

2023-2026 BCEHS People Plan

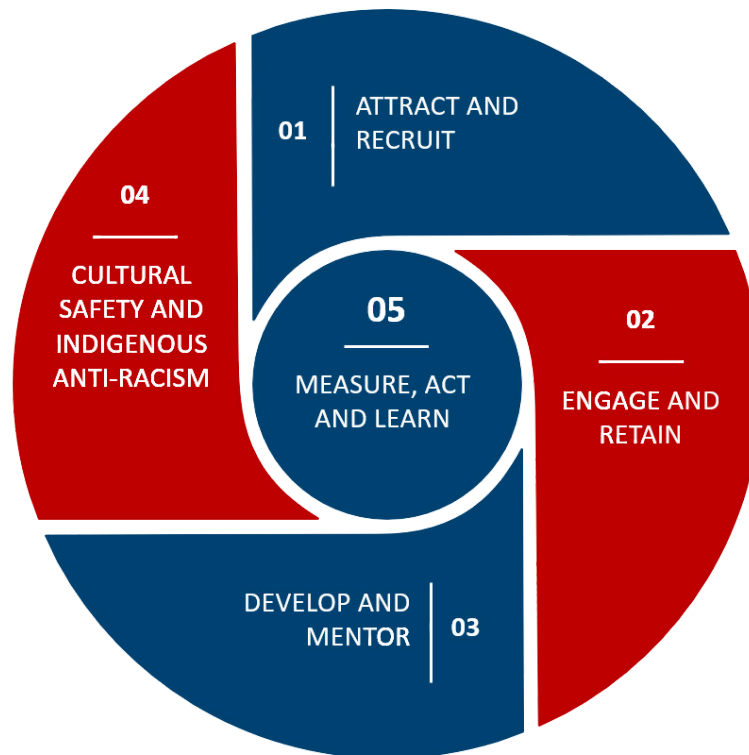


BC Emergency Health Services' (BCEHS) People Plan is a three-year strategy and a new approach to how we **attract, retain, support and develop employees**. It focuses on ways to foster a **respectful, inclusive, equitable and diverse workplace that is culturally and psychologically safe**. Its development complements our Strategic Plan and involved listening to what employees had to say about their shared experiences and – through research and identification of best practices – shaping an approach that works for our **unique workplaces and organizational mandate**.








PEOPLE PLAN AT A GLANCE

FIVE KEY PILLARS supported by corresponding initiatives in each area to attract, retain, support and develop employees while also creating a culturally and psychologically safe workplace.



OUR CULTURE COMMITMENT

Our culture commitment embraces the Coast Salish Teachings gifted to us by Knowledge Keeper Sulksun. The teachings ground us and offer guidance on how we may do our best as human beings and show up in relation to one another.

-  We work as one. As our Coast Salish teachings tell us. “We are one - Nuts a maht.”
-  We are here for our patients, bringing empathy, kindness and care in their times of need. We take this responsibility seriously and extend the same compassion and care to one another.
-  We are constantly learning - to improve ourselves, our teams, our service to our patients and our organization. Curiosity fuels growth and we always start from a place of seeking to understand.
-  Our diversity makes us stronger and our respect for each other creates spaces of belonging where we can speak up freely because we know our voices matter.
-  Across the province, we nurture inclusive workplaces where we can grow, thrive and belong.

contact us at:
peopleplan@bcehs.ca

Thee eat
Truth

Eyhh slaxin
Good medicine

Nuts a maht
We are one

Whax hooks in shqwalowin
Open your hearts and your minds

Kwum kwum stun shqwalowin
Make up your mind to be strong

Tee ma thit
Do your best

2023-2026 BCEHS People Plan



The People Plan has more than 60 total initiatives under each of the five key pillars, including the following key deliverables:

STRATEGIC PILLAR 1: ATTRACT AND RECRUIT

BCEHS strives to be a workplace where employees refer their friends and family. We bring in talented individuals who share our values and can contribute their unique skills and perspectives from diverse backgrounds and communities.

We do this by:

1. HIRING GREAT PEOPLE

- Assess and revise the tactical recruitment program and ensuring proactive recruitment measures including pre-screening processes.
- Define BCEHS roles and provide details to prospective candidates through information sessions.

2. ENSURING FAIR, EQUITABLE RECRUITMENT PROCESS

- Design and implement a robust pre-boarding process and ensure cultural and psychological safety for Indigenous and equity-deserving prospects, employees and candidates.



STRATEGIC PILLAR 2: ENGAGE AND RETAIN

We will improve existing employee experiences, focus on emotional and physical wellbeing, streamline business systems and processes, and build a culture that fosters anti-racism, diversity, inclusion, and equity.

