

**Building Momentum:  
SafeCare BC's 2018-2020 Strategic Plan**



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## Introduction to SafeCare BC

### Overview & Background

SafeCare BC is a non-profit, industry-funded association whose mandate is to ensure safe, injury-free, and healthy working conditions among non-profit and private employers in British Columbia's continuing care sector. To achieve its mandate, SafeCare BC will provide training, resources, and education to non-Health Authority continuing care employers and employees.

SafeCare BC's membership is based on WorkSafeBC's classification unit system; non-Health Authority employers belonging to classification unit 766011 and 766006 are automatically 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 WorkSafeBC<sup>1</sup>. The current structure of SafeCare BC is based on an analysis of best practices among health and safety associations in BC and Alberta<sup>2</sup>. In 2017, the SafeCare BC embarked on updating its three-year strategic plan.

## 2018-2020 Strategic Plan Development

### Purpose

The strategic plan outlines the focus of SafeCare BC from 2018-2020. 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, commercial suppliers, professional associations, post-secondary programs, SafeCare BC committees and Board, health authorities, and other health and safety associations;
- Key informant interviews with a sample of SafeCare BC members and sector stakeholders;
- Individual interviews with all SafeCare BC Board Directors and Representatives

The strategic planning session was conducted over two 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 2015-2017 Strategic Plan, its historical performance on annual workplans, and its current progress on the 2017 workplan;
- Describe the context in which SafeCare BC is operating through an environmental scan; and
- Identify key strategic priorities to guide SafeCare BC's activities going forward.

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<sup>1</sup> SafeCare BC 2017 Work Plan for Submission to WorkSafeBC, October 2016.

<sup>2</sup> A best practice review of health and safety associations in British Columbia and Alberta, January 2014.

## 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, safety leadership, and promoting collaboration. SafeCare BC's vision articulates our ideal future state:

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

## Mission

SafeCare BC's mission is a statement of purpose that outlines why the Association exists and what actions it will undertake to achieve its vision. SafeCare BC's mission is:

**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.**

## Values

The values of SafeCare BC define what the Association holds as important from an internal organizational perspective and from a larger industry 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**

## Environmental Scan

This scan of the internal and external environment in which SafeCare BC operates identified a number of strengths, weakness, opportunities, and threats. These factors were considered in the development of SafeCare BC's strategic priorities. A number of 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 (both within BC and across Canada), commercial suppliers operating within the continuing care sector, healthcare professional associations, regulatory healthcare Colleges and/or bodies, employers, and unions;
- Feedback from focus groups involving: SafeCare BC's Technical Advisory Committee, SafeCare BC staff, WorkSafeBC, continuing care frontline workers, and continuing care employers;
- Data from the 2017 member survey;
- Results of the Board engagement survey and one-on-one interviews; and
- Findings from the November 2016 pre-strategic planning session, hosted with the Board of Directors and Representatives.

## Internal: Strengths

- WorkSafe BC funding model.
- BC Care Providers affiliation.
- Mandatory membership.
- Executive Director and staff: competent, driven, effective, passionate and strategic.
- Training well-received by participants.
- Online presence. Website well-designed.
- E-blast system.
- Stakeholder relationship development.
- Board composition (worker and employer representation, sector representation).
- Board infrastructure and culture.
- Nimble and responsive to sector needs.
- Recognized sector voice for workplace health and safety.

## Internal: Weaknesses:

- Lack of intellectual property for some workshop, resource content.
- Technical capacity for e-learning.
- Presence outside of Metro Vancouver.
- Succession planning; vulnerable to turnover.
- Uneven levels of engagement among stakeholders.
- Lack of clear link between SafeCare BC activities and sector-wide outcomes.
- Lean staffing structure.
- Union voices are not fully present.
- Lack of diversity of funding.
- Lack of evaluation capacity.
- Capacity to deliver training; specifically, funding and trainer constraints.

