we have identified the primary trends within our industry and set the following objectives:	
<p>Sector-level averages on injury rates are influenced by organizations at the extremes of reported ranges (“outliers”) and employers with very large payrolls. One strategy to influence the overall sector average would be to target poor-performing outliers and very large employers, who are above the sector average in terms of injury rates.</p> <p>Over the past five years, SafeCare BC has identified that the majority of employers maintain a steady-state with regard to injury rates. That is, outliers in any given year tend to include the same organizations (21 organizations continually met the criteria to be on the SafeCare BC High-Priority List from 2012 to 2017). This implies that without outside intervention/support, these outliers will remain as such.</p>	<p>It is anticipated that TOP organizations that actively participate in the program experience an 8 - 10% decrease in overexertion/violence time-loss claims over the next year, as compared to each organization’s baseline at admission to the program.</p>

(Add additional rows as required)

### B. Behaviour-Based Outcomes (HSA Planning and Reporting Information Package pages 4 and 11)

<p>B (i) To meet those objectives, workplace health and safety behaviours and/or return-to-work practices need to change in the following ways:</p>	<p>Organizations actively address the unique underlying causes of workplace incidents at their organizations.</p> <p>Managers and senior leaders are committed to and support leading practices for workplace health and safety.</p> <p>Workers adhere to safe work practices in their day-to-day activities and are proactively engaged in improving workplace safety.</p> <p>All employees within an organization have a sense of ownership and responsibility in creating safer work environments for themselves and their fellow employees.</p>
<p>B (ii) [To be completed at the end of the reporting year cycle]; Provide <b>evidence</b> that the changes described in B(i) took place by the end of the reporting year. This may be done through surveys, job site visits, interviews, audits, or any other method you feel is appropriate.</p>	<p><i>Click here to enter text.</i></p>
<p>B (iii) [For WSBC use only]</p>	

### C. Knowledge-Based Outcomes (HSA Planning and Reporting Information Package pages 5 and 11)

<p>C (i) This requires knowledge, understanding or skills to be changed in the following ways:</p>	<p>Organizations have an accurate picture of their strengths and weaknesses when it comes to workplace health and safety</p> <p>Managers, supervisors, and senior leaders know:</p>
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	<ul style="list-style-type: none"> <li>• What a healthy, engaged workplace safety culture looks like</li> <li>• What their roles and responsibilities are in creating a healthy, engaged workplace safety culture</li> <li>• Where their strengths and weaknesses lie as individuals, as it relates to supporting a strong workplace safety culture, and where they can go for help</li> <li>• What practices and policies need to be in place to support a healthy, engaged workplace safety culture</li> <li>• How to implement the necessary changes within their organization to get to a healthier, more engaged workplace safety culture</li> <li>• Where to access resources to support the changes needed</li> </ul> <p>Workers know:</p> <ul style="list-style-type: none"> <li>• What constitutes safe work practices (what leading practices look like)</li> <li>• How safe work practices apply to their day-to-day activities, and why they should care</li> <li>• What their roles and responsibilities are in creating a healthy, engaged workplace safety culture</li> <li>• What they can expect of their supervisors and managers in terms of supporting them to work safely</li> <li>• Where they can access resources to support them in working safely</li> </ul>
C (ii) <i>[To be completed at the end of the reporting year cycle]</i> ; Provide <b>evidence</b> that the changes described in C(i) took place by the end of the reporting year. This may be done through surveys, post-session testing, focus groups, interviews, or any other method you feel is appropriate.	<i>Click here to enter text.</i>
C (iii) <i>[For WSBC use only]</i>	

**D. Planned Activities** (HSA Planning and Reporting Information Package pages 6 and 11)

D (i) Therefore, we will undertake the following activities:			
Activity	Description	Number / frequency / timeline	
		Planned	D(ii) Actual
Review current operational framework for Tailored Outreach Program (TOP)	<p>Evaluate the current operational framework to guide the Tailored Outreach Program (TOP), including:</p> <ul style="list-style-type: none"> <li>• Flowchart to map out how organizations interact with TOP</li> </ul>	1 operational framework revised to map out how Year 1 and Year 2 organizations interact with TOP and the connection with existing programs by March 2019	<i>Click here to enter text.</i>

