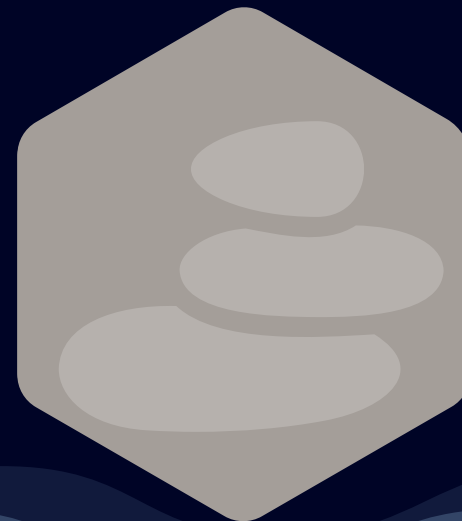
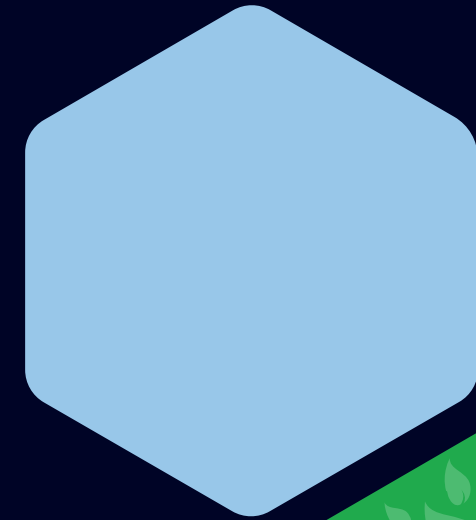
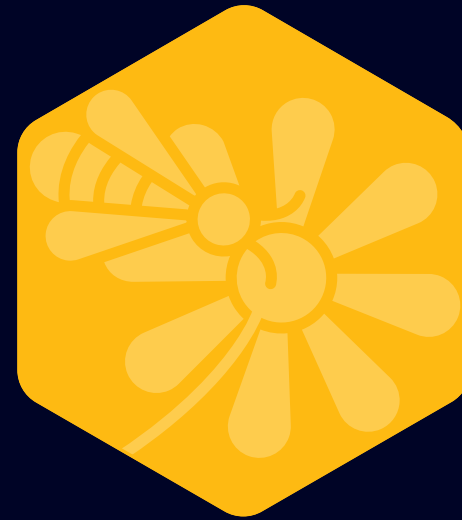
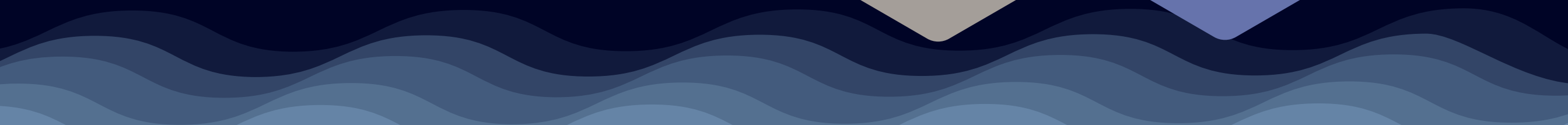




Safety, Wellbeing, Innovation, Training,  
and Collaboration in Healthcare



## Annual Report 2025 – 2026 Action



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# Territorial Acknowledgment

SWITCH BC humbly and respectfully acknowledges the unceded and traditional lands of approximately 200 distinct First Nations and the self-governing territories in British Columbia.

We further acknowledge the profound harms of colonialism on First Nations, Inuit, and Métis peoples, and the ongoing, intergenerational trauma people are living with today.

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.

This report documents activities and accomplishments from April 1, 2025, to March 31, 2026. Financial statements are available at [switchbc.ca](https://switchbc.ca).

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# About SWITCH BC

SWITCH BC is a provincial occupational health and safety (OHS) organization that supports health care workers, physicians, and employers. We take a collaborative, provincewide approach to workplace health, safety, and wellbeing.

Our unique Board includes health unions, employers, physicians, the Ministry of Health, and WorkSafeBC. They make consensus decisions. This ensures our programs reflect worker input, government support, regulatory compliance, and employer commitment from development through implementation.

