

**Evolve and Respond:
SafeCare BC's 2021-2023 Strategic Plan**



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Introduction to SafeCare BC

Overview & Background

SafeCare BC is a non-profit, sector-funded association whose mandate is to ensure safe, injury-free, and healthy working conditions within British Columbia's private and non-profit continuing care sector. To achieve its mandate, SafeCare BC provides training, resources, and education to those connected to the continuing care sector, and engages in workplace safety advocacy.

SafeCare BC's membership system has two streams. One stream is based on WorkSafeBC's classification unit system; non-Health Authority employers belonging to classification unit 766011 and 766006 are automatically members. The other stream is an opt-in membership pathway, whereby those organizations with clear links to the continuing care sector may apply to become Associate Members. SafeCare BC is primarily funded through a sector-supported levy, collected by WorkSafeBC through a surcharge on members' premiums. As a part of its accountability to WorkSafeBC, SafeCare BC commits to meeting specific criteria defined in workplans submitted annually to WorkSafeBC¹.

In 2020, SafeCare BC embarked on updating its three-year strategic plan during the COVID-19 pandemic. The pandemic has forever changed the continuing care sector, both in terms of its immediate impact and the long-term sector-wide changes that will come from it. In many ways, the pandemic has elevated the profile of SafeCare BC, created new urgency around the need for workplace health and safety, and fundamentally changed the public's awareness of the continuing care sector's challenges. The future is uncertain – the only certainty is that the sector will never be the same. However, despite these challenges, the board successfully came together to review SafeCare BC's current strategic priorities, and with input from a wide range of continuing care sector stakeholders, drafted new priorities for the 2021-2023 period.

2021-2023 Strategic Plan Development

Purpose

The strategic plan outlines the focus of SafeCare BC from 2021-2023. These priorities will guide our actions in supporting the continuing care sector as it navigates a time of upheaval, but also opportunity as a result of the COVID-19 pandemic. The plan will guide the annual development of SafeCare BC's workplan.

Planning Process

In preparing for the strategic planning session, a comprehensive consultation and data-collection process was undertaken to create a snapshot of the continuing care sector and its needs. This included:

- Member surveys on priorities;
- Consultation with the following groups: employers, frontline workers, WorkSafeBC, unions, professional associations, post-secondary programs, SafeCare BC committees and Board, health authorities, the BC Ministry of Health, and other health and safety associations;
- Focus groups with a sample of SafeCare BC members and sector stakeholders;

¹ SafeCare BC 2020 Work Plan for Submission to WorkSafeBC, October 2020.

- Board member engagement survey on SafeCare BC’s mission, vision, and values;
- Board member pre-planning discussions on expectations going into the planning session, as well as how the pandemic has impacted the continuing care sector (and how it will impact the sector);
- The Strategic Planning Task Force, which was comprised of SafeCare BC members and former SafeCare BC board members.

The strategic planning session was conducted virtually over two, non-consecutive days, with participation from the Board Directors, Representatives, and SafeCare BC staff. The purpose of the session was to:

- Reaffirm the vision, mission, and values of SafeCare BC;
- Assess SafeCare BC with respect to its progress on the 2018-2020 Strategic Plan
- Describe the context in which SafeCare BC is operating through an environmental scan, as well as anticipate potential changes to that context as a result of the pandemic; and
- Identify key strategic priorities to guide SafeCare BC’s activities going forward.

Vision

The role of SafeCare BC as the continuing care sector’s health and safety association is to support a culture of safety by providing access to evidence-based training and education, supporting safety leadership, advocating for safer, healthier workplaces, and promoting collaboration. SafeCare BC’s vision articulates our ideal future state and remains unchanged:

Safe, healthy, and injury-free workplaces in continuing care.

Mission

SafeCare BC’s mission is a statement of purpose that outlines what actions it will undertake to achieve its vision. SafeCare BC’s mission has been updated to reflect its expanded mandate and focus:

To empower those connected to the continuing care sector to create a culture of safety through evidence-based education, advocacy for safer workplaces, leadership, and collaboration.