	<ul style="list-style-type: none"> <li>• Connection between TOP to existing programs (e.g. PEER, Peer Coach Initiative, Safety Culture Framework, direct training workshops etc.)</li> <li>• How to maintain a certificate as a TOP recognized organization</li> </ul>		
Evaluate and remain connected to the TOP Year 1 organizations	<p>Promote the successes of the Year 1 TOP Program</p> <p>Assess the reduction in workplace injuries related to musculoskeletal injuries and workplace violence</p>	<p>2 success stories shared on the TOP Program by Spring 2019</p> <p>1 report completed showing the impact of Year 1 TOP Organizations by Fall 2019</p>	
Continue to maintain and enhance resources created in TOP Year 1	<p>Identify potential follow up activities for TOP participants</p> <p>Enhance current SafeCare BC resources to provide additional resources to Year 1 TOP Organizations, including:</p> <ul style="list-style-type: none"> <li>• Mental Health Toolkit</li> <li>• JOHSC Toolkit</li> <li>• Claims Management Toolkit to reduce claim duration</li> </ul>	<p>Engage 75% of Year 1 TOP organizations in a follow up activity to maintain a connection to TOP by Fall 2019</p> <p>Add 1-3 resources to existing toolkits by Winter 2019</p>	
Identify 20 high-priority long term care sites and 20 high-priority home care organizations for participation in the Year 2 TOP program	<p>Identify data sources available to SafeCare BC to establish participant criteria</p> <p>Define selection criteria for organizations participating in TOP</p> <p>Identify organizations that meet TOP criteria</p>	<p>Data sources identified by January 2019</p> <p>Criteria defined by February 2019</p> <p>Identification of 30 TOP Candidates by March 2019</p>	
Conduct outreach with 15 long-term care and 10 home care organizations to raise awareness of TOP	<p>Develop marketing and collateral for the program</p> <p>Conduct outreach and communicate with potential TOP organizations</p>	<p>Marketing and collateral developed by Feb 2019</p> <p>Conduct outreach with 15 long-term care and 10 home</p>	

		care organizations by March 2019	
Sign 8-10 LTC and 3-5 home care organizations into TOP	Obtain written agreement from 10 LTC and 5 Home Care organizations to confirm their support and participation in TOP	8-10 signed contracts from LTC by April 2019 3-5 signed contracts from Home Care by April 2019	
Develop a communications package to be used internally by participating organizations to communicate to their staff that they're taking part in TOP	Create materials that can be used internally by organizations (including information that may help support students/future workers)	1 set of materials created by April 2019	
Provide on-site support to Year 2 TOP Participants	Conduct documented gap analyses with all TOP organizations  Conduct on-site occupational health and safety audits with Year 2 TOP Participants  Work with senior management and JOHSC of Year 2 TOP participants to develop corrective action plans	Gap analyses conducted with participating TOP organizations by July 2019  5-10 onsite audits conducted with Year 2 TOP Participants by Fall 2019  Corrective action plans developed for all Year 2 TOP Participants by Fall 2019	
Design targeted interventions for each Year 2 TOP organization, using existing SafeCare BC and external resources to support change and the reduction of injury	Use existing SafeCare BC materials and external resources to support change, including: <ul style="list-style-type: none"> <li>• Workplace Health and Safety Culture Framework</li> <li>• Policy templates</li> <li>• Risk assessment templates</li> <li>• PEER Resource Network</li> <li>• Peer Coach initiative</li> <li>• Direct training workshops in: dementia care, violence prevention, safe handling, JOHSC, and LPN leadership</li> <li>• Safety Systems Audit Tool and Auditor Training (SSAT)</li> <li>• Resources through other organizations (Canadian Mental Health Association, Employers' Advisers Office etc.)</li> </ul>	75% of TOP organizations have accessed 1 or more SafeCare BC resources/programs by December 2019	

