

COMMUNITY SOCIAL SERVICES

# Health & Safety Association of BC



**STRATEGIC PLAN**  
**2024-2029**

## TERRITORIAL ACKNOWLEDGEMENT

CSSHSA humbly and respectfully acknowledges the unceded lands of more than 200 distinct First Nations in British Columbia.

We further acknowledge that colonization and associated attitudes, policies, and institutions have significantly changed Indigenous peoples' relationship with this land.

In our work and in our lives, we are committed to listening and learning, to truth and reconciliation, and to finding better ways of being on this land.

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## A Message from the Board Chair

Dear Members,

It is my privilege to address you on behalf of the Board of Directors of the Community Social Services Health and Safety Association. This is the first Strategic Plan of the Association following our transition to an autonomous organization. We were first incorporated February of 2022 and enjoyed being closely associated with, and nurtured by CSSEA for our first couple of years. But we have found our legs and are now moving forward as an independent Health and Safety Association.

I want to take a moment to recognize the work of so many people who contributed to getting us to this place. The founding Board members, the management team of CSSEA, the leadership of WorkSafe BC, and of course the excellent work of the transition staff team of CSSHSA, Satvinder Basran and Ana Mateus.

I am also thankful to CSSEA for agreeing to continue to provide technical and administrative support in the coming months as we continue to build our capacity to achieve our strategic goals.

This past year has been busy as you will see when you read our foundational Annual Report. There has been a lot of hard work, and much achieved. But there is so much more that needs to be done to ensure our workplaces are physically, psychologically, and culturally safe for our workers and the people and communities that we serve.

We have a new CEO, a dedicated network of advisors, and a committed Board of Directors to lead the organization. It has truly been my pleasure to work with this talented and dedicated team. I am confident that we are up to the task of making real progress towards our goals in the coming years.

Thank you for all that you do, and for your support of this Association.

Best,

Rick FitzZaland



## A Message from the CEO

This is a milestone year for the CSSHSA, on April 1, 2024 we launched as an independent, non-profit, officially becoming one of 13 sectoral health and safety associations in British Columbia. What started off in 2015, as a pilot project between the Federation of Community Social Services of BC, CSSEA, and WorkSafeBC under the auspices of the Innovation and Sustainability Roundtable, has now launched as the first association in Canada, dedicated to improving health, safety and well-being for the Community Social Services sector.

For everyone working in the community social services sector, we just wanted to say, we see you. We recognize the hard work you do to make our communities thrive, to make our society better, and we believe you deserve an association that will work hard to bring you services, training and resources to make your workplaces safe and healthy. We are excited about the opportunity to build relationships in the sector, to have the opportunity to shape the health and safety culture, and to innovate in order to bring essential system wide solutions to our member organizations.



Looking ahead, there is work to do and the CSSHSA has an important role to play in bringing together various partners, shaping culture and transforming the landscape of work in the sector. Our workplaces are changing. The pandemic has made us reflect on our relationship with the workplace. It has also highlighted the importance of health and safety in the workplace. Conversations about mental health in the workplace are becoming more normal, as we all cope with the challenges of life post pandemic.

We are excited to bring you forward this strategic plan that was created by our Board members in collaboration with our Advisory Panel and our team. The proposed initiatives are meant to reduce injuries, illnesses and financial impacts on our sector. They are meant to deliver a safer, and healthier workplaces.

I'm grateful and humbled by the opportunity ahead to make an impact to the lives of thousands of community social services workers, as together we build connections and system enhancements so that all of us can thrive on the job and come home safe and well.

Best regards,

Tigran Bajgoric



# About CSSHSA

Every day across this beautiful province, our members deliver high-quality services to children, youth, adults, and families within their communities. These organizations provide vast, diverse, and complex services and programs across the province, and every British Columbian will, at some point, use these social services. Our organization, Community Social Services Health and Safety Association of BC (CSSHSA or Association) is composed of more than 2,400 member organizations, all part of the Community Social Services (CSS) sector.

