



# Strategic Plan

2023-2027



# Message from our Registrar & CEO

When the BC College of Nurses and Midwives (BCCNM) officially opened its doors in September 2020, the world was wrestling with the first wave of Covid-19.

## Reflection

Two years, several waves, and a handful of vaccines later, we are learning to embrace a new normal.

If the pandemic has taught us anything, it's that we cannot take our healthcare system — or its regulated health professionals — for granted. Covid-19 has shone a spotlight on the critical role that nurses and midwives play in B.C.'s healthcare system. And it has highlighted BCCNM's role as an agile and responsive partner in healthcare.

Our agility has been put to the test in our first two years; in addition to our core regulatory work, we've been called upon to support the B.C. government's response to the pandemic and opioid crisis, as well as take meaningful action to help dismantle Indigenous-specific racism in healthcare. We have proudly risen to the challenge. But it hasn't been easy, and it has stretched our people, processes, and systems to the limit.

The world is starting to imagine a post-pandemic future, and so, too, is BCCNM. Following extensive consultation with internal and external partners, we know where and who we want to be in 2027.

We're envisioning a future in which we are well positioned to meet the challenges of regulating within an increasingly complex system. A future in which we are set up to do our work efficiently and seamlessly, creating a better experience for staff, registrants, and other partners. A future in which we can respond nimbly to emerging opportunities, while upholding our commitment to the public we serve.

A future in which we are, as always, leaders in regulation.



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*Cynthia Johansen  
BCCNM, Registrar & CEO*

# Who we are

We're more than a rulebook.  
We're a team of people who are passionate about the work we do and the public we serve.

BCCNM is the product of two amalgamations in two years. With more than 67,000 registrants, we're the largest health regulator in Western Canada – and the first in the country to regulate both nursing and midwifery.

Our mandate is simple and clear: we have a legal obligation to protect the public through right-touch regulation of nursing and midwifery. We fulfill that mandate by:

- Ensuring competent people enter the profession
- Defining the standards of practice for safe, ethical care
- Keeping registrants accountable for upholding the standards
- Taking action when those standards are not met

BCCNM's work is directed by the Health Professions Act, profession-specific regulations, and our bylaws. We've also defined six regulatory principles that provide a framework for how we do our work, to maximize its impact:

- Preventing harms
- Evidence-informed and results-oriented
- Just and equitable culture
- Collaboration and engagement
- Right-Touch
- Leadership and Innovation



We exist to ensure unshakeable confidence in nursing and midwifery care.

# Our environmental context

BCCNM's strategy for the next five years has been informed by ongoing and emerging external trends that can be grouped into three broad themes. It is no surprise that Covid-19 has had a profound impact on our operating environment. Many of the issues plaguing our healthcare system, for example, are not new. But the pandemic has amplified their impact, creating urgency around finding solutions and accelerating the adoption of new technologies.

## Healthcare System

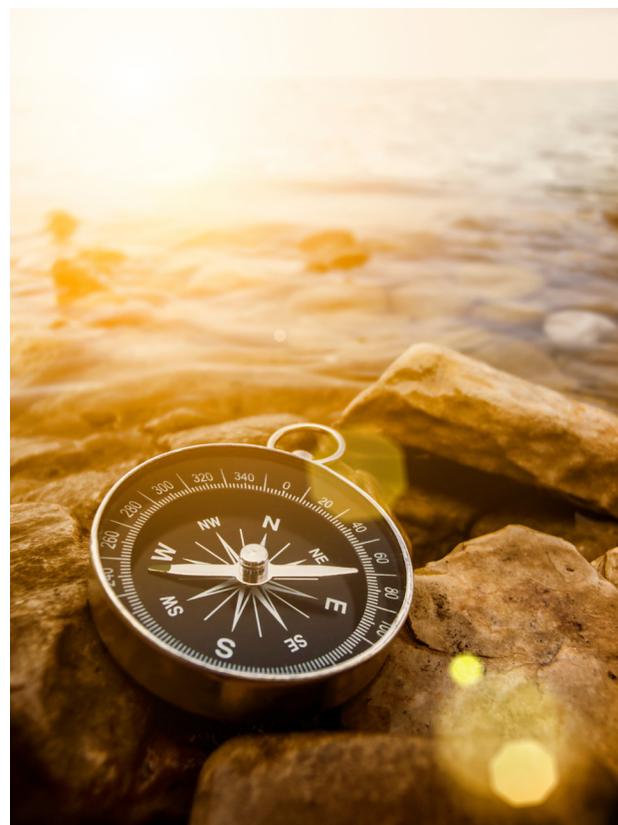
- Shortage of healthcare workers
- Technology-driven modernization of healthcare
- Post-pandemic backlogs and related health system issues
- Implications of virtual care and labour mobility
- Patients' increased access to information and shifting expectations about healthcare