<p>Develop supplementary resources to support Year 2 TOP participant needs, including:</p>	<p>Develop supplementary resources to support TOP participant needs, including:</p> <ul style="list-style-type: none"> <li>• Policy templates (i.e. occupational health and safety and return-to-work policy etc.)</li> <li>• Claims Management templates (i.e. modified work offer, recover at work etc.)</li> <li>• Mental Health (i.e. in partnership with Canadian Mental Health Association)</li> <li>• Resource for managers and supervisors (I.e. training resources and information for future workers)</li> <li>• Safety huddle resource on safety hazards that exist in the sector (i.e. slips and trips and falls)</li> </ul>	<p>1 policy template created in occupational health and safety and return-to-work by August 2019</p> <p>1-2 claims management material templates identified by Fall 2019</p> <p>1-2 resources on mental health identified by Fall 2019</p> <p>1 resource created for managers/supervisors by Fall 2019</p> <p>1 safety huddle resource created by Winter 2019</p>	
<p>Publish feature stories on TOP</p>	<p>Run success stories to provide status updates, awareness about the successes, build momentum around the initiative, and spark interest in future iterations</p>	<p>Publish 3 success stories in total; 1 in the Spring, 1 in the Summer, and 1 in Fall 2019</p>	
<p>Conduct interim and final evaluations of the Year 2 TOP initiative's impact</p>	<p>Interim evaluation of TOP effectiveness conducted</p> <p>Final evaluation of TOP effectiveness conducted</p>	<p>Spring 2019</p> <p>Winter 2019</p>	

## Initiative #3: Connecting with the Front-line

### A. Injury / Return-to-Work Issues (HSA Planning and Reporting Information Package pages 2 and 3)

C. Using data and information from the industry, we have identified the primary trends within our industry and set the following objectives:	
<p>According to 2017 WorkSafeBC data, Nurse aides, orderlies and patient services associates have the highest injury rate in the long-term care (63%) and home and community care support services sector (67%).</p> <p>Focus group feedback from the SafeCare BC Board of Directors and Technical Advisory Committee indicated that there is an opportunity for developing resources to support the Joint Occupational Health and Safety Committee which could cultivate strong advocates and drivers of workplace occupational health and safety.</p> <p>According to WorkSafeBC data, 164,000 work days were lost in the long-term care and home and community support services sector in 2017 because of injury, resulting in \$35 million of claims costs annually. An average of 650 full-time staff off work due to workplace injury in the continuing care sector in one year.</p> <p>Since high rates of injuries are associated with this occupational group, one strategy to influence the overall sector injury rate would therefore be to provide support and resources to those who are experiencing more workplace injuries compared to other groups.</p> <p>Over the past five years, SafeCare BC has conducted ongoing, comprehensive outreach with the continuing care sector to accurately ascertain the needs of the sector. Safe handling, violence prevention, mental health, and dementia education remain a top priority. In terms of how to best tailor training to reduce or eliminate potential barriers to accessing training, the following has been identified from stakeholder consultations:</p> <ul style="list-style-type: none"> <li>- Offer low or no cost training</li> <li>- Offer short training in a variety of formats (i.e. online and in-person)</li> <li>- Offer training outside of the regular 9:00AM-5:00PM training times</li> <li>- Respond to barriers identified by employers</li> </ul>	<p>Front-line workshop participants will show positive results relating to behavior change by 5% as compared to baseline survey results from previous years.</p> <p>Website statistics (including page views, downloads, and visits) during campaigns will show a 5% increase compared to previous years.</p> <p>SafeCare BC will engage with 10% more front-line workers in 2019 compared to the previous year.</p> <p>It is anticipated that creating a mixed-medium of resources will increase accessibility, improve learner engagement, expand the reach, and create more cost-effective training options for organizations</p>