We do this by:

1. FOCUSING ON EMPLOYEE EXPERIENCE

- Urgently address payroll and scheduling issues.
- Utilize engagement tools to transparently report feedback and communicate action plans. Incorporate engagement into leader performance goals and evaluation.
- Increase leader visibility and provide employees with regular opportunities for contact and questions.
- Develop periodic onboarding plans (30 days up to a year) to advance orientation, and include meaningful touchpoints and support.
- Develop a recognition strategy and people-centered programs.

2. BUILDING and EMBEDDING DIVERSITY, EQUITY & INCLUSION

- Aligning with Indigenous Cultural Safety required education, design and deliver DEI education program for all levels of employees including foundational program for Senior Leadership Team.
- Conduct Self-ID/Experience survey to help inform DEI strategy and support development for leaders.
- Perform environmental scan for barriers to accessibility at BCEHS facilities, ensuring compliance with the Accessible BC Act.
- Support and develop employee-built community groups.

3. SUPPORTING EMPLOYEE WELLNESS

- Proactively map and facilitate employee journey (stay at work, return to work and graduated return to work), leading to successful transition for employees back into the workplace.
- Build and advance Psychological Health & Safety, including new education curriculum for leaders.
- Enhance and optimize CISM program and expand Connect and Recover (CAR) program.

4. LIVING OUR COMMITMENT TO PEOPLE

- Develop an ongoing Culture Change Strategy. Define our desired organizational culture with the participation of our people.
- Work with partners to develop anti-oppression and anti-racist policies and ensure trauma-informed, safe and fully confidential reporting mechanisms.
- Develop and implement a training plan for the revised Fostering a Culture of Respect (FCR) policy.
- Continue to refine reporting of complaints pursuant to the FCR Policy and assess and mitigate risk through targeted training and other measures.

contact us at:
peopleplan@bcehs.ca

Thee eat
Truth

Eyhh slaxin
Good medicine

Nuts a maht
We are one

Whax hooks in shqwalowin
Open your hearts and your
minds

Kwum kwum stun shqwalowin
Make up your mind to be strong

Tee ma thit
Do your best



2023-2026 BCEHS People Plan



The People Plan has more than 60 total initiatives under each of the five key pillars, including the following key deliverables:

STRATEGIC PILLAR 3: DEVELOP AND MENTOR

Every employee at BCEHS should be supported to grow and thrive in their careers. This means working with system partners to expand training and mentorship opportunities and create a culture of continuous learning.

We do this by:

1. INVESTING IN DEVELOPMENT

- Hold excluded and frontline leadership forums designed to learn, connect, and co-create a desired long-term culture for BCEHS.
- Launch Culture Champions leadership development program across the province to support ongoing culture transformation.
- Develop a comprehensive BCEHS Learning Plan to capture training initiatives for employees from orientation to continued development to meet diverse needs.
- Pilot MaturN coaching and development program for employees who identify as mothers.



STRATEGIC PILLAR 4: CULTURAL SAFETY AND INDIGENOUS ANTI-RACISM

BCEHS is committed to eradicating Indigenous-specific racism and discrimination and steering organizational change toward Indigenous cultural safety for patients and employees. We can choose with intent and do our best to strive towards this goal collectively and individually.

We do this by:

1. COMMITTING TO INDIGENOUS CULTURAL SAFETY

- Develop a BCEHS-specific Indigenous Health Strategy informed through engagement with communities, staff and health partners.
- Indigenous-specific anti-racism learning journey for BCEHS Board of Directors, ELT & SLT members.
- Rollout required foundational Indigenous Cultural Safety and anti-racism education (San'yas, Anti-Indigenous Racism Response Training) for all employees.



2. ERADICATING INDIGENOUS-SPECIFIC RACISM

- Education for leaders on engaging and building meaningful relationships with Indigenous peoples and employees in alignment with In Plain Sight Report.
- Hire Elders and/or Knowledge Keepers for BCEHS to allow for alignment with the TRC Calls to Action #22.
- Build a culturally safe community for staff by increasing Indigenous staff voices and recruitment and retention of Indigenous staff in each department.
- Support mental health and wellness for Indigenous staff and the Indigenous Health Team.

STRATEGIC PILLAR 5: MEASURE, LEARN AND ACT

Develop and track measures to continuously improve and accountably report on progress across initiatives in the People Plan. Provide transparency and regular updates to employees.

We do this by:

1. ASSESSING ANALYTICS:

- Develop a plan to enable system and process improvements allowing for gathering and reporting on People Plan data, informed by the BC Health Standards Organization (HSO 75000:2022).
- Establish a scorecard for People Plan reporting and create distribution/reporting plan.
- Review measures no less than annually to determine if we are effectively identifying trends and risks. This allows for the development of effective mitigation strategies and revision of measures as required.



contact us at:
peopleplan@bcehs.ca

Thee eat
Truth

Eyhh slaxin
Good medicine

Nuts a maht
We are one

Whax hooks in shqwalowin
Open your hearts and your
minds

Kwum kwum stun shqwalowin
Make up your mind to be strong

Tee ma thit
Do your best