HSA Initiatives Workplan Template
2020 Updated Version

As part of the ongoing effort to support the Health and Safety Associations (HSAs) in planning, reporting on, and assessing activities and outcomes, WorkSafeBC has reviewed and updated the HSA initiatives Workplan Template.

In 2020, WorkSafeBC conducted a survey to gather feedback from the HSAs on the Initiatives Workplan Template. We appreciate your feedback and have reviewed and analyzed the challenges and recommendations raised. The goals of this revised HSA Initiatives Workplan Template are to:

- Address major challenges that the HSAs have identified in the current HSA Initiatives Workplan Template
- Align the HSA Initiatives Workplan Template format with other WorkSafeBC templates (e.g. COR Workplan Template) to ensure consistency
- Improve reporting on initiative outcomes

Effective from May, 2020, the revised HSA Initiatives Workplan Template will be used by the HSAs. The HSA Initiatives Workplan Template will help you:

- **Align** your initiatives and activities with your strategic objectives/goals.
- **Plan** your initiatives or endeavour by outlining the activities to be accomplished, inputs needed, budget required, timeframes to follow, and outcome anticipated.
- **Manage** implementation of your initiatives by enabling you to track implementation against expectations
- **Report** on your progress in implementing the initiatives by sharing information in the "Workplan Measurement" section, and evaluate your outcomes by identifying the
    - Data collection methods to be used
    - Time frame(s) for collecting outcome evaluation data
    - Outcomes achieved at the end of the fiscal year
    - KPI alignment

WorkSafeBC expects the HSA Initiatives Workplan will reflect the scope and cost of your initiatives and assist by assigning a dollar value against the HSA's overall budget. Workplans are not intended to include all activities or initiatives undertaken by your organization in the upcoming year. Rather, focus on your **"key initiatives" or activities** you will undertake to address and impact the primary trends within your industry. You will explain what you are going to emphasize in the coming year; in most cases, you will have two or three key initiatives and rarely will you have more than five.

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Section A: HSA Overview

HSA Name	*Community Social Services Health and Safety Association*
Year of Workplan	*2026-27*

HSA Vision
Well-being and Safer Spaces for All.
HSA Mission
To foster and promote safer and healthy workplaces in the Community Social Services sector in BC.

Section B: Summary of Strategic Objectives and Initiatives

Based on the information from your strategic plan, please kindly indicate (at a high level) the strategic objectives/priorities of your organization for the upcoming year, and the **key initiatives** that your HSA has planned out under each objective/priority. In most cases, you will have two or three key initiatives and rarely will you have more than five.

#	Strategic Objective/Priority	Key Initiative (note: there could be multiple initiatives under the same strategic objective)	Time Frame	KPI
1.0	Increase awareness of and improve Psychological Health and Safety (PHS) in the workplace.	1.1 Organize a Caring for Communities Conference in collaboration with the Federation of CSS of BC (Fall 2026).	April 1, 2026 to March 31, 2027	Establish a baseline attendance for Conference hosted in the Lower Mainland.
2.0	Reduce the risk of workplace violence related injuries.	2.1 Develop instructor-led Violence Prevention training and rollout train-the-trainer model across the sector.	April 1, 2026 to March 31, 2027	Establish a instructor-led VP curriculum course.

3.0	Reduce the risk of overexertion or musculoskeletal injuries (MSI)	3.1 Develop instructor-led Client Handling training and rollout train-the-trainer model across the sector.	April 1, 2026 to March 31, 2027	Establish a instructor-led client handling curriculum course.
4.0	Develop health and safety programs, promote best practices and enhance prevention programs with the aim of eliminating injuries.	4.1 Develop sub-sectoral communities of practice and support them with creation of templates for their challenges.	April 1, 2026 to March 31, 2027	Establish 3 types of Community of Practices groups that meet minimum every two months.
5.0	Improve Return To Work (RTW) outcomes in the workplace.	5.1 Develop Job Demand Analysis templates for key CSS occupations.	April 1, 2026 to March 31, 2027	Establish a baseline for resource downloads.