### External: Opportunities

- Expand awareness of current resources among all staff levels of member organizations.
- Expand presence outside of Metro Vancouver.
- Embed SafeCare BC message into existing communication platforms.
- Enhance marketing of resources and tools.
- Leverage WorkSafeBC as a sector resource.
- Work with post-secondary programs to embed safety training in core curricula.
- Become a Certifying Partner for the Certificate of Recognition (COR) program.
- Expand online training.
- Seek out non-WorkSafe BC funding.
- Advocate for workplace safety investment as Advisory Committee member of the *Seniors Safety and Quality Improvement* program.

### External: Threats

- Employee/employer buy-in.
- Low awareness of SafeCare BC beyond senior-level leadership in member organizations and outside of Metro Vancouver.
- Government changes.
- Balancing quality with quantity regarding training and resources.
- Lack of consistent approach provincially with respect to COR.
- Potential duplication of efforts / competition with similarly-mandated organizations.

### Strategic Priorities

Five priorities emerged from the strategic planning process, and these priorities will constitute the main areas of focus for the next three years. Under each strategic priority, specific goals have been identified. Each goal has been further broken down into areas for action. These areas for action will be used to inform SafeCare BC's annual workplan.

## Strategic Priorities - Summary

### 1.0 Promote a culture of workplace health and safety improvement.

- 1.1 Identify high-risk organizations and introduce the SafeCare BC Workplace Health and Safety Culture Framework ("the safety culture framework").
- 1.2 Support the practical application of the safety culture framework for organizations ready for action.
- 1.3 Foster the sharing of success stories and leading workplace health and safety practices in action.

### 2.0 Enhance the profile and recognition of SafeCare BC as the continuing care health and safety leader.

- 2.1 Increase electronic and social media presence.
- 2.2 Enhance awareness of SafeCare BC programs and services among managers and staff.
- 2.3 Integrate SafeCare BC messaging into existing communication platforms.
- 2.4 Be the "go-to" source for media seeking information on sector workplace safety.
- 2.5 Explore the feasibility of becoming a Certifying Partner for the Certificate of Recognition program.

### 3.0 Increase education, training and access to resources throughout BC.

- 3.1 Provide access to education, training, and resources on high-priority workplace health and safety topics.
- 3.2 Diversify the delivery method and format of education and training to improve access.
- 3.3 Develop home care and support-specific education, training, and resources.
- 3.4 Continue to develop SafeCare BC's "train the trainer" program.
- 3.5 Influence the education of all levels of future continuing care employees.

### 4.0 Develop and strengthen relationships with continuing care stakeholders.

- 4.1 Develop memorandums of understanding to share resources.
- 4.2 Strengthen relationships with currently engaged stakeholders.
- 4.3 Expand existing and develop new relationships nationally with organizations that have similar mandates.
- 4.4 Strengthen direct relationships with continuing care staff.

### 5.0 Strengthen organizational capacity for growth.

- 5.1 Explore opportunities for revenue streams in addition to the WorkSafeBC-administered member levies.
- 5.2 Further develop SafeCare BC's services and programs evaluation methodology and infrastructure.
- 5.3 Develop internal succession plans that includes strategies to manage planned and unexpected vacancies.
- 5.4 Strengthen and develop internal resources.

## 1.0 Promote a culture of workplace health and safety improvement.

### 1.1 Identify high-risk organizations and introduce the safety culture framework.

To achieve this goal, SafeCare BC will:

- On an ongoing basis, establish a list of high-priority organizations derived from the SafeCare BC membership list with which to engage.
- Develop an outreach framework to direct engagement activities with high-priority organizations that includes linkages to the Peer Resource Network and the safety culture framework.

### 1.2 Support practical applications of the safety culture framework for organizations ready for action.

To support organizations in the practical application of the safety culture framework, SafeCare BC will:

- Establish a mechanism to identify and conduct outreach with organizations ready for action.
- Expand opportunities across BC for organizations to participate in the Peer Resource Network.
- Further develop internal and external services and resources to guide organizations' implementation of safety culture elements.

### 1.3 Foster the sharing of success stories and leading workplace health and safety practices in action.

To foster greater sharing within the continuing care sector, SafeCare BC will:

- Strengthen existing communications channels through which member success stories and leading practices are sourced and shared.
- Further develop and improve member accessibility to a database of leading practices and success stories.
- Among SafeCare BC members, promote peer-to-peer sharing of resources, stories, and leading practices outside of SafeCare BC-driven initiatives.
- Lead by example in sharing best-practices, resources, and information with other organizations.