## Societal

- Urgency around reconciliation, diversity, equity, and inclusion
- Surging inflation

## Operational

- Government and the public holding regulators to account
- Modernization of regulation
- Expectations and risks around cyber security, privacy, and use of data
- Increased competition for critical talent and evolving employee expectations



# Our strategy

Regulation is never done in isolation. We collaborate with many different partners to fulfill our public protection mandate, drawing insights and inspirations from diverse perspectives.

We take the same approach for our strategy. Following months of research, reflection, and consultation with BCCNM's Board and leadership team, staff, government, and our many partners, we know where we want to be in 2027.

## BCCNM in 2027

BCCNM is recognized as a **progressive** and **respected regulator** and a **valued contributor** to the B.C. healthcare community. Our role and contributions to public protection and system and societal change are well understood by registrants, partners, and the public we serve.

Our focus on **strong leadership, sound management, deliberate resource planning, and innovation** has created a stable and productive organization and operating platform, as well as an exceptional working environment. This has increased our capacity to take on a broader leadership role within the B.C. healthcare system and in support of significant regulatory transformation.

Our commitment to being a **person-centred organization, expanded partnerships, meaningful incorporation of cultural safety and humility** and our consistent efforts to keep our regulatory practices current and equitable have enhanced trust in our registrants as healthcare professionals. We have also expanded **health and human resource system capacity**, and made healthcare safer for clients, their families, and their communities.



# Our strategy

## Achieving our goals

1

**Empowered staff and leaders:** We attract and retain diverse and talented people by fostering an equitable and inclusive workplace and investing in leadership development and succession planning. Our staff and leaders are guided by our regulatory philosophy and deliver meaningful work that aligns with our strategic goals.

2

**Anti-Racist culture:** We confront Indigenous-specific racism in our healthcare system and workplace and uphold the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Declaration on the Rights of Indigenous Peoples Act (DRIPA) towards cultural safety and humility. We apply an anti-racist lens to our organizational processes, communications, standards, interactions, and daily operations, and promote a “speak-up” culture.

3

**Modernized regulatory programs:** We enhance public protection by updating our regulatory programs and collaborating with health authorities, employers, educational programs, regulators, and other B.C. healthcare partners to support ongoing registrant learning and system sustainability. Our efforts support nurses and midwives to elevate their competence and professionalism and to more consistently operate within their optimal scope of practice.

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# Our strategy

## Achieving our goals cont'd

4

**Streamlined processes and systems:** We continually improve staff, registrant, board and committee members, system partners and the public's experiences by implementing tools and processes that increase productivity and capacity. These improvements also help to enable equity, execute strategy, and mitigate risk, thus reducing harm to the public.

5

**Data-informed decision-making:** We drive healthcare system change and enhance public safety by using data for more effective decision-making and risk identification and identify opportunities for sharing and collaborating with our data. This data helps us improve internal processes and systems, as well as identify opportunities for collaboration with our partners.

6

**Enhanced registrant mobility:** We support people who live in B.C.'s right to exceptional care by eliminating registration obstacles for qualified nursing and midwifery professionals. This has enhanced registrant mobility and increased the number of qualified Canadian and internationally educated nurses and midwives who can safely practice in B.C.