## ORGANIZATIONAL SERVICES

The type of services these organization cover are:

- **Community Living:** (i.e. support services to people with developmental disabilities, and people who have Autism or FASD, and also need support with daily tasks)
- **Indigenous Services:** (e.g. education, employment, gathering centres, health and healing, housing, legal, women and youth, and First Nations and Métis communities and councils)
- **General Services:** (e.g. immigrant services, harm reduction services, youth & family services, shelters, housing, food banks, needle exchange distribution & programs, language instruction, counselling, supports for refugees, family support programs)

The CSSHSA provides support and delivers health and safety information, education, and resources to employers and employees (unionized and non-unionized) of our membership. We engage the CSS sector to implement best practices in health, safety and well-being. And we continue to build industry partnerships to improve the health and safety culture of the sector.

**Established in 2022**



# Our Current State

## Who We Serve

CSSHSA represents organizations in the following three WorkSafeBC classification units\*:



Counselling or Social Services

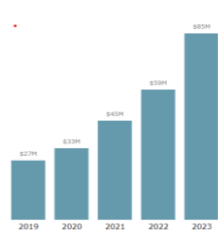
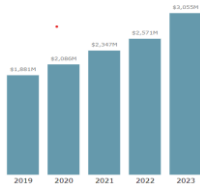


Life & Job Skills Training



Residential Social Service Facility

WHAT STARTED AS A PILOT PROJECT, AND A JOINT UNDERTAKING OF THE FEDERATION OF COMMUNITY SOCIAL SERVICES OF BC, CSSEA, AND WORKSAFEBC UNDER THE AUSPICES OF THE INNOVATION AND SUSTAINABILITY ROUNDTABLE, HAS NOW BECOME **AN INDEPENDENT, NON-PROFIT WITH THE SUPPORT OF THE CSS SECTOR.**



Our sector has been growing rapidly. Within our 3 classification units, the payroll has grown from **\$1,881M to \$3,055M** from 2019 to 2023. That's a whopping **62%** growth rate.

At the same time, the sector's WSBC assessment amount, from 2019 to 2023 has increased by **214%**. This means we are paying more to WSBC for the insurance coverage that is provided. Much of the increase has been due to COVID claims, an increase in mental health claims and more violence and aggression incidents.

In January 2024, new amendments to the Workers Compensation Act require employers and workers to cooperate with each other and with WorkSafeBC in timely and safe return to work.

In 2024, WorkSafeBC launched its first Psychological Health and Safety (PHS) Planned Inspection Initiative. In the future, we expect to see PHS Regulation coming to the province.

BC's Ministry of Labour announced in 2024 that additional Social Services occupations have been added to the "mental health presumption" under the Workers Compensation Act. This means that mental health claims will be more readily accepted by the WSBC, and worker will have more efficient access to treatments and supports.

In November 2024, WSBC will update Regulation with respect to Violence Prevention, Bullying and Harassment. These changes will bring the province closer in line with the regulatory framework in the rest of the country.

# Key Sector Injury Trends

1

People working in our sector are more likely to face violence, and overexertion as compared to the average BC worker. In addition, the mental health injury claims are becoming more common and are frequently accepted by WorkSafeBC.

2

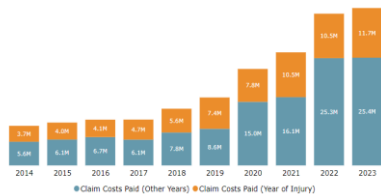
This is leading to an increased focus on Psychological Health and Safety (PHS) by WorkSafeBC, and this year, they are launching their first PHS planned inspectional initiative.

3

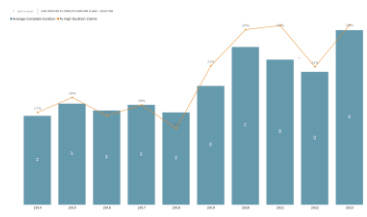
The claims cost has been increasing rapidly in the sector.