*(Add additional rows as required)*

### B. Behaviour-Based Outcomes (HSA Planning and Reporting Information Package pages 4 and 11)

<p>B (i) To meet those objectives, workplace health and safety behaviours and/or return-to-work practices need to change in the following ways:</p>	<p>Organizations are willing to utilize online content and make content available to workers</p> <p>Union partners will help inform the resources created through participation in committees (i.e. TAC).</p>
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	<p>Workers have access to self-paced learning which will help match learning needs</p> <p>Workers will have access to diverse learning opportunities which results in better engagement</p> <p>Organizations have an active Joint Occupational Health and Safety Committee and dedicate resources to ensure the effectiveness of these resources</p> <p>Senior leaders are committed to and support leading practices when it comes to workplace health and safety</p> <p>Workers adhere to safe work practices in their day-to-day activities and are proactively engaged in improving workplace safety</p> <p>All employees within an organization have a sense of ownership and responsibility in creating safer work environments for themselves and fellow employees</p>
B (ii) <i>[To be completed at the end of the reporting year cycle]</i> ; Provide <b>evidence</b> that the changes described in B(i) took place by the end of the reporting year. This may be done through surveys, job site visits, interviews, audits, or any other method you feel is appropriate.	<i>Click here to enter text.</i>
B (iii) <i>[For WSBC use only]</i>	

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**C. Knowledge-Based Outcomes** (HSA Planning and Reporting Information Package pages 5 and 11)

C (i) This requires knowledge, understanding or skills to be changed in the following ways:	
C (ii) <i>[To be completed at the end of the reporting year cycle]</i> ; Provide <b>evidence</b> that the changes described in C(i) took place by the end of the reporting year. This may be done through surveys, post-session testing, focus groups, interviews, or any other method you feel is appropriate.	<p>Workers are knowledgeable about how to prevent workplace injuries and best practices</p> <p>Workers are willing to take part in self-paced learning to address gaps in their current training</p> <p>Workers are interested in participating in learning opportunities including workshops, conferences, and interactive forums to enhance their ability to prevent workplace injuries</p> <p>Workers are more aware of new point-of-care strategies to prevent workplace injuries</p>
C (iii) <i>[For WSBC use only]</i>	

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**D. Planned Activities** (HSA Planning and Reporting Information Package pages 6 and 11)

D (i) Therefore, we will undertake the following activities:			
Activity	Description	Number / frequency / timeline	
		Planned	D(ii) Actual
Develop an operational framework for interacting with front-line workers	<p>Develop an operational framework to guide the “connecting with the front-line” initiative, including:</p> <ul style="list-style-type: none"> <li>• Flowchart to map out how front-line workers interact with SafeCare BC through their employers</li> <li>• Connection between front-line workers and SafeCare BC programming</li> <li>• Possible connections between JOHSCs and SafeCare BC</li> </ul>	1 operational framework created to map out how front-line workers interact with SafeCare BC by Spring 2019	<i>Click here to enter text.</i>
Conduct outreach for the initiative	<p>Evaluate current communication channels to identify opportunities that would increase reach to the front-line</p> <p>Develop marketing and collateral for the program</p>	<p>Identify 1-2 new/existing methods to engage the front-line</p> <p>Marketing and collateral materials developed by February 2019</p>	
Support senior leaders within the sector to reinforce leading practices that will reduce injuries for front-line workers	<p>Increase senior leadership awareness around injury reducing practices that affect the front-line by providing:</p> <ul style="list-style-type: none"> <li>• Educational opportunities for senior leaders</li> <li>• Tools and resources to support the delivery of safety huddles within the workplace</li> </ul>	<p>Provide 1 education opportunity for senior leaders by Summer 2019</p> <p>Develop 1 resource for senior leaders by Winter 2019</p>	
Develop online resources that can easily be accessed by the front-line on topics that have been identified as topical (i.e. mental health, workplace violence, MSIs).	<p>Identify existing SafeCare BC resources for front-line workers and future workers (i.e.. Students) that can be redeveloped to an online format</p> <p>Create learning management system that can host components of existing and new SafeCare BC workshops</p>	<p>Redevelop 1-2 existing resources to an online format by Fall 2019</p> <p>1 learning management system implemented by Winter 2019</p>	