We know there are excellent existing health and safety programs and work underway, but they are not necessarily available to everyone. SWITCH BC programs and resources will be provincewide and system-wide.

At SWITCH BC, we believe everyone working in healthcare has the right to be safe, healthy, and thrive on the job, and to return home safely to family and friends. That belief drives our work: Caring for the people who care for us.



## About this Report: 2025-2026 Action

The theme of this annual report is action. This is SWITCH BC's fourth year in operation. With the support of our partners, we are taking action on all core programs, delivering tools, training, and resources to health workers. We have added Action Trackers to our program summaries to highlight milestones and reinforce the collaborative nature of our work.

## History of SWITCH BC

The groundwork for SWITCH BC was established in 2019 in the [Recommendation Report: New Occupational Health and Safety Organization](#). The report detailed SWITCH BC's governance structure and key priorities for collaborative work in occupational health and safety in healthcare. It reflected Memorandum of Agreements across different collective agreements (Ambulance Paramedics and Ambulance Dispatchers Bargaining Association, Community Bargaining Association, Facilities Bargaining Association, Health Science Professionals Bargaining Association, Nurses' Bargaining Association, and Resident Doctors of BC), and the Physician Master Agreement.



PURPOSE

One system of health, safety, and wellbeing in B.C. healthcare.

PURPOSE

OBJECTIVES

Promote and support safe workplaces across the health system.



Develop a provincial system for equitable access to business data to drive action, improvement, and innovation.

OBJECTIVES

GOALS

Promote a provincial Health and Safety Management System.

Develop provincial programs and support best practices to improve workplace health and safety.

Advance system-wide psychological health and safety programs in healthcare.

Be a trusted partner in providing system-wide occupational health and safety leadership.

Establish an integrated and transparent provincial data system.

Build and sustain the OHS Resource Centre.

GOALS



Thank you to our Board Directors and partners from the following organizations:



## A Message from the Board Chair

Over the past several years, there has been a significant increase in attention and investment in the sustainability of British Columbia's health workforce. This includes new federal-provincial funding agreements, targeted provincial investments in workforce capacity and supervision, and the continued development of system-wide frameworks addressing occupational health and safety.

SWITCH BC is also one of these investments, and our Board of Directors has welcomed the opportunity to support the provision of sector-wide programs and services. We do this work in conjunction with all our health care partners — employers, bargaining associations, and Doctors of BC.

Our joint efforts matter.

Investments in mentorship, clinical supervision, education, and staffing capacity are essential not only to patient care but to the conditions under which care is delivered. I would be remiss not to mention the critically important recruitment measures that are ongoing — providing much-needed staffing support and relief.

Emerging provincial frameworks for occupational health and safety (OHS) and psychological safety signal the understanding that workforce wellbeing is foundational to patient care. SWITCH BC is proud to be part of these initiatives.

At the same time, the Board is mindful that progress is not consistently evident in outcomes across the sector.

Healthcare continues to report among the highest injury rates of any sector in the province, with particular pressures in long-term and community care. While activity is substantial, its impact may be uneven, fragmented, and insufficiently coordinated from an OHS perspective.

A central challenge for a sector as complex as ours is that current investments, while directionally positive, are not explicitly framed, measured, or reported as part of a provincial OHS strategy. Workforce initiatives, quality and safety programs, and psychological health and safety efforts often proceed in parallel, rather than as an integrated system of risk management and prevention.

There is an opportunity to strengthen this alignment.

Given the foundational purpose for which SWITCH BC was created, there is value in:

- clearer articulation of OHS as a strategic priority across the sector;
- improved integration of workforce, quality, and safety initiatives under a unified OHS lens;
- consistent measurements of outcomes and leading risk metrics; and
- visibility to our Board and health sector leadership on how current investments are translating into measurable improvements in staff health, safety, and wellbeing.

This is not a question of effort, but of coherence and impact.

The Ministry of Health's decision to create a shared services organization responsible for system-wide legal, procurement, finance, and human resources in 2026 reinforces the need to streamline efforts and approaches.