Section C: Workplan Template – Initiative 1.1

Based on the initiatives you have identified in the Section B, indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

Initiative	Organize a Caring for Communities Conference in collaboration with the Federation of CSS of BC (Fall 2026).
Initiative Goal/ Expectation	To host a Caring for Communities Conference in collaboration with the Federation of CSS of BC and WorkSafeBC aimed at improving mental health and psychological health and safety for JOSHC members (including leaders).

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 1: Workplan Details
List the key activities you will undertake in this initiative.

Activity Description	Activity Category *(Note: this should align with info from your budget template)*	Inputs	Budget	Time Frame/ Completion Date	Anticipated Output	Actual Output
Host a conference in the lower mainland to establish an appetite for JOSHC members continuing education and training, with intent to focus on mental health and workplace safety. We are planning on organizing a conference in collaboration with our partners (WSBC, FCSSBC) to explore uptake, bring awareness, engagement and collaboration to the sector.	**Conference/ Convention/ Meeting** Other type:	Organizing committee: FCSSBC WSBC Member organization leaders Advisory Panel	$50,000	Fall 2026	Conference event	

Staff recruitment: We are planning on adding additional leadership, operational and SMEs to our team to support program and service delivery: 2 Director, Finance, 2 VP specialists, 2 MSIP specialists, 2 PHS consultants (existing roles under CMHA BC funding which is expiring), Comms, Indigenous lead, Comms advisor, Admin Assistant. The total FTE count will expand to 18 FTE from current 6. See staffing tab on budget for more details.	**Other:** Team expansion	Board Advisory panel CSSHSA team		First 6 months of the new fiscal year	Addition of new roles to the organization for expansion of program and service delivery	

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 2: Workplan Measurement

Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.

Outcome Indicator	Outcome Type	Time Frame	Please specify date	Data Collection	Evaluate Outcomes Achieved • For medium/long term outcomes, evaluate milestones achieved at the end of this fiscal year
Engagement with employers and JOSHC	**Knowledge-Based Outcomes** Other outcome type:	**Short Term <1 year**	Sept-Nov 2026	Number of attendees at the conference	
Expanded team and geographic reach	**Other, please specify** Other outcome type:	**Short Term <1 year**	April – Dec 2026	Number of staff on CSSHSA team	
	Choose an item. Other outcome type:	Choose an item.			

Below are blank templates pre-copied for you. Please click on the "expanding sign" on the left of the heading *to expand the template and fill out one for each initiative indicated in Section B. Please update initiative numbers accordingly.*

Section C: Workplan Template – Initiative 2.1

Based on the initiatives you have identified in the Section B, indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

Initiative	Develop instructor-led Violence Prevention training and rollout train-the-trainer model across the sector.
Initiative Goal/ Expectation	To develop an instructor-led training that would accompany the online course and be able to rollout it out to the sector using Train-The-Trainer model.

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 1: Workplan Details
List the key activities you will undertake in this initiative.

Activity Description	Activity Category *(Note: this should align with info from your budget template)*	Inputs	Budget	Time Frame/ Completion Date	Anticipated Output	Actual Output
Develop training materials with support of the sector and consultants. The goal is to develop a 4-8 hr course to accompany the online training that could be rolled out to the sector through behavioural consultants or other TTT fashion. The funding will be utilized to hire instructional designer,	**Training** Other type:	Advisory Panel Community of Practice Instructional design consultants	$75,000	Mar 31, 2027	Training materials and host 3 train the trainer sessions.	

graphics support, SME and other consultants. We might expand on the SWITCH BC classroom course or redesign something completely different with focus on relationship and rapport building. We will be adding 2 VP specialists to the team to support ongoing TTT service delivery.						

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 2: Workplan Measurement

Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.

Outcome Indicator	Outcome Type	Time Frame	Please specify date	Data Collection	Evaluate Outcomes Achieved • For medium/long term outcomes, evaluate milestones achieved at the end of this fiscal year
Pilot session – 80% satisfaction rate.	**Knowledge-Based Outcomes** Other outcome type**:**	**Short Term <1 year**	Mar 31, 2027	Survey of pilot training participants	
	Choose an item. Other outcome type**:**	Choose an item.			
	Choose an item. Other outcome type**:**	Choose an item.			