	<p>Use existing PVPC Refresher training material to create an online-friendly module for the continuing care sector</p>	<p>1 Refresher module piloted by Summer 2019</p> <p>1 Refresher module implemented by Winter 2019</p>	
<p>Host an event focused on workplace safety innovation in the sector</p>	<p>Develop marketing and collateral for the event</p> <p>Work with the industry association to encourage the sector to share innovations that can reduce workplace injuries</p> <p>Engage organizations to present and share their idea at a safety innovation event</p> <p>Share successes, ideas, and learnings from the event to build momentum for future iterations</p>	<p>Marketing and collateral materials developed by January 2019</p> <p>4-6 communications released to promote the event by Spring 2019</p> <p>1 event hosted by Spring 2019</p> <p>3 success stories shared by Summer 2019</p>	
<p>Host a conference targeted towards front-line workers in the sector</p>	<p>Plan and execute two conferences for front-line workers with the theme: celebration and education.</p> <p>Identify one contact at WorkSafeBC to act as a liaison for the transition</p> <p>The conference should endeavour to:</p> <ul style="list-style-type: none"> <li>• Deliver fun and engaging ways to learn</li> <li>• Show appreciation for front-line workers providing care</li> <li>• Provide opportunities for networking amongst those who work in the sector</li> </ul>	<p>Organizing committee established in January 2019</p> <p>1 contact liaison identified</p> <p>Project plan developed by February 2019</p>	

	<ul style="list-style-type: none"> <li>Address the psychological health and safety of those working in the sector</li> </ul> <p>Develop a communications and marketing plan to promote the conference to current and future front-line workers in the sector, along with potential exhibitors and sponsors.</p>	<p>Communications and Marketing plan Developed by 2019</p> <p>Marketing and collateral materials created by March 2019</p> <p>6-8 communications released to promote the event by September 2019</p> <p>\$10k sponsorship received by Fall 2019</p> <p>75% of ticket sales filled by Summer 2019</p> <p>2 events hosted by November 2019</p>	
<p>Conduct an interim evaluation around engaging the front-line</p>	<p>Identify data sources available to SafeCare BC to establish evaluation metrics</p> <p>Use existing metrics to determine the level of engagement of front-line workers</p> <p>Interim evaluation of initiative effectiveness conducted</p>	<p>Data sources identified by February 2019</p> <p>Metrics and system to track identified by April 2019</p> <p>Spring 2019</p> <p>Winter 2019</p>	

	Final evaluation of initiative effectiveness conducted		
Publish feature stories on the Connecting with the Front-line Initiative	Run success stories to provide status updates, awareness about the successes, and build momentum around the initiative	Publish 3 success stories in total; 1 in the Spring, 1 in the Fall, and 1 in the Winter 2019	

**E. Organizational Capacity** (HSA Planning and Reporting Information Package page 7)

To support us in providing the activities outlined in these initiatives, we will undertake the following activities designed to increase our organizational capacity:

(E) Activity	Description	Number / frequency
Hire additional staff to support the growth of SafeCare BC and extend the services provided	Hire for the following newly created roles: <ul style="list-style-type: none"> <li>1 Sr. Director of Outreach and Development</li> <li>1 Learning and Development Advisor</li> <li>1 OHS Consultant</li> <li>1 Communications Coordinator</li> </ul>	4 new positions hired
Develop IT infrastructure to support the cyber-safety of our activities	Implement an IT system that ensures that security of all computers is regularly monitored and data is stored safely	1 IT system implemented to protect safety and security
Support HR infrastructure to retain existing staff	Provide opportunities for training for all staff to promote learning and growth and staff retention	Total of 10 opportunities for learning provided for all staff members
System to support online learning	Implement a Learning Management System (LMS) that allows us to redevelop existing material and create new material to make available in an online format to increase accessibility	1 LMS identified, purchased, and implemented
Enhance the SafeCare BC App	Build on existing SafeCare BC App to create a library of new resources that can be accessed	1 SafeCare BC mobile application enhanced
Develop new and existing relationships with external bodies to support evaluation and resource development activities	Further develop partnerships with provincial health authorities, HEABC, and Community Social Services Employers Association to assist in resource development for the sector	Meet quarterly with senior leaders within Health Authorities, HEABC, and CSSEA