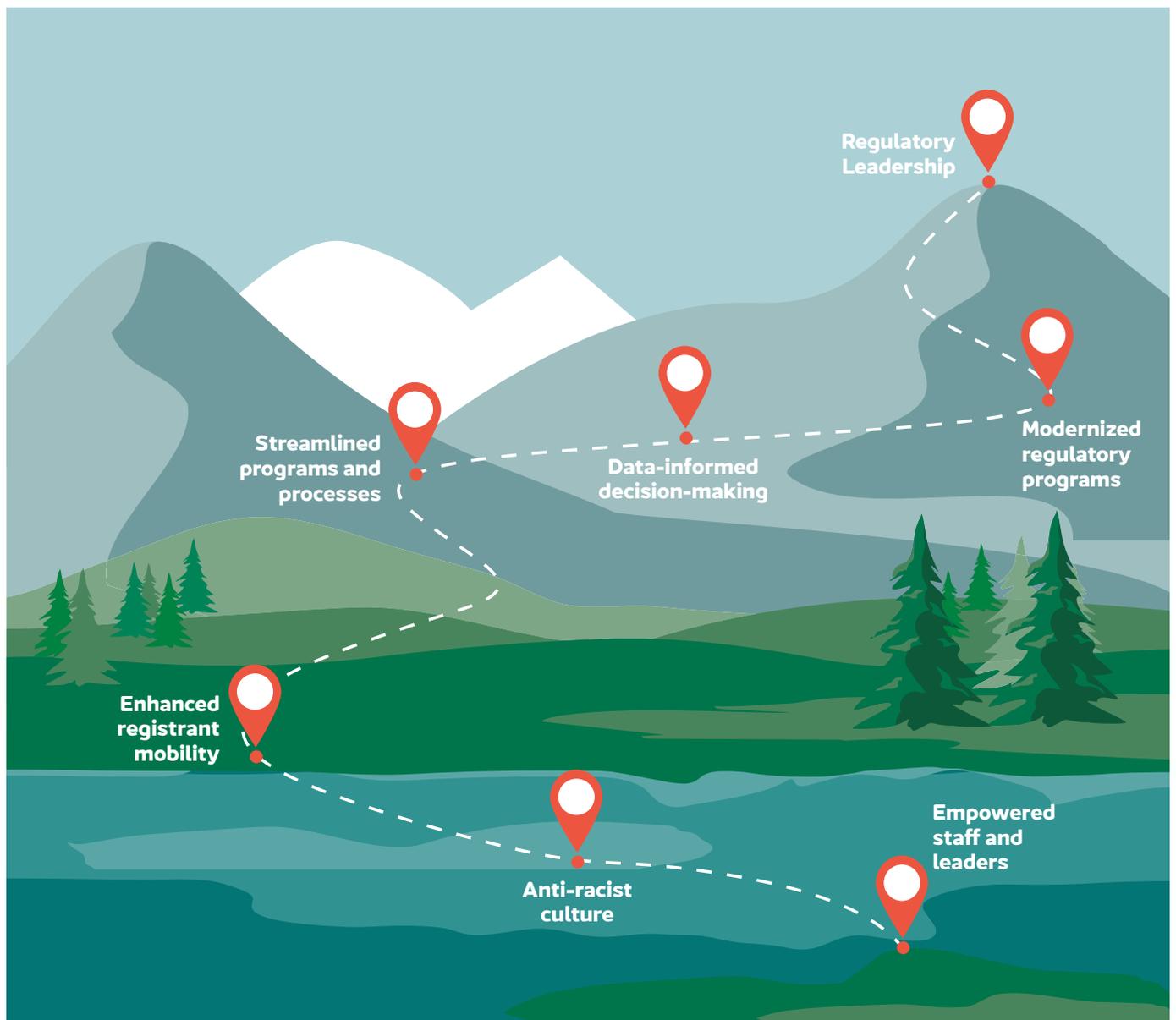
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**Regulatory leadership:** We share our regulatory best practices and innovations through research, publications, and presentations to inform, leverage, and reinforce our thought leadership as a bridge to expanded system-wide collaboration beyond 2027. We are developing leaders who can lead the regulatory industry.