## Claim Costs Paid

Claim Costs Paid (\$)

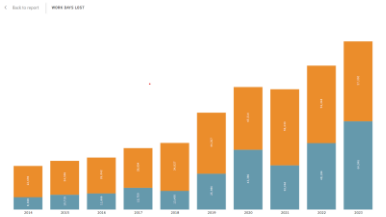


## Claim Duration



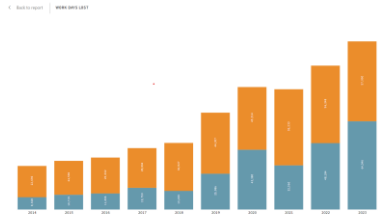
The sectors with higher than average duration are considered by WorkSafeBC more risky. In general, the percentage of high duration claims has been trending up in the last ten years.

## Work Days Lost



The number of work days lost has been increasing. In 2023, the total number of work days lost was 122,036. 2023 was the first year that days lost from “injuries in previous years” outnumbered days lost this year. Meaning, sector is experiencing longer duration claims.

## Young Worker Claims



As the sector is growing, we are experiencing more Young Worker claims. Young worker means any worker who is under 25 years of age.

People working in our sector are **1.6X** more likely as the average BC workers to be injured on the job. The injury rate for our sector is **3.89** as compared to the industry average of **2.4**.

For people working in the residential social service sector that injury rate is **7.12**. They are **3x more likely** to be injured as the average BC workers. Nearly **30%** of claims are due to acts of violence.



# Our Strategic Plan

## INTRODUCTION

This is CSSHSA first Strategic Plan, and a very important milestone in our journey in becoming an independent association. The 2024-2029 Strategic Plan established a guide for all business decision and activities. The Plan allows our organization to be more strategic and less focused on work planning.

As we develop our annual workplans, budgets, and make important organizational decisions, our team will utilize this Strategic Plan as a north star to guide us in the Board’s direction. The plan will be reviewed on an annual cycle to ensure it remains relevant and continues to be our source of inspiration.

The Strategic Plan provides transparency and awareness across the sector we serve to ensure our partners know our direction and goals. This Plan will be used to engage our partners and to prioritize our short and long term goals and activities.



## HEALTH AND SAFETY MANAGEMENT SYSTEM

CSSHSA role is to support Community Social Service organizations across B.C. to provide safe and healthy workplaces, prevent work related injury and illness, and continually improve on occupational health and safety performance. This is also known as a health and safety management system (HSMS). An HSMS is a set of plans, actions and systems to support the creation of a culture of safety. It allows our organizations and sector to shift from reactive to proactive mode, one where every worker, supervisor and leader knows their health and safety role and responsibility and can achieve their best work.

CSSHSA will work in collaboration with our Board, Advisory Panel, CSS organizations and partners to tailor a HSMS solution in alignment with Canadian Standards Association (CSA) standards to promote the health, safety and well-being of anyone working in our sector.



## HEALTH AND SAFETY CULTURE MATURITY SCALE\*

CSSHSA role is to support organizations to move upstream on the health and safety culture maturity scale to proactive and resilient stages of safety culture. Such endeavours require a system approach to safety management. Organizations that reach the resilient stage have successfully implemented safety and risk management into its operations.



# Key Strategic Pillars

## VISION

CSSHSA's aspirational statement of what we aim to achieve.

## MISSION

CSSHSA's statement of how we will achieve the vision.

## VALUES

CSSHSA believes that guide our work.

## FOCUS AREA OBJECTIVES

CSSHSA big goals, that link our visions and missions together to our strategic goals and activities.