You will see in this annual report the work of our staff, in collaboration with our Technical Advisory Committee. On behalf of the Board of Directors, I acknowledge and thank all for their commitment and creative and consistent efforts on our behalf and on behalf of those we serve — health workers.

The Board looks forward to working to further strengthen progress in these critical areas in the year ahead.



A handwritten signature in black ink, appearing to read 'Roberta Ellis'.

**Roberta Ellis**  
SWITCH BC, BOARD CHAIR



## A Message from the CEO

This year, action means people working in healthcare are seeing real improvements in their workplaces.

Those improvements are possible because health employers, unions, Doctors of BC, the Ministry of Health, WorkSafeBC, and SafeCare BC are working together to strengthen occupational health and safety.

When we launched SWITCH BC, we committed to practical change — not reports that sit on shelves, but tools that show up in workplaces. In 2025-2026, that commitment became real in new and visible ways for health workers and physicians across British Columbia.

Violence prevention was a clear call to act with our partners. In February 2026, we launched the updated Provincial Violence Prevention Curriculum (PVPC) eLearning course provincewide. We thank Island Health for piloting the course and helping us refine and strengthen it before rolling it out across the province. The course reflects today's realities — more frequent incidents and more complex care environments — and introduces real work scenarios. Health workers told us they wanted practical skills they could use immediately. Early feedback shows new confidence in de-escalation and safer responses. We also completed and expanded access to a dedicated physician course, introduced short, accessible microlearnings, and adapted de-escalation tools that all teams in healthcare can use.

In community clinics, physicians and medical office staff continue to tell us they are stretched. Our Community Physician Health and Safety program responded with hands-on clinic assessments, expanded portal resources, and new de-escalation supports designed specifically for medical office staff. Through our partnership with Doctors of BC and the Ministry of Health, this de-escalation work has been so effective that we are now extending training to post-secondary students, helping them enter the workforce better prepared to support community physicians. Demand for another pillar of the program, in-person clinic assessments, exceeded our annual targets. Physicians shared that these services reduce administrative burden while strengthening safety culture — allowing them to focus more fully on patient care.

For Joint Occupational Health and Safety Committees (JOHSCs), the OHS Resource Centre is making day-to-day work easier and more consistent. Committees across health authorities are using the platform to track meetings, recommendations, and follow-up actions. Behind every statistic are frontline workers and employer representatives working to prevent injuries and improve health and safety conditions. Our role is to support their work with simple tools and clarity of reporting.

Psychological health and safety (PHS) remains one of the most urgent challenges in healthcare. This year, we moved

from conversation to concrete tools. The PHS Toolkit for JOHSCs pilot gives committees practical resources to address real workplace stressors. At the same time, we advanced foundational work to measure progress across the system — because what gets measured can be improved.

To our Board, Technical Advisory Committee, and partners — thank you for your steady guidance. To our staff — your dedication to service and responsiveness drives this work forward every day. And to the health workers and physicians who test our tools, share feedback, and continue to care for others under pressure — this work is for you.

Action, for us, means acting with our partners and caring for the people who care for us.



A handwritten signature in black ink that reads "Victoria Schmid".

**Victoria Schmid**  
SWITCH BC, CEO



# Violence Prevention

## Why We Need Action on Violence Prevention

Workplace violence in healthcare continues to be a serious concern in our province. The **BC Nurses' Union survey** of their members in 2024 found 81% of respondents experienced verbal and/or emotional abuse at least once a month and 50% reported experiencing physical violence at least once a month.

Violence against physicians is also increasing. The **2025 Doctors of BC Health Authority Engagement Survey** found 72% of respondents experienced patient and family member violence and 50% experienced verbal abuse and patient aggression.

Funding for this initiative is provided by the Ministry of Health.