Section C: Workplan Template – Initiative 3.1

Based on the initiatives you have identified in the Section B, indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

Initiative	Develop instructor-led Client Handling training and rollout train-the-trainer model across the sector.
Initiative Goal/ Expectation	To develop an instructor-led training that would accompany the online course and be able to rollout it out to the sector using Train-The-Trainer model.

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 1: Workplan Details
List the key activities you will undertake in this initiative.

Activity Description	Activity Category *(Note: this should align with info from your budget template)*	Inputs	Budget	Time Frame/ Completion Date	Anticipated Output	Actual Output
Develop training materials with support of the sector and consultants. The aim to formalize the course based on the pilot conducted in 2025/26 and deliver an 4-8 hr course that supports community living part of the sector, which share similar client handling challenges as the long term care sector. We will also be adding 2 MSIP specialists to support the ongoing support for VP activities and TTT course	**Training** Other type:	Advisory Panel Community of Practice Instructional design consultants	**$25,000**	**Mar 31, 2027**	Training materials and host 3 train the trainer sessions.	

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 2: Workplan Measurement
Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.

Outcome Indicator	Outcome Type	Time Frame	Please specify date	Data Collection	Evaluate Outcomes Achieved • For medium/long term outcomes, evaluate milestones achieved at the end of this fiscal year
Pilot session – 80% satisfaction rate.	**Knowledge-Based Outcomes** Other outcome type:	**Short Term <1 year**	Mar 31, 2027	Survey of pilot training participants	
	Choose an item. Other outcome type:	Choose an item.			
	Choose an item. Other outcome type:	Choose an item.			

Section C: Workplan Template – Initiative 4.1

Based on the initiatives you have identified in the Section B, indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

Initiative	Develop sub-sectoral communities of practice and support them with creation of templates for their challenges.
Initiative Goal/ Expectation	To establish and host regular communities of practice – e.g. Community of Living, Supportive Housing, Children and Youth.

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 1: Workplan Details List the key activities you will undertake in this initiative.						
Activity Description	**Activity Category** *(Note: this should align with info from your budget template)*	**Inputs**	**Budget**	**Time Frame/ Completion Date**	**Anticipated Output**	**Actual Output**
Host virtual meetings to discuss challenges with specific sub-sector groups. The community of practice will be Community Living, Supportive Housing and Children and Youth. The aim is to engage the community and build resources that support the community in creation of safer workplaces.	**Conference/ Convention/ Meeting** Other type:	Members – leaders, H&S professionals	**None.**	Ongoing - starting in Summer 2026	3 Communities of Practice – hosted every two months	

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 2: Workplan Measurement Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.					
Outcome Indicator	**Outcome Type**	**Time Frame**	**Please specify date**	**Data Collection**	**Evaluate Outcomes Achieved** • For medium/long term outcomes, evaluate milestones achieved at the end of this fiscal year
Improve awareness and engagement with sector. Number of attendees at meetings.	**Behaviour-Based Outcomes** Other outcome type**:**	**Short Term <1 year**	Mar 31, 2207	Total number of participants in all sessions.	
	Choose an item. Other outcome type**:**	Choose an item.			

	Choose an item. Other outcome type**:**	Choose an item.			

Section C: Workplan Template – Initiative 5.1

Based on the initiatives you have identified in the Section B, indicate the key activities you will undertake **under each initiative** (focus on activities that will incur high budget/cost). **Please complete one workplan for each initiative.**

Initiative	Develop Job Demand Analysis templates for key CSS occupations.
Initiative Goal/ Expectation	To develop Job Demand Analysis Resources to support the sector with respect to return to work.

Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 1: Workplan Details
List the key activities you will undertake in this initiative.

Activity Description	Activity Category *(Note: this should align with info from your budget template)*	Inputs	Budget	Time Frame/ Completion Date	Anticipated Output	Actual Output
Develop JDA resources.	**Other, please specify** Other type: Resource Development	CSSHSA Advisory Panel Community of Practice		Mar 31, 2027	Templates for Job Demand Analysis (JDAs) for 5 key occupations in the sector.	

You must report outcomes using the same workplan template (outlined below) and submit to WorkSafeBC with the annual report, according to the timeline specified in the funding contract. Please fill out below **columns highlighted in blue** when you complete the workplan. The **orange column** needs to be completed at the end of the fiscal year when all activities are completed.