## KPIs

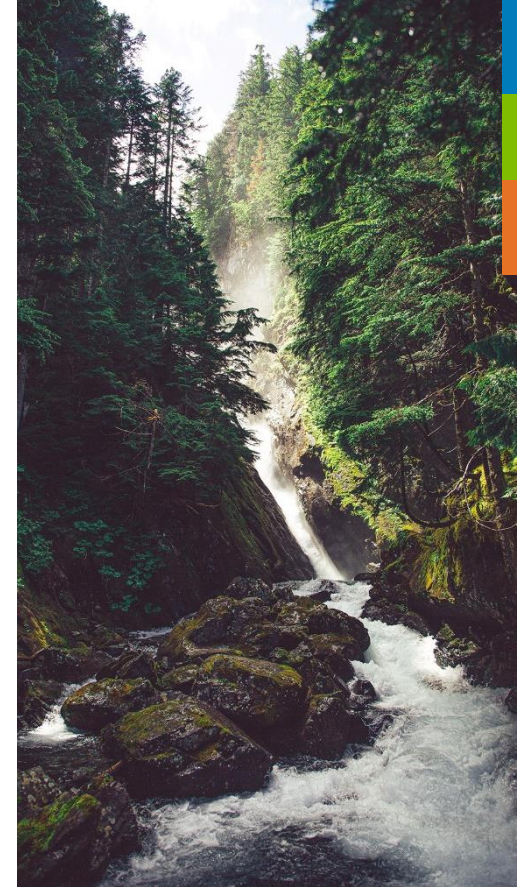
Key performance Indicators to measure the success of the objectives.

## STRATEGIES

Our Strategies linked to areas of focus to help us reach our objectives.

## PROPOSED OPERATIONAL INITIATIVES

CSSHSA specific activities to move the strategic focus areas forward.



# Strategic Planning Process

## 2023

Preliminary consultations with Advisory Panel.



## AUGUST 2023

- Board Strategic Planning Session
- Board “Values” exploration and SWOT analysis.
  - Draft Vision, Mission and Values



## SEPTEMBER 2023

Board approved visual strategic plan.

## MAY 2024

New CEO hired to lead the organization.



## JULY 2024

- Business and Industry Analysis completed with recommendations for Board
- Strategic plan refinement initiation approved by leadership team



## AUGUST 2024

- Advisory panel input sought on Strategic plan.
- CSSHSA staff engagement and input sought on the strategic plan.
- Partner feedback was incorporated to iteratively draft our strategic plan.

## SEPTEMBER 2024

Board and Advisory Panel input sought on strategic plan.



## OCTOBER 2024

Board approved strategic plan.



## Vision and Mission

### Vision

**Well-being and Safer Spaces for All.**

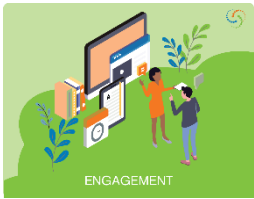
### Mission

**To foster and promote safer and healthy workplaces in the Community Social Services sector in British Columbia.**



# Our Values

Our values are interconnected and mutually reinforcing. We understand that our commitments to reconciliation and equity, diversity and inclusion are threads which weave through and inform how we engage with the sector and how we approach prevention.



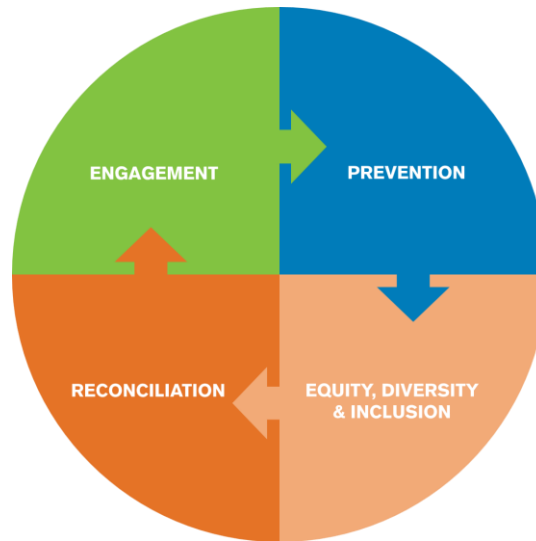
We use our knowledge, experience and diversity to build partnerships and community connections.

