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**2023-2026**

# **Strategic Plan**



# Acknowledgements

Health Quality BC, who do their work throughout the province, would like to acknowledge that we are living and working with humility and respect on the traditional territories of the First Nations peoples of British Columbia. We specifically acknowledge and express our gratitude to the keepers of the lands of the ancestral and unceded territory of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səɫilwətaʔt (TsleilWaututh) Nations, where our main office is located.

We also recognize Métis people and Métis Chartered Communities, as well as the Inuit and urban Indigenous peoples living across the province on various traditional territories.

We would also like to acknowledge and thank all those that took the time to contribute to the development of our new strategy. We engaged individuals across the province through interviews, focus groups and online surveys to listen and learn about the needs and goals of our health care system and where we could best add value to advance quality of care in BC. The feedback provided and insights gained through these consultations were invaluable in shaping our new strategic direction.



# Setting the Context

British Columbia has faced a unique set of challenges over the last several years, which has resulted in unprecedented change and disruption to our health care system. In addition to responding to COVID-19, our province has endured devastating wildfires, floods, heat domes and polar vortexes, continues to face an opioid overdose crisis and seeks to eliminate the Indigenous-specific racism that exists.

Throughout our strategic planning consultations, we heard about the toll that these events have taken – on health service delivery; on patients, families and caregivers; on members of the public and their communities; and on health care staff and providers. We recognize that this is a pivotal time, with the decisions we make now having a direct impact on how BC recovers into the future. Our new strategic plan reflects this and is designed to support our health care system as we transition into the recovery phase, ensuring that this recovery is built on a foundation of quality.

We are approaching this next chapter with the understanding that service recovery and people recovery aren't just connected, they're one and the same. As we put this new strategic plan into action, we will not only be focused on how we can continue to support the delivery of high-quality care, as defined by our BC Health Quality Matrix<sup>1</sup>, but also how we can be purposeful in supporting those working in our health care system. We know that this will be critical, not only for the sustainability of our workforce but also our ability to provide the quality of care we strive for.

<sup>1</sup> BC Patient Safety & Quality Council. BC Health Quality Matrix [Internet]. 2020. Available from: <https://healthqualitybc.ca/matrix/>



# Who We Are

Health Quality BC delivers the latest knowledge from home and abroad to champion and support high-quality care for every person in BC. This system-wide impact requires creativity, innovative thinking and evidence-informed strategies to shift culture, improve clinical practice and accelerate health care partners' improvement efforts.

We are uniquely positioned to build strong partnerships with patients and communities, care providers, health leaders, policymakers, senior executives, academics and others. These connections enable us to nurture networks, recognize the needs of BC's health care system and build capacity where it is needed the most. We provide advice and make recommendations to the health system, including the Minister of Health, on matters related to quality of care across the province.

For the last 15 years you've known us as the BC Patient Safety & Quality Council. Today, and every day moving forward, we are Health Quality BC. This change affirms our identity and our place in BC's health care landscape and more succinctly reflects what we do.

While our name has changed, we have not. Through our new strategic plan, we will continue our relentless pursuit of high-quality health care that is sustainable for all British Columbians.



# Our Purpose

To improve health care quality across British Columbia.

## Organizational Values

Our core values shape the way we interact with one another and our partners. They also describe the actions and behaviours that are important to us and our workplace culture.

### **RESPONSIVENESS**

We are nimble and adapt to the evolving needs of our partners and the health care system.

### **TRANSPARENCY**

We build trust and respect through a culture of openness and accountability.

### **EXCELLENCE**

We strive for excellence in everything we do.

### **HUMILITY**

We seek feedback from others and value opportunities for learning and growth.

### **SHARING**

We share widely the knowledge and learning created through our work.



# Our Mandate

We receive our [mandate](#) from and are accountable to the Minister of Health. Our Terms of Reference outline that Health Quality BC will:

- Bring system-wide leadership and coordination in advancing a culture of quality within the province;
- Facilitate the building of capability and expertise for patient safety and quality in the BC health system;
- Support health authorities and other health sector stakeholders in their continuing efforts to improve quality;
- Improve health system transparency and accountability to patients and the public for the safety and quality of care provided in British Columbia; and
- Identify and promote local, regional and provincial opportunities for engaging the patient perspective in health care transformation.