Part 2: Workplan Measurement

Based on all the activities you have completed, please evaluate what outcomes have been achieved, how data was collected (e.g. surveys, interviews, etc.), and whether the outcomes align with your KPIs for the initiative. If the outcome indicator is long term, please provide evidence on what milestones have been achieved at the end of this fiscal year.

Outcome Indicator	Outcome Type	Time Frame	Please specify date	Data Collection	Evaluate Outcomes Achieved • For medium/long term outcomes, evaluate milestones achieved at the end of this fiscal year
Establish a baseline.	**Knowledge-Based Outcomes** Other outcome type**:**	**Short Term <1 year**	Mar 31, 2027	Number of resource downloads.	
	Choose an item. Other outcome type**:**	Choose an item.			
	Choose an item. Other outcome type**:**	Choose an item.			

WorkSafeBC Management Comments

Board Chair Approval

Richard FitzZaland		November 4, 2025
Name	Signature	Date

CSSHSA

26-Aug-25 Date Prepared

Funding Period: From Apr 1, 2026 to Mar 31, 2027

Section 1: BUDGET - HSA OPERATIONS	ACTUAL		HSA OPERATIONS BUDGET			$ Variance	% Variance
	2024-2025 (12 months)	2025-2026 YTD (3 months)	2024-2025	2025-2026	2026-2027	2026-2027 Budget vs 2025-2026 Budget	2026-2027 Budget vs 2025-2026 Budget
Revenue:							
WorkSafeBC HSA Operations Funding	515,000	183,712.50	515,000	724,776	2,765,250	2,040,474	282%
Interest Revenue	640		400	7,349	0	-7,349	-100%
Revenue (linked to variable costs)					0	0	-
Investment Income		4,985			0	0	-
CMHA Initiative		48,257.15		244,750	61,188	-183,562	-75%
Fees - Training					0	0	-
Fees - Associate Membership		1,062			0	0	-
Training Initiative		74,522.23		210,000	0	-210,000	-100%
Other Revenue (list individually)					0	0	-
Other Revenue (list individually)					0	0	-
Other Revenue (list individually)					0	0	-
					0	0	-
Total Revenue	**515,640**	**312,539.17**	**515,400**	**1,186,875**	**2,826,438**	1,639,563	58%
Compensation Expense:							
Salaries	240,602	137,187	245,000	504,000	1,620,000	1,116,000	221%
Benefits	37,505	24,597	54,363	126,000	405,000	279,000	221%
Consultants & Contractors	37,875	96,659	40,000	279,875	236,598	-43,277	-15%
Other Expense:							
Accounting & Legal Fees	40,922	3,683	25,000	39,000	110,000	71,000	182%
Advertising & Sponsorships	8,340	2,092	10,000	10,000	15,000	5,000	50%
Board Expenses	46,897	6,250	25,000	45,000	50,000	5,000	11%
Building Maintenance & Repairs	0	0	0	0	0	0	-
Telecommunications & Freight	4,178	1,206	7,500	7,500	14,500	7,000	93%
Conference Registration and Meeting Expenses	2,793	1,350	15,000	15,000	56,000	41,000	273%
Furniture & Equipment	4,426	2,651	4,000	9,500	47,600	38,100	401%
Office Supplies	2,302	2,440	2,000	4,000	10,000	6,000	150%
Property Taxes & General Insurance	840	1,175	3,000	3,000	16,000	13,000	433%
Publications & materials	3,707	0	10,000	5,000	5,000	0	0%
Rent - Office	16,866	8,685	34,740	30,000	34,740	4,740	16%
Technology	40,226	12,402	20,000	73,000	95,000	22,000	30%
Training - Staff	4,158	2,392	3,000	13,500	36,000	22,500	167%
Travel	7,848	12,476	16,197	21,500	60,000	38,500	179%
Miscellaneous	4,561	2,442	600	1,000	15,000	14,000	1400%
Total Expenses	**504,046**	**317,688**	**515,400**	**1,186,875**	**2,826,438**	1,639,563	58%
Revenue less Expenses	**11,594**	**-5,148**	**0**	**0**	**0**	0	-