## 2.0 Enhance the profile and recognition of SafeCare BC as the continuing care health and safety leader.

### 2.1 Increase electronic and social media presence.

To increase its profile among key stakeholder demographics, SafeCare BC will:

- Analyze data from existing social media accounts (e.g. YouTube, Twitter, Facebook, and LinkedIn) develop strategies to engage with a broader audience.
- Explore and invest in new platforms (e.g. Facebook ads, Instagram, etc.)
- Upgrade its website to increase usability and invest in strategies to increase web traffic.



- Refine its email lists to target specific messaging to discrete target audiences.

## 2.2 Enhance awareness of SafeCare BC programs and services among managers and staff

Enhancing awareness of SafeCare BC among managers and staff requires a focused effort on engagement. To achieve this goal, SafeCare BC will:

- Develop and execute a dedicated frontline staff communications strategy.
- Leverage partner organizations' communications channels to reach non-senior leadership positions within the continuing care sector.
- Continue to participate in sector-related events, with a focus on non-Metro Vancouver areas.
- Diversify methods of outreach to better engage with hard-to-reach target audiences, including rural audiences and non-senior leadership.

## 2.3 Integrate SafeCare BC messaging into existing communication platforms.

There is an opportunity for SafeCare BC to leverage existing communications infrastructure within its members' organizations to better reach continuing care staff. To do so, SafeCare BC will:

- Work with large- and medium-sized employers to identify what platforms they currently use and how SafeCare BC messaging could be integrated within those platforms (e.g. Point-Click-Care pop-ups; SMS text messages; etc.).
- Develop communications packages tailored to employer size (small, medium, large) and service category (home care, community living, long-term care, etc.) for employers to use internally.
- Identify and pursue opportunities to embed the SafeCare BC logo and message into member organizations' websites, internal email communications, and physical locations.

## 2.4 Be the "go-to" source for media seeking information on sector workplace safety.

To achieve this goal, SafeCare BC will:

- Establish new and develop existing media contacts.
- Proactively seek out opportunities to bring workplace health and safety issues to the forefront of public discourse by aligning messaging to topical issues as they arise (e.g. health human resources challenges).
- Continue to raise the public profile of SafeCare BC through events, story-pitching, program development, and policy work.

## 2.5 Explore the feasibility of becoming a Certifying Partner for the Certificate of Recognition Program.

As of the drafting of this strategic plan, the Certificate of Recognition (COR) program was under review by WorkSafeBC and the future shape of the COR program was yet to be determined. Therefore, the SafeCare BC Board decided to explore the feasibility of COR in the context of the review process. To do this, SafeCare BC will:

- Assess the demand for SafeCare BC to become a Certifying Partner by COR-certified members.
- Review WorkSafeBC's final program recommendations.
- Assess the demand among the general membership for COR.
- If applicable, apply for Certifying Partner status and COR program funding.

- If applicable, develop strategies to support the implementation of COR, including a member and stakeholder engagement strategy, marketing strategy, and implementation workplan.

### 3.0 Increase education, training and access to resources throughout BC.

#### 3.1 Provide access to education, training, and resources on high-priority workplace health and safety topics.

One of SafeCare BC's core focuses over the next three years will be to continue offering relevant, timely access to education, training, and resources. SafeCare BC will:

- Develop annual education, training, and resource development plans that align with high-priority topics as determined by feedback from SafeCare BC members, sector data, and WorkSafeBC's High-Risk Strategy.
- As part of the Advisory Committee for the *Seniors Safety and Quality* program, identify opportunities for investment and guide the development of continuing care workplace health and safety-targeted initiatives.
- Increase the provision of SafeCare BC education and training to its members throughout BC.
- Develop in-house staffing resources to deliver education and training.
- Partner with other organizations to increase access to education, training, and resources to members throughout BC.
- Further develop sector-specific resources to address gaps as they are identified.