Values

The values of SafeCare BC define what the Association holds as important from an internal organizational perspective and from a larger sector perspective. At SafeCare BC, we value:

- **Safe work and safe work behaviours**
- **Safety leadership at all levels**

- **The right of workers to have safe and healthy workplaces**
- **Evidence-based, practical solutions to workplace health and safety challenges**
- **Integrity and accountability**
- **Innovation as a tool to effect change**
- **Collaboration with our members, stakeholders, and external organizations**
- **Advocating for safer, healthier workplaces**

Environmental Scan

The analysis of SafeCare BC's environmental context identified a number of strengths, weaknesses, opportunities, and threats. These factors were considered in the development of SafeCare BC's strategic priorities. Several resources were used to inform the scan, including:

- Results of continuing care sector key informant interviews with the following groups: post-secondary programs, other provincial health and safety associations, healthcare professional associations, sector associations, health authorities, the BC Ministry of Health, employers, frontline workers, and unions;
- Feedback from focus groups involving: SafeCare BC's Technical Advisory Committee, continuing care frontline workers, and continuing care employers;
- Data from the 2020 member survey;
- Results of the board engagement survey and pre-planning discussions; and
- Discussions held with the Strategic Planning Task Force

Internal: Strengths

- Leadership and governance
- Diversity and expertise of the Board and Committees
- Strong organizational culture
- Credibility of the organization
- Presence of highly trained facilitators
- Diversity of training methods
- Integrated training and certification process
- Nimble organization (adapts, evolves, responds)
- Financially viable organization
- Presence of strong partnerships
- Communication was identified as an emerging asset

Internal: Weaknesses:

- Anticipated reduction in traditional revenue (due to COVID-19)
- Engagement limitations due to physical distancing requirements during the pandemic
- Keeping people engaged in online training
- Brand identity (SafeCare BC is recognized, but there is a lack of knowledge of offerings)
- Potential for SafeCare BC team burnout
- As a small organization, any staff turnover would have a significant impact

External: Opportunities

- Leverage current attention on the sector's workplace safety issues; opportunity for greater role for workplace safety advocacy
- Leverage additional partnerships (including education partners, and those aligned with health care)
- Opportunities for revenue growth into non-traditional areas as a consequence of COVID-19
- Expand health and safety training to the entire health care sector (including acute care) and to other related sectors
- Expand member base (including into closely related Classification Units)
- Share best practices with other health and safety associations
- Engage with families and friends of those receiving support from the continuing care sector
- Provide communication platforms to enable SafeCare BC member storytelling
- Invest in technology to diversify training methods
- Leverage the potentially increased ability for worker training due to the Provincial Health Officer's single site order
- Explore cost reduction opportunities presented by staff working remotely
- Expand return to work training and resources

External: Threats

- Insufficient supply of workers in the sector (increasing potential for injury and burnout)
- Communication/message-fatigue in the sector (competing priorities and messaging overload)
- Loss of existing stakeholders (partners) resulting from focus on developing new partnerships (perception)
- Loss of connection to decision-makers/policy makers in response to sector changes, negatively impacting our ability to advocate for workplace safety
- Employer financial constraints (less funding allocated toward training)
- Loss of senior managers among providers due to retirement; loss of experience may impact culture of safety
- Need for updated government health human resources strategy

Strategic Priorities

The strategic priorities that have been identified – to be responsive to the immediate challenges presented by the COVID-19 pandemic, in the short term, and to support longer term planning – build on the momentum and progress achieved in the 2018-2020 priorities. Under each priority is nested a series of goals that will then form the basis for SafeCare BC’s annual activities.

Summary of Priorities²

1. Promote and advocate for a culture of workplace health, wellness and safety improvement.
2. Enhance the profile and recognition of SafeCare BC as the leading health and safety association in BC and across Canada.
3. Increase education, training, access to equipment and other safety resources throughout BC.
4. Enhance relationships with continuing care sector partners.
5. Strengthen organizational responsiveness, resiliency, and growth.

² A supplementary document has been prepared to outline COVID-19-specific actions over the next twelve months, in recognition of the ongoing impact of COVID-19 on the continuing care sector.

Strategic Priorities and Goals

1.0 Promote and advocate for a culture of workplace health, wellness and safety improvement.

- 1.1 Support continuing care leadership and Occupational Health and Safety Committees to foster a culture of workplace health, wellness and safety.
- 1.2 Create awareness around psychological health, safety, and resiliency in the workplace.
- 1.3 Empower workers to share stories, successful practices, and safety concerns.
- 1.4 Advocate for worker health, wellness and safety needs.