We are committed to continuous improvement based on input and feedback from the sector.



We commit to the journey of Reconciliation, recognizing it as both an individual and collective responsibility that calls for continuous learning.

We honor Indigenous ways of knowing, being, and leading, and strive to weave these principles into our organizational culture and practices.



We cultivate a culture of health and safety through ongoing education, resources, and awareness, by destigmatizing accident and injury reporting and by proactively identifying risks, opportunities, and innovations.



We foster a workplace culture that embraces equity, diversity, and inclusion at every level.

A diverse and inclusive environment creates a safer and more supportive work environment for both employees and the communities they serve. We commit to fostering cultural safety within our organization and as a fundamental aspect of health and safety.

# Strategic Focus Areas

## 01 Education, Tools & Resources

**Focus area objective:** CSSHSA will build and deliver sector-specific education, tools and resources in order to improve health, safety and well-being, promote best practices, and create collaborative solutions for the sector.

## 02 Health & Safety Culture

**Focus area objective:** CSSHSA will engage workers, employers, and organizations to build meaningful and collaborative partnership in order to create a health, safety and well-being culture in the sector where workers, managers and clients thrive.

## 03 Association Capacity

**Focus area objective:** CSSHSA will develop organizational structures and systems to empower the internal partners and team and enable them to perform the work, maximize resources and grow the association.

## 04 Reconciliation

**Focus area objective:** CSSHSA will advance Reconciliation by integrating decolonization and Indigenous principles into our organizational culture, governance, and strategic operations and we will build authentic, reciprocal relationships and enact meaningful engagement with Indigenous communities and organizations connected to the sector.





# Strategic Focus Area

## 01 Education, Tools & Resources

### STRATEGIES

1. Increase awareness of and improve Psychological Health and Safety (PHS) in the workplace.
2. Reduce the risk of workplace violence related injuries.
3. Promote and strengthen anti-bullying and harassment knowledge, attitudes and behaviours.
4. Promote advancement of racial equity and inclusion in the sector.
5. Reduce the risk of overexertion or musculoskeletal injuries (MSI) in the workplace.

## Strategic Themes & Proposed Operational Initiatives

### Psychological Health & Safety

- PHS policy and leadership commitment
- PHS leader/staff sessions
- PHS hazard ID and RA
- PHS gap analysis
- PHS surveys
- Mental health webinars
- PHS consultations
- PHS/MH resources
- PHS Sectoral Conference/Workshop
- PHS Training

### Workplace Violence

- VP Policy and Philosophy statement
- VP Risk Assessment Tool
- VP Program
- VP & Trauma informed training
- VP consultations
- Webinars

### Anti-bullying & Harassment

- B&H Policy
- B&H/ Respectful workplace training
- B&H tools and resources
- Anti-B&H consultations
- Webinars

### Anti-Racism

- Anti-racism tools and resources
- Cultural safety resources and training
- Anti-racism policy within CSSHA
- Webinars

### Over Exertion/MSIP

- MSIP Policy
- MSIP Risk Assessment
- MSIP training
- MSIP tools and resources
- MSIP Consultation

### KPIs

- Number of resources, tools and education/training courses built for the sector
- Number of employers and workers on our contact list, number of people visiting the website
- Number of participants in webinars, number of participants registering for training modules
- Impact of learning tools as assessed through surveys



# Strategic Focus Area

## 02 Health & Safety Culture

### STRATEGIES

1. Develop new and strengthen current partnerships in the Community Social Services sector, and prevention-focused organizations to promote and enhance CSSHSA services.
2. Develop and promote health and safety programs, promote best practices and enhance prevention programs with the aim of eliminating injuries and improve return to work outcomes in the workplace.
3. Collect and analyze data to enable data driven decision making to improve outcomes, promote innovation and drive action and change. Create partnerships to support health and safety research for the sector.