## Action We Are Taking

From a comprehensive eLearning course and facilitator-led training to customized physician courses and microlearnings for all health workers, SWITCH BC is taking action and delivering modernized violence prevention training and resources. The program includes:

### Complete

- ✓ Provincial Violence Prevention Curriculum (PVPC) eLearning
- ✓ PVPC eLearning for Physicians
- ✓ Microlearnings and de-escalation tools

### In development

- ⚙ Facilitator-led training
- ⚙ Facilitator-led training for physicians
- ⚙ Violence prevention training for BC Emergency Health Services (BCEHS)



## PVPC eLearning

The Provincial Violence Prevention Curriculum (PVPC) eLearning course was launched provincewide on February 2, 2026. After years of planning, collaboration, and piloting, the updated 3.5-hour course includes real workplace scenarios, and Indigenous Cultural Safety (ICS), Equity, Diversity, and Inclusion (EDI), and Trauma-Informed Practice (TIP) principles. In the 10 years since the previous eLearning course was updated, the health sector has seen many changes, including more frequent acts of violence, from verbal abuse and threats to physical assault.



## PVPC eLearning for Physicians

In September 2025, physicians began using the updated and accredited PVPC eLearning course. The physician-specific course is 1.5-hours long and focuses on real workplace situations where physicians may face escalating behaviours, as well as verbal and physical violence.

Physicians, medical staff, and residents can take the course on LearningHub and Brightspace.

By the end of March 2026, 480 physicians had enrolled and 338 had completed the course. We received 100 evaluations and an 85% satisfaction rating. Participants said they learned new de-escalation strategies and found the content useful and relevant.

## Pilot

We partnered with Island Health to pilot the eLearning course before it was released provincewide. The pilot ran from October 2025 to January 2026. A total of 1,384 Island Health staff registered for the course and 809 completed it. We received 634 evaluations confirming the course had an overall satisfaction rating of 89%. Participation included union members and excluded staff.

At the same time, the SWITCH BC violence prevention team partnered with health authorities to replace the course on their learning platforms. During the transition, 5,200 active learners, at various stages in the eLearning program, completed the course without interruption.

## Launch\*

From February 2, 2026, when the updated health worker eLearning course went live provincewide, to the end of this fiscal year, nearly 4,800 people have completed it.

5,882 health workers have registered for the updated PVPC eLearning course.

4,765 of registered participants have completed it.

2,580 evaluations submitted.

93% overall satisfaction rating given by learners.

*\*as of March 31, 2026*



**PVPC Microlearnings | Recognizing Risks and Behaviours**

### Microlearnings

While the eLearning course is available through health authorities, we have also provided **microlearnings** on our website that focus on violence prevention reminders and key takeaways. Health workers can watch short workplace scenarios designed to improve knowledge and awareness. They can also read or download violence prevention posters to promote and advance a culture of health and safety at work.

### De-escalation Tools

We've adapted de-escalation tools initially designed for Medical Office Staff from the Community Physician Health and Safety (CPHS) program at our Board's suggestion. This was done with permission from funders of CPHS: Doctors of BC and Ministry of Health. The tools include videos, scripts, and posters that have been modified for a broader health worker audience.



### What's Next

We formed a Development Panel with representatives from bargaining associations and employers to update facilitator-led training.