2.0 Enhance the profile and recognition of SafeCare BC as the leading health and safety association in BC and across Canada.

- 2.1 Share promising practices with other health and safety associations.
- 2.2 Continue to be the go-to resource for media, associations and governments seeking information on sector workplace safety.
- 2.3 Collaborate with partners to use data/evidence to put worker health, wellness and safety at the top of the sector agenda.
- 2.4 Monitor the status of the Certificate of Recognition program and pursue strategic opportunities to encourage sector-wide adoption of health and safety management systems.

3.0 Increase education, training, access to equipment and other safety resources throughout BC .

- 3.1 Diversify training delivery methods to improve access and accommodate different audience needs.
- 3.2 Employ technology to support virtual training methods.
- 3.3 Provide access to training and education support on high-priority workplace safety topics.
- 3.4 Advocate for equal access to PPE for all frontline workers.
- 3.5 Expand peer facilitator/mentorship model to include supports for senior leaders/new leaders
- 3.6 Expand education, training and resources into Assisted Living/Independent Living.

4.0 Enhance relationships with continuing care sector partners.

- 4.1 Explore relationships/partnerships with new audiences such as Community Living BC (CLBC), addictions/mental health, dental associations, and physicians.
- 4.2 Improve outreach and engagement with families and friends of those in care (including advocacy organizations representing these groups)
- 4.3 Expand existing and develop new relationships nationally with organizations that have similar mandates.
- 4.4 Strengthen direct relationships with continuing care frontline workers and Occupational Health and Safety Committees
- 4.5 Invest in and deepen relationships with current continuing care sector partners.

5.0 Strengthen organizational responsiveness, resiliency, and growth.

- 5.1 Explore opportunities for revenue streams in addition to the WorkSafeBC-administered member levies.
- 5.2 Further develop internal succession plans, including strategies to foster the internal development of staff into new roles.
- 5.3 Identify and build upon factors that enable SafeCare BC to be adaptable and responsive to sector needs.
- 5.4 Conduct regular reviews of the strategic plan considering high degree of change in the sector amid COVID-19

Putting It All Together

SafeCare BC's vision is to achieve safe, healthy, and injury-free workplaces in continuing care, with a mission to empower those connected to the continuing care sector to create a culture of safety through evidence-based education, advocacy for safer workplaces, leadership, and collaboration. Although much progress has been made to-date, SafeCare BC recognizes that we, as a sector and a larger system, still have more to do. The events of the COVID-19 pandemic have emphasized the underlying challenges facing the continuing care sector: staffing shortages, outdated infrastructure, and models of care no longer matched to the needs of those supported by the system. SafeCare BC is no stranger to these issues, having raised them for years. However, now is our opportunity to rise to those challenges and advocate for change – to support positive change in the face of tragedy.

Our priorities and activities will be grounded in our values. Over the next three years, our strategic priorities will be:

1. Promote and advocate for a culture of workplace health, wellness and safety improvement.
2. Enhance the profile and recognition of SafeCare BC as the leading health and safety association in BC and across Canada.
3. Increase education, training, access to equipment and other safety resources throughout BC.
4. Enhance relationships with industry partners.
5. Strengthen organizational responsiveness, resiliency, and growth.

Commitment to Action and Accountability

One of SafeCare BC's core values is accountability to our members. The 2021 – 2023 strategic plan will be used to inform the direction of SafeCare BC's annual workplan. Each initiative in the annual workplan will be tied to key performance indicators (KPIs) that will be assessed bi-annually, and our KPIs will incorporate the following measures:

- Knowledge change (e.g. have members acquired new knowledge from our services?)
- Behavioural change (e.g. have members changed their work practices as a result of our services?)
- Sector-wide trends and statistics (including lagging and leading indicators)
- Brand exposure and market penetration

The annual workplan will clearly assign ownership and responsibility for each initiative undertaken. Current workplans will be made available to members each calendar year. SafeCare BC will continually monitor workplan progress, reporting to the board any KPIs that are not meeting target levels and identifying potential remedies. In addition, SafeCare BC will provide all members an accounting of the annual workplan and associated KPIs within 90 days of the end of each calendar year.