	<p>Further develop relationships with union partners in the sector to further support front-line workers</p> <p>Maintain relationship with Canadian Mental Health Association, Alzheimer Society, the BC Federation of Labour to develop resources for the sector</p> <p>Maintain relationship with the Care Aide Registry to remain connected to future workers in the sector</p> <p>Continue to work with the National Alliance for Safety and Health in Healthcare (NASHH) to work on national-level initiatives to address workplace health and safety concerns in the sector</p>	<p>Renew existing MOUs with health authorities</p> <p>Meet twice with union partners that are connected to the sector</p> <p>Meet twice with Canadian Mental Health Association, Alzheimer's Society, and BC Federation of Labour</p> <p>Meet twice with representatives from the Care Aide Registry</p> <p>Meet quarterly with NASHH Members</p>
Maintain existing roster of consultants and subject matter experts and recruit new trainers as needed	<p>Retain existing consultants and subject matter experts</p> <p>Recruit HR specialist, consultant support to support HR growth</p>	<p>20 existing consultants and subject matter experts retained</p> <p>1 HR consultants, recruited and retained</p>
Develop additional funding streams to support new initiatives	Work with external partners to identify funding opportunities and additional funding to support new projects	2 other funding stream sources identified, obtained

*(Add additional rows as required)*

## **F. Marketing / Outreach Activities** (HSA Planning and Reporting Information Package page 7)

**To reach a broader audience within our industry, we will undertake the following marketing / outreach activities:**

(F) Activity	Description	Number / frequency
Develop a broad membership communications strategy	Develop a membership communications strategy, including identifying and establishing key partnerships to leverage and cascade communication strategies	1 communications strategy developed and implemented Key partnerships established Survey completed

Conduct targeted outreach to key contact lists to allow for better marketing to these demographic groups	Create specific content targeted to demographic groups (i.e. manager, frontline worker, etc)	10 communications targeted to each of the following key demographic groups: <ul style="list-style-type: none"> <li>- Home Care</li> <li>- Long-term Care</li> <li>- Managers/Supervisors</li> <li>- Frontline workers</li> <li>- Geographic regions</li> </ul>
Re-design primary communication channel to improve effectiveness	Evaluate current electronic communication channel to determine effectiveness  Implement re-designed electronic communications tool	1 re-designed electronic communication tool implemented
Identify a new communication channel to reach front-line workers in the sector	Develop a new communications channel to increase engagement with front-line workers in the sector (work with union partners to increase engagement)	1 new communications channel implemented
Continue to develop new and existing external relationships	Continue to engage with Denominational Health Association (DHA), BC Care Providers Association (BCCPA) board to grow Association profile  Engage with relevant levels of government to raise the profile of workplace health and safety issues in the sector	Meet twice annually with the DHA and BCCPA Boards/senior leadership  Maintain Ministry of Health engagement regarding the Health Human Resources strategy and participate in 2 meetings annually on Ministry-led initiatives related to workplace health and safety
Conduct targeted outreach with SafeCare BC members	Conduct face-to-face meetings with SafeCare BC member organizations, with a special focus on organizations outside the Lower Mainland and organizations that provide home support	Meet with 40 members; 20 of which will be located outside of the Lower Mainland, and 20 of which will be home support organizations
Have a presence at industry events	Have a SafeCare BC staff present at industry-specific conferences, events, and local meetings	Have staff presence at: <ul style="list-style-type: none"> <li>- 1 industry-specific conference</li> <li>- 2 industry events</li> <li>- 2 regional events</li> </ul>