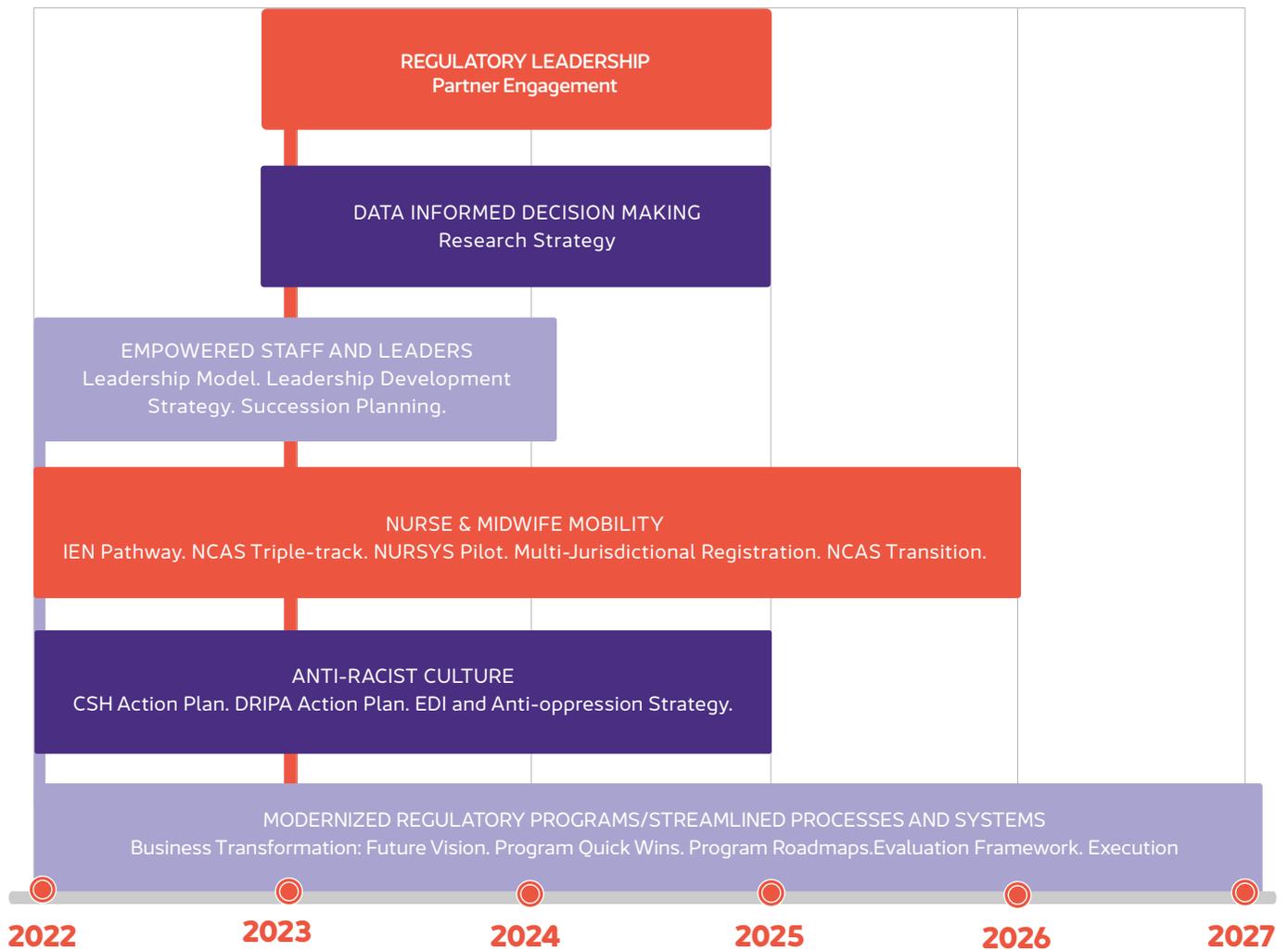
# Our roadmap to 2027

## We're on a journey

Our strategy paints a broad picture of where we want to be in 2027; to get us there, we have identified some areas requiring sustained investment over the next five years.