### Strategic Themes & Proposed Operational Initiatives

#### Member, Partner and Community Engagement

- Client relationship management
- Build prospects via outreach
- Geographic service offerings
- Aligned partnerships
- Certifying body partnerships
- Connection to Health and Safety Committees and support for evaluation analytics
- Annual General Meeting (AGM)
- Sector events calendar & virtual updates
- Organizational partner map

#### Health and Safety Program and Return to Work Promotion

- H&S Program standardization
- Health & Safety Education and Training Standardization
- Certificate of Recognition Program
- H&S Consultation
- Specialized OHS consultation
- Return to Work Education
- RTW resources
- Practical resources
- Microlearning
- Webinars
- Peer to peer OHS experts' network

#### Data Analysis and Research

- Predictive analytics
- Organizational health and safety dashboards
- Educational institution partnerships

- KPIs**
- Participation rate in CSSHSA's health, safety and well-being programs
  - Number of program offerings related to health, safety, and well-being
  - Connections to Health and Safety Committees
  - Influence across the sector in expanding understanding of mental health and well-being



# Strategic Focus Area

## 03 Association Capacity

### STRATEGIES

1. Develop and implement industry leading governance and organizational effectiveness.
2. Develop diverse funding streams to support organizational independence.
3. Build and strengthen to empower the team, grow and optimize resources, and organizational effectiveness mechanisms.

### Strategic Themes & Proposed Operational Initiatives

#### Governance

- Board strategic development and training
- Advisory panel development
- By-law optimization
- Organizational policies
- Define/review governance roles
- Establish an EDI Committee

#### Funding

- Diverse funding strategy
- Joint education proposal
- Revenue development plan
- WSBC classification unit (CU) expansion
- WSBC levy review
- Non-member fee structure
- Expansion outside of BC
- Annual core funding

#### Planning

- HR development strategy
- Communication strategy and plan
- Benefits and Staff Professional development
- Leverage CSSEA influence
- Brand development
- Website enhancement
- Program/project specific engagement
- Webinars
- E-newsletters
- Social Media marketing & engagement
- Safety conference
- Prevention week

#### KPIs

- Internal partners and team organizational satisfaction
- Number of new funding streams/opportunities
- Expansion progress beyond BC
- Social media presence and following
- Organizational growth in staff numbers, programs/projects



# Strategic Focus Area

## 04 Reconciliation

### STRATEGIES

1. Undertake organizational learning on reconciliation and Indigenous histories, rights, and governance systems.
2. Ensure meaningful participation of organizations supporting Indigenous communities in decision-making processes.
3. Embed and share education on culturally safe practices in the workplace, ensuring trauma-informed approaches to employee well-being.
4. Establish partnerships with Indigenous scholars and organizations to support decolonizing and reconciliation.

### Strategic Themes & Proposed Operational Initiatives

#### Governance

- Board and advisory panel membership connected to expanding relationships with Indigenous serving organizations
- Define/review governance structure and function through learning related to decolonization
- Adjust bylaws to support EDI and Reconciliation commitments

#### Learning and Education

- Board learning opportunities
- Staff learning opportunities
- Learning about Indigenous ways of knowing, being, and leading and guidance on wellness and cultural safety woven into training modules
- Learning on and implementation of culturally safe practices across the organization

#### Relationship Building

- Establish relationships with organizations in the sector connected to Indigenous communities across the province
- Develop intentional relationships with Indigenous leaders, scholars, and others who may offer guidance on enacting Reconciliation, decolonizing practice, holistic wellness

#### KPIs

- Partnerships formed with Indigenous organizations, scholars, and leaders.
- Frequency and effectiveness of reconciliation-focused education for staff and board members.
- Evidence of the application of our commitment statement to Reconciliation with our approach to governance and organizational culture.
- Application of learning to governance model, health and safety culture, educational resources offered, and organizational culture.



COMMUNITY SOCIAL SERVICES  
Health & Safety  
Association of BC



CSSHSA wishes to thank all our partners for the continued support as we engage with the sector to develop this important work.