#### 3.2 Diversify the delivery method and format of education and training to improve access.

To achieve this goal, SafeCare BC will:

- Develop and host online training and education opportunities.
- Re-evaluate the delivery method and format of current offerings to identify alternatives and establish a suite of options for members to choose from.
- Expand existing online resources, leveraging mobile technologies where appropriate.
- Explore new opportunities and emerging technologies for training and education delivery.

#### 3.3 Develop home care and support-specific education, training, and resources.

Expanding SafeCare BC's current suite of offerings for the home care and support sector will be an ongoing priority. SafeCare BC will:

- Develop home care and support-specific versions of all long-term care training, education, and resources.
- Based on identified need and evaluation of programs, develop new resources, training, and education specific to the home care and support sector.

#### 3.4 Continue to develop SafeCare BC's "train the trainer" program.

SafeCare BC's Train-the-Trainer program will be a core part of its strategy to build capacity within the sector. Over the next three years, SafeCare BC will:

- Further develop existing train-the-trainer streams in the following areas: Safe handling, violence prevention, dementia care, and safety auditing.
- Develop new train-the-trainer streams in emerging high-priority areas (e.g. psychological health and safety, joint occupational health and safety committee training).
- Further develop its in-house quality assurance infrastructure to support and monitor the development of new and existing trainers, including establishing a dedicated staff position.
- Expand train-the-trainer offerings to include an increased focus on non-Metro Vancouver-area organizations.

### 3.5 Influence the education of all levels of future continuing care employees.

SafeCare BC recognizes the importance of connecting with the continuing care employees of the future to positively influence workplace health and safety culture. To do this, SafeCare BC will:

- Engage with post-secondary programs to raise awareness of SafeCare BC among students and instructors.
- Work with post-secondary institutions and provincial organizations such as the Care Aide Registry to influence core curriculum requirements for key healthcare professions, including care aides, licensed practical nurses, registered nurses, registered psychiatric nurses, and healthcare administrators.
- Liaise with applicable Ministry bodies (e.g. Ministry of Advanced Education).

## 4.0 Develop and strengthen relationships with continuing care stakeholders

### 4.1 Develop memorandums of understanding to share resources.

An ongoing part of SafeCare BC's resource development strategy is to use existing resources to shorten the development cycle and get resources out to where they are needed in a timely, responsive matter. To that end, SafeCare BC will:

- Identify new opportunities for memorandums of understanding with BC Health Authorities, unions, and employer associations to increase member access to resources.
- Expand the scope of existing memorandums of understanding to incorporate emerging priority areas and home care and support members.
- Further develop the existing memorandum of understanding of the National Alliance for Safety and Health in Healthcare (NASHH).

### 4.2 Strengthen relationships with currently engaged stakeholders.

SafeCare BC will continue to strengthen its relationships with current stakeholders. Specifically, it will:

- Establish or continue regular meetings with key decision-makers, Boards of Directors, and senior leadership within continuing care sector employer associations like the BC Care Providers Association, the Denominational Health Association, the Community Support Services Employers Association and the Health Employers Association of BC.

- Regularly engage with health authority senior leadership.
- Seek out new opportunities to collaborate on provincial and federal government-led initiatives as they relate to workplace health and safety in the continuing care sector.
- Establish regular contact with representatives from the continuing care sector's unions.
- Continue to develop key relationships within WorkSafeBC.
- Develop current and establish new relationships with continuing care sector-related professional associations (e.g. Licensed Practical Nurses Association of BC, Physiotherapists Association of BC).
- Explore opportunities to expand membership to include other, closely aligned Classification Units already peripherally engaged with SafeCare BC (e.g. assisted living).

#### 4.3 Expand existing and develop new relationships nationally with organizations that have similar mandates.

To achieve this goal, SafeCare BC will:

- Work with National Alliance for Safety and Health in Healthcare (NASHH) members to raise the profile of continuing care workplace health and safety nationally. This includes working through NASHH to develop relationship with organizations such as the Association of Workers Compensation Boards of Canada.
- Actively seek to develop a relationship with Accreditation Canada and / or CARF Canada.