Publish the 2018 Annual Report	Publish a recap of key accomplishments of the SafeCare BC membership in 2018	1 report published
Host Annual General Meeting	Host AGM in conjunction with an industry event	1 AGM held; quorum met
Publish success stories	Publish feature stories on workplace health and safety successes in the sector	Publish 8-10 stories via website and e-news, 2-5 which will feature individual workers and 2-5 of which will feature employers [from Initiative 1-3]
Maintain and strengthen SafeCare BC awareness campaigns	Develop and implement the following awareness campaigns: <ul style="list-style-type: none"> <li>- Violence Prevention</li> <li>- Safe Handling</li> <li>- Psychological Health and Safety</li> </ul>	Campaign strategy established for each awareness campaign (3 in total). 3 campaigns run
Establish a dedicated day to increase awareness and recognition of care providers	A public event on Be Care Aware Day. The day should: <ul style="list-style-type: none"> <li>- Acknowledge the work of continuing care workers</li> <li>- Create awareness around workplace health and safety</li> <li>- Inspire commitment towards improving workplace health and safety</li> </ul>	1 public event to be held in Fall 2019  5 communications sent out about the public event  15 Be Care Aware kits distributed to member organizations  15 member organizations participate in the public event
Alert members on legislative, policy changes that impact workplace health and safety	Inform members of pending legislative or policy changes that relate to workplace health and safety in continuing care	Write and disseminate 2 legislative and or policy alerts annually
Engage membership via membership survey	Conduct a survey of the SafeCare BC membership to assess reach, relevance, and impact of current programming and initiatives, as well as learn about new ways to engage the sector	1 survey completed; results analyzed by 3 <sup>rd</sup> party and communicated to the sector
Maintain contact with and continue to demonstrate value to the	Maintain contact and demonstrate value by continuing to host regional workshop opportunities. Focus on	Host the following number of workshops, a minimum of ¼

<p>membership by providing educational opportunities</p>	<p>providing opportunities outside of the Lower Mainland</p>	<p>which will happen outside of the lower mainland:</p> <ul style="list-style-type: none"> <li>- 30 Violence Prevention Workshops (direct)</li> <li>- 2 Violence Prevention Workshops (train-the-trainer)</li> <li>- 10 Safe Handling Workshops (direct)</li> <li>- 4 Safe Handling Workshops (Peer Coach)</li> <li>- 4 Creating Connections Workshops</li> <li>- 10 Gentle Persuasive Approaches workshops</li> <li>- 3 Safety Systems Auditor and Tool workshops</li> <li>- 5 LPN Leadership workshops</li> <li>- 5 JOHSC workshops</li> <li>- 2 Peer Resource Network Cohorts</li> </ul> <p>A min. of 8 of these sessions will be used to pilot the backfill program outlined in Initiative #1.</p>
<p>Maintain relationship with continuing care-related post-secondary programs</p>	<p>Maintain relationships with BC post-secondary programs with HCA, LPN, RN and health care administrator-level programming. Continue to provide outreach with students enrolled in these programs.</p> <p>Expand our current outreach to include high schools that are offering health care assistant dual credit programs</p>	<p>Meet with representatives from 10 HCA programs recognized by the Care Aide Registry</p> <p>Meet with 3 post-secondary programs with recognized nursing programs.</p> <p>Meet with 1 post-secondary program with health administrator targets certificate programs.</p> <p>Conduct outreach at 5 post-secondary programs across BC</p>

		Conduct outreach at 3 high schools that are offering HCA dual credit programs.
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(Add additional rows as required)

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**G. Overall Assessment**

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**Board Chair Approval**

*ALTAF JINN*

Name

*[Handwritten Signature]*

Signature

*October 10, 2018*

Date