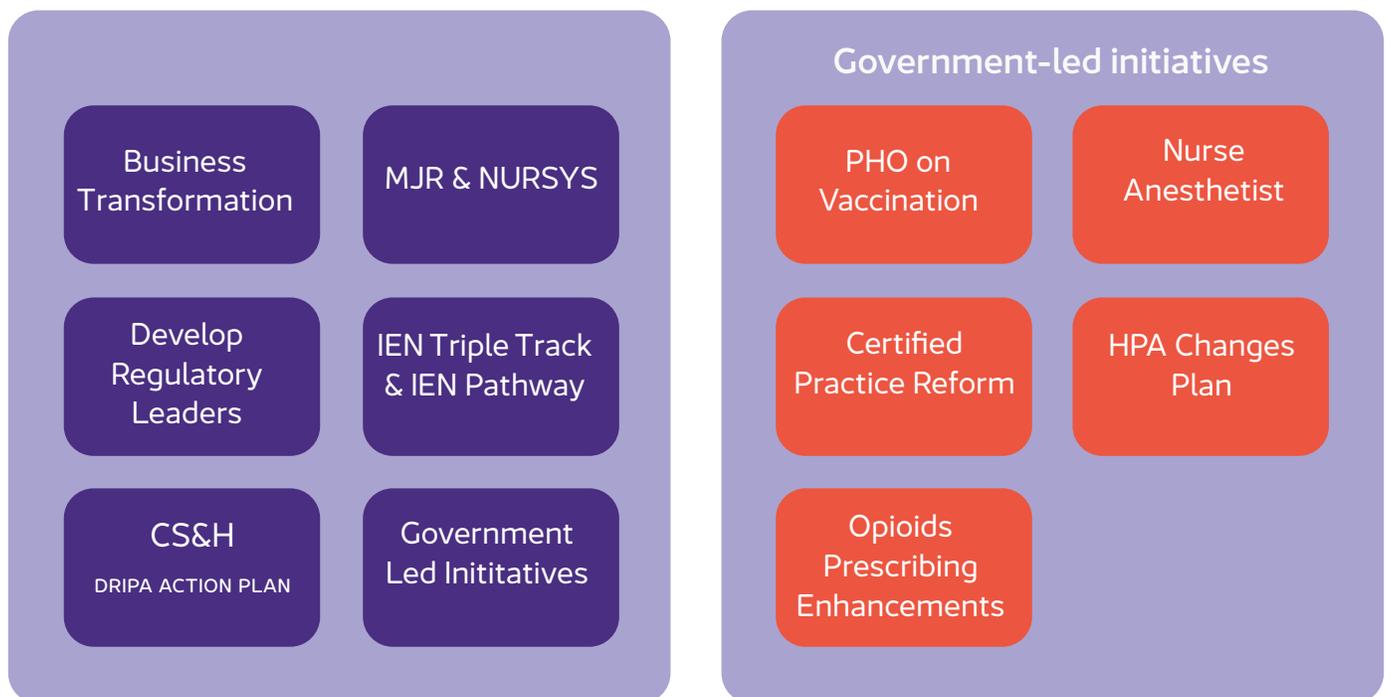
# Investing in our strategy



## Strategic Imperatives

In 2021 we introduced Strategic Imperatives to help focus our time, attention and resources on the work best aligned with our strategy. These Strategic Imperatives are updated every 12 to 18 months and help us make important choices about what needs to be postponed or sped up to support our vision for the future. Focusing our efforts will bring stability to our work and provide a foundation for the strategic plan to come.

### Our strategic imperatives 2023–24



## Final thoughts

BCCNM and its legacy colleges have a longstanding reputation as leaders in regulation. For years, we have collaborated with provincial, national, and international partners to find solutions to our shared regulatory challenges.

In hindsight, we were ahead of the curve, as Covid-19 has magnified some of the very issues we've been tackling for years. Fortunately, the relationships we've nurtured have served us well, as we've been able to respond quickly, and as a united force, to the extraordinary demands placed upon regulators.

We are optimistic and excited about our post-Covid future. BCCNM is not on the frontline where care is delivered, but as we've proven over the past few years, we are well positioned to influence the professions we regulate as well as the broader healthcare system.

Our strategy for the next five years is about finishing what we started: modernizing our regulatory programs, processes, and systems; empowering staff and leaders to do their best work; helping the system to address health human resource needs; and helping to create a safer, more inclusive healthcare system for Indigenous Peoples and other marginalized communities.

The months ahead will continue to challenge BCCNM. The journey ahead is not easy. We will be pushed to do even more than we already have, to help solve the issues facing healthcare. We will make mistakes, experience setbacks, and confront new challenges. But as long as we are working together, 'paddling in the same canoe,' we will be successful, contributing to the healthcare system and the well-being of British Columbians in ways previously unimagined.

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## Acronym & abbreviation key

**CSH or CS&H** — cultural safety and humility

**DRIPA** — Declaration on the Rights of Indigenous Peoples Act

**HPA** — Health Professions Act

**IEN** — internationally-educated nurses

**MJR** — multi-jurisdictional registration

**NCAS** — Nursing Community Assessment Service

**Nursys** —an online system for verifying a nurse’s status to practise in the United States

**PHO** — public health officer