#### 4.4 Strengthen direct relationships with continuing care staff.

A key priority identified for SafeCare BC is to enhance its direct engagement of non-senior-level staff. To do this, SafeCare BC will:

- Seek out opportunities for face-to-face contact with frontline staff (e.g. organization safety fairs, SafeCare BC-hosted events, union events).
- Leverage the Frontline Communications Working Group to identify new strategies to engage directly with frontline staff and supervisors.
- Develop existing contact lists to include multiple contact points within member organizations.
- Use cascade communication strategies to connect with key target audiences via stakeholder communications channels (e.g. union, professional association mailing lists).
- Continue to create opportunities for end-user feedback into training, education, and resources.

## 5.0 Strengthen organizational capacity for growth.

### 5.1 Explore opportunities for revenue streams in addition to the WorkSafeBC-administered member levies.

There is a recognized need for SafeCare BC to diversify its funding sources. Therefore, SafeCare BC will:

- In partnership with key stakeholders, seek opportunities to leverage the \$10 million *Seniors Safety and Quality Program* fund into complementary program areas.
- Identify and apply for external grants.

- Develop new revenue streams from current operations and activities, including sponsorships, in-kind donations, and cost-sharing agreements.
- Explore the feasibility of implementing non-Classification Unit-based membership categories.

### 5.2 Further develop SafeCare BC's services and programs evaluation methodology and infrastructure.

To continue to develop a strong value proposition for SafeCare BC and to assist the quality improvement cycle of its programs and initiatives, SafeCare BC will:

- Create a dedicated position for program and initiative evaluation.
- Further develop existing methodologies and infrastructure to evaluate SafeCare BC programs and initiatives. These approaches will be embedded into the annual workplans.
- Regularly report out to our members on key SafeCare BC metrics.

### 5.3 Develop internal succession plans that include strategies to manage planned and unexpected vacancies.

Ensuring that SafeCare BC has robust strategies in place to manage its staffing resources and maintain governance continuity has been identified as a priority area. To address this, SafeCare BC will:

- Develop succession planning for all positions within SafeCare BC. This includes working with Board and Committee members to identify succession planning strategies for SafeCare BC's governance structures.
- Implement cross-training strategies to buffer against unplanned staff absences.

### 5.4 Strengthen and develop internal resources.

Internal resources include both administrative and physical infrastructure. To achieve this goal, SafeCare BC will:

- Invest in webinar and videoconference technology to facilitate diversification of training and education delivery formats.
- Establish IT solutions to track member engagement, conduct program evaluations and monitor program quality, and integrate current and future data streams to maximize operational efficiency.
- Work with staff to create an internal career development track to encourage professional development and address projected SafeCare BC staffing needs.
- Expand internal staffing resources to support program and service expansion, including providing customized consulting services to members.

## Putting the Pieces Together

SafeCare BC's vision is to achieve safe, health, and injury-free workplaces in continuing care, with a mission to empower those working in the sector to create safer, healthier workplaces by fostering a culture of safety through evidence-based education, leadership, and collaboration. Although much positive progress has been realized to-date, SafeCare BC recognizes that we, as a sector, still have more to do.

Our priorities and activities will be grounded in our values. We will work towards this future by collaborating with key partners; engaging with stakeholders; offering education, training, and support through a mix of mediums; sharing success stories; and working to integrate safety principles into existing best practices. Over the next three years, our strategic priorities will be:

1. Promote a culture of workplace health and safety improvement.
2. Enhance the profile and recognition of SafeCare BC as the continuing care sector health and safety leader.
3. Increase education, training, and access to resources throughout BC.
4. Develop and strengthen relationships with continuing care stakeholders.
5. Strengthen organizational capacity for growth.

## Commitment to Action and Accountability

One of SafeCare BC's core values is accountability to our members. The 2018 – 2020 strategic plan will be used to directly inform the content and 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. In order to ensure robust assessment, 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 at the start of each calendar year. SafeCare BC will continually monitor workplan progress, reporting to the Board any KPIs that are not meeting target levels and identifying avenues for action. In addition, SafeCare BC will provide all members a full accounting of the annual workplan and associated KPIs within 90 days of the end of each calendar year.