Further, it is stated that Health Quality BC will work to meet the above objectives through activities in the following areas:

- System-Wide Leadership & Coordination
- Measurement & Evaluation
- Legislation & Regulation
- Education & Professional Development
- Patient & Public Engagement

# Strategic Focus Areas

In addition to delivering on our mandate and building a foundation of quality across BC’s health system over the next three years, we will also improve quality of care within the following strategic focus areas:

- Patient Safety
- Primary & Community Care
- Mental Health & Substance Use

# Strategic Enablers

These core functions are aligned with our mandate and shape both how we do our work and the type of work that we lead and support. We are uniquely positioned to add value and have a demonstrated ability to make an impact in these areas, which we will leverage to improve health care quality in BC.

### ADVISE

Provide thought leadership and analytics related to health care quality.

### CONVENE

Bring health system partners together to accelerate action on key quality of care issues.

### EQUIP

Build capability for people to improve and deliver high-quality care.



# Advise

Provide thought leadership and analytics related to health care quality.

Health Quality BC is looked to as an expert on matters related to health care quality, and on what it takes to achieve transformational change in complex systems. We also enable data-driven improvements in care by providing our partners with meaningful analytics to support their work. Our unique skillset and position in the health care system enable us to engage in horizon scanning, provide an outside and informed perspective to our partners, and to offer advice and recommendations regarding quality of care. We work with national and international partners to understand and learn from other jurisdictions, with the aim of supporting better care here at home.

Over the next three years, we will:

- Proactively identify gaps and opportunities related to health care quality
- Spread best practices and innovative approaches for leading change and improving care

This will result in:

- Improvements in the health care system where they are needed most
- A health care sector that is informed with the latest evidence-based approaches to care





# Convene

Bring health system partners together to accelerate action on key quality of care issues.

Organizations throughout BC are actively working to improve quality across the health care system. We support many of these efforts by bringing people together to collaborate on key quality of care issues. We also develop and support strong networks of health system partners by offering a forum for people and organizations from across the province to share, learn and celebrate their achievements together. As both a trusted partner and an independent voice, we're able to convene a unique neutral space that brings groups and organizations together that may not otherwise connect.

Over the next three years, we will:

- Enhance provincial coordination and strategic alignment on specific health care quality related topics and issues
- Lead novel system-wide initiatives that improve quality of care

This will result in:

- Better collaboration and information sharing among health care partners
- More opportunities for people and organizations to discover and leverage each other's resources, knowledge and expertise



# Equip

Build capability for people to improve and deliver high-quality care.

Having the capability and capacity to improve and guide change, at all levels requires people with the knowledge, skills and confidence to effectively implement new ways of working in a complex system. It also requires an engaged and energized workforce and a person- and community-centred perspective. We work to enhance the technical skills of those engaged in the health care system, as well as strengthen collaborative skills to help build healthy environments with effective communication and cohesive teamwork. Incorporating the voices of patients, citizens, communities and the public also requires skill development so that engagement is meaningful and beneficial for all involved. We strive to ensure a range of diverse voices and perspectives are incorporated into health service planning and that co-creation and collaboration form the foundation of system-level improvement.

Over the next three years, we will:

- Deliver training and education in the areas of quality improvement and change management
- Engage patients, citizens, communities and the public in efforts to improve health care quality

This will result in:

- A workforce better equipped to provide quality care and improve patient outcomes
- A more inclusive system that better reflects the people and communities it's designed to care for



# Our Grounding Principles

These foundational beliefs and considerations are embedded in everything we do:

- We define quality using the BC Health Quality Matrix, which embraces an understanding of health that includes wellness and considers the whole person across the entirety of life.
- We collaborate with a wide range of health system partners to accelerate progress toward shared goals.
- We use evidence, including experiential and traditional sources of knowledge, to inform our decisions.
- We ensure the voices of those with living and lived experience are heard and reflected in our improvement efforts.
- We consider health disparities for Indigenous peoples, advance cultural safety and humility and work to eliminate racism and discrimination from within our health care system.
- We recognize the impact of climate change and strive to improve planetary health in health service delivery.

<sup>1</sup> Health Quality BC. BC Health Quality Matrix [Internet]. 2020. Available from: <https://healthqualitybc.ca/matrix/>

# Strategy Overview

## Organizational Values

Responsiveness | Transparency | Excellence | Humility | Sharing

## Strategic Enablers



## Strategic Focus Areas



## Grounding Principles

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# Looking Ahead

We are excited to put this plan into action. We are also excited to find out what we have not planned for. Responsiveness is not simply one of our values – as the health care system continues to pursue high-quality care, we'll be right beside it, evolving our work to provide the greatest value.

Providing high-quality care is a complex endeavour. We embrace this challenge wholeheartedly alongside our health care community by advising leaders, convening partners and equipping people to make the changes needed to improve the quality of care in British Columbia.