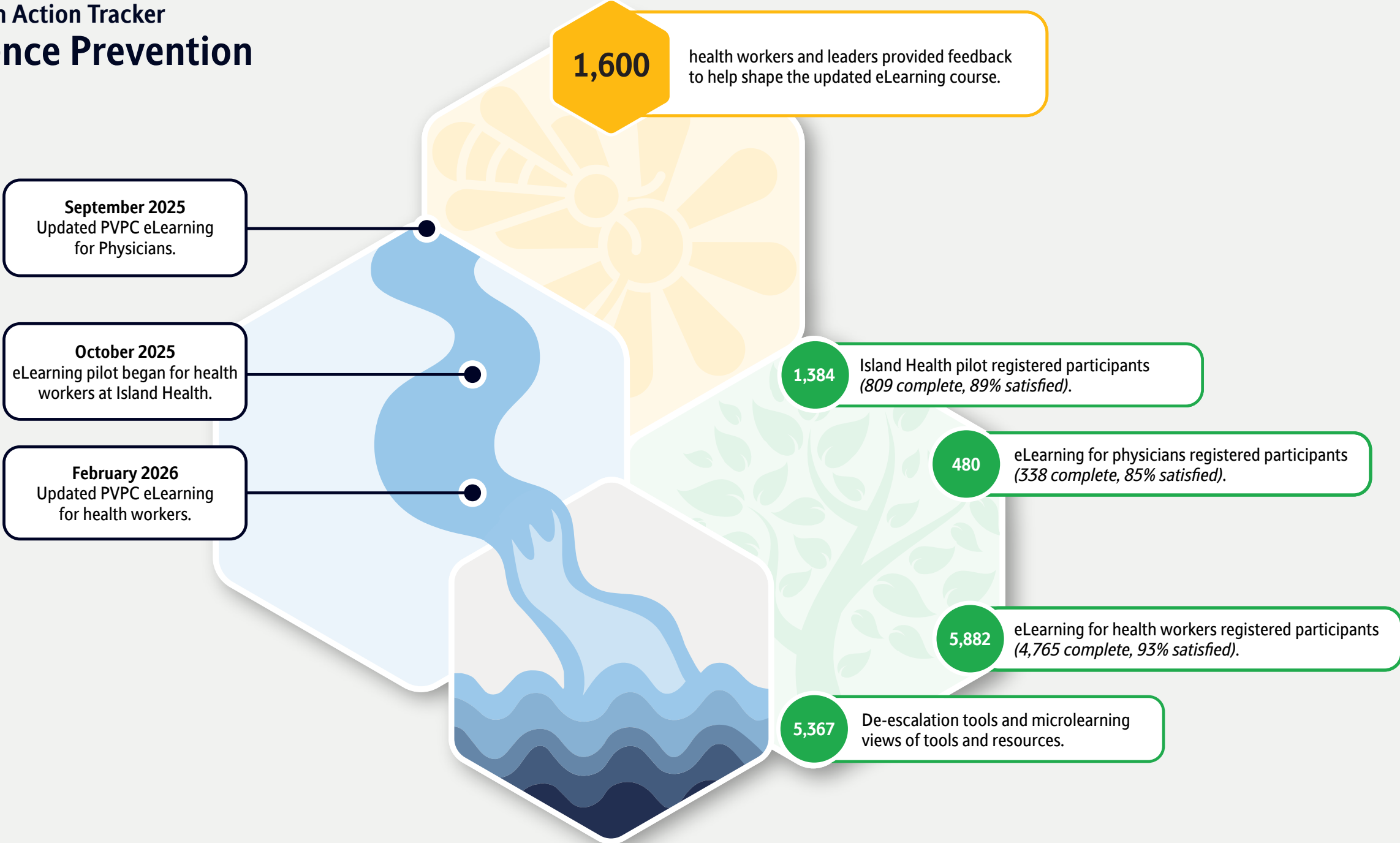
We are also updating violence prevention training for physicians. This work is supported by the Physician Health and Safety Advisory Group (PHSAG), Doctors of BC, the Ministry of Health, and physician members.

We are working with BC Emergency Health Services (BCEHS), employers, and supporting unions. Together, we are updating violence prevention training for emergency call takers, dispatchers, and paramedics.

This ongoing work shows our shared commitment to action. Our partners helped create a modern training curriculum that is practical and supports safer healthcare workplaces across the province.

# Program Action Tracker

## Violence Prevention





## Why We Need Action on the OHS Resource Centre

Joint Occupational Health and Safety Committees (JOHSCs) need practical tools and support so workers and employers can work together to prevent, report, and resolve health and safety issues at work. The OHS Resource Centre helps meet this need by providing an easy-to-use online meeting management platform with tools, resources, and training.

Unions and health authorities developed a project plan for the OHS Resource Centre more than 10 years ago. In 2023-2024, SWITCH BC, in partnership with unions and employers, used that plan to begin building the platform. In 2025-2026, we implemented the OHS Resource Centre at four health authorities, developed a robust multi-modal training program, and continued to expand the features of the platform to better support JOHSCs. All health authorities will be using the OHS Resource Centre in the coming year and access for affiliates is in the planning stages.

This initiative is funded by the Nurses' Bargaining Association, the Facilities Bargaining Association, and the Ministry of Health.

## Action We Are Taking

The OHS Resource Centre is now supporting more than 84,000 health workers, through 247 committees, and 2,853 committee members who are using the platform across B.C. Ninety-six per cent of participating health authority JOHSCs are using the platform.

In 2025-2026, SWITCH BC focused on implementation, training, strengthening adoption, supporting users, and improving platform functionality through responsive, hands-on service. The team resolved 889 help desk requests, attended 88 meetings to provide committee training, and facilitated 48 question-and-answer sessions to help committees integrate the platform into their regular work. Training videos supporting self-directed learning have been viewed 21,047 times, demonstrating strong interest in flexible learning supports.

Our expert advisory pilot provided direct and ongoing support to 17 JOHSCs, helping committees build confidence in using the platform and managing their JOHSC work, while generating insights to guide future training and resource development.

Work is also underway to expand platform functionality to include:

-  Training and Annual Education
-  Written Recommendations (21-day response tracking)
-  Annual Evaluations
-  Enhanced Reporting and Analytics Capabilities



OHS Resource Centre Demo

## Implementation and Rollout Across Health Authorities

Implementation of the OHS Resource Centre has been successful because of balanced advice from health employers and unions. They provide guidance on how the new platform affects workers, the health system, regulation and legislation, and collective agreements.

- **Providence Health Care (PHC)** – 100% of their committees are actively using the platform. As the first adopters of the OHS Resource Centre, PHC committees helped shape 10 key enhancements to improve user experience.
- **Vancouver Coastal Health (VCH)** – 85% of committees are using the platform through a phased rollout approach.
- **Island Health** – 100% of its committees are using the OHS Resource Centre. Users report that the platform is easy to use and helpful for supporting monthly meetings.
- **Interior Health** – 99% of its JOHSCs are on the platform, with the highest number of individuals logged-in and using the system of any of the health authorities.
- **Fraser Health** – Implementation planning is underway for a May 2026 launch.

## Training, Support, Data, and Continuous Improvement

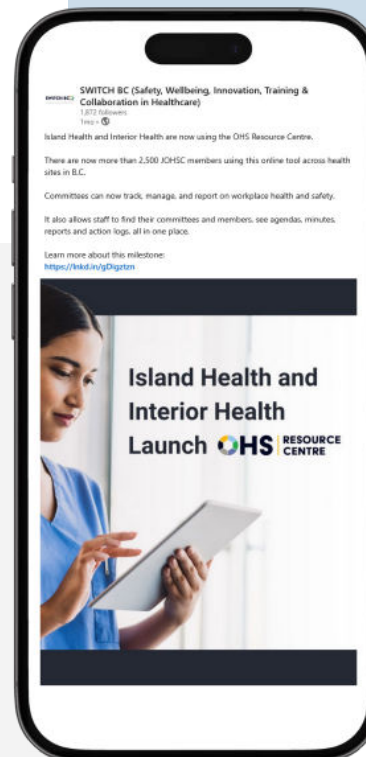
Training and support have been key to the program's success. SWITCH BC continues to add new online resources, including quick-reference guides, updated manuals, and support materials that work alongside live training sessions.

We are also improving the platform with our development partner, OHS Solutions. This includes making it easier to use and adding new reporting features. New dashboards will track safety indicators, training activities, and trends in incidents and investigations to help committees plan and improve workplace safety.

Island Health internal newsletter 'The Weekly' promotes OHS Resource Centre



Social media campaign to promote Island and Interior Health launches of the OHS Resource Centre



## What's Next

In 2026-2027, SWITCH BC will continue expanding access to the OHS Resource Centre across health authorities including Northern Health and Provincial Health Services Authority, as well as BC Emergency Health Services. We will begin work with the First Nations Health Authority and SafeCare BC to make the OHS Resource Centre available to all health employers in B.C.

We will also be improving the OHS Resource Centre homepage to make it easier to use and to highlight key tools, training, and priority information.



# Program Action Tracker



**84,000+** health workers at four health authorities and organizations are being supported by the OHS Resource Centre through collaborative efforts by JOHSCs.

**April 2025**  
PHC implementation began.

**May 2025**  
VCH implementation began.

**October 2025**  
Island Health implementation began.

**November 2025**  
Interior Health implementation began.

**January 2026**  
Fraser Health implementation planning began.

**2,853** people are using the OHS Resource Centre.

**247** JOHSCs are using the OHS Resource Centre.

**889** support desk tickets have been resolved.

**21,047** views of OHS Resource Centre training videos.

# Community Physician Health and Safety Program

## Why We Need Action on Community Physician Health and Safety

Community physicians and their staff need practical tools, training, and support to help keep workplaces healthy and safe while focusing on patient care. The Community Physician Health and Safety (CPHS) program provides easy-to-use resources to support psychological and physical health and safety, violence and injury prevention, and compliance requirements.

Creating and maintaining a health and safety program supports staff retention and recruitment, helps prevent workplace incidents, and reduces administrative burden. The program is guided by the Community Physician Health and Safety Oversight Group, which includes representatives from Doctors of BC and the Ministry of Health.

Funding for this initiative is provided by the Physician Master Agreement (2022) negotiated by Doctors of BC and the Ministry of Health.

## Action We Are Taking

SWITCH BC's Community Physician Health and Safety program expanded its topics to include de-escalation tools to meet the growing need for violence prevention supports. It engaged physicians and staff in clinics, trained medical office staff and post-secondary students, and participated in events throughout the province. The program includes:

- ✔ Web portal
- ✔ Clinic assessments
- ✔ Engagement and training

**Community Physician Health and Safety (CPHS) Program**  
Addressing Occupational Health and Safety in Community Medical Practices

The CPHS program, developed by SWITCH BC, Doctors of BC, and the Ministry of Health, takes the guesswork out of workplace health and safety for physicians and their staff. This free, voluntary, and confidential program provides physicians with tools and resources to enhance the health and safety of their workplace, streamline administrative tasks, and meet regulatory requirements.

**Web Portal**

- Ready-to-use checklists, policies, and procedure templates for all occupational health and safety topics.
- Reduced administrative burdens with easy access to necessary resources in one central location.
- Progress tracking to build a health and safety program that is unique to each clinic.

**Clinic Assessments**

- In-person expert advice from experienced health and safety advisors.
- Actionable recommendations unique to clinic needs.
- Business protection, ensuring compliance with WorkSafeBC regulations.
- Ongoing workplace health and safety support.

**De-escalation Tools**

- Free printable guides, reference sheets, dos and don'ts posters, a patient code of conduct, audio clips, and learning resources.
- Designed to help Medical Office Staff in managing challenging encounters while promoting health, safe, and more inclusive clinic environments.

**2025-2026 Key Accomplishments**

Community physicians are required by WorkSafeBC to support the safety of their staff. New tools, released July 2025, are now available on the Community Physician Health and Safety (CPHS) web portal, designed to equip medical office staff (MOS) with information and strategies to help reduce workplace stress, conflict, and potential violence in community medical settings.

The MOS De-escalation Tools consist of free printable guides, reference sheets, dos and don'ts posters, a patient code of conduct, and learning resources. These are designed to help MOS in managing challenging patient encounters while promoting safer, more inclusive clinic environments. Nineteen MOS across urban, rural, and remote regions piloted the tools and community physicians from around the province provided direct input, ensuring community needs were met. By implementing effective communication and proper incident documentation processes, staff will be able to focus more on care and spend less time managing conflicts.

**MOS REPORTED PILOT STATISTICS**

- 86% Confidence in de-escalating
- 89% Satisfaction with HEARD-D tool

**Using Data to Drive Health and Safety Improvements**

CPHS PRIORITIES	CLINIC OR DE-ESCALATION TOOLS	PRE CLINIC ASSESSMENT CHALLENGES
6575 unique visitors	428 HEARD-D tools	87 clinics assessed
200 accounts created	403 Dos and Don'ts Posters	1,324 physicians and staff participants
4545 website generation module page views	2589 Audio Clips	93% overall satisfaction with assessments
	221 Incident report forms	88% likelihood of continuing with on-site activities
	282 Operational Guide	

**Reflections and Looking Ahead: 2026 – 2027 Priorities**

- Increase clinic assessments provincewide including specialist clinics and rural and remote locations.
- Gather feedback from physician interviews for clinic assessment quality improvement.
- Web portal enhancements and additions including clinic policies, procedures, safe work practices, and more.
- Guest lectures with faculties of medicine as well as post-secondary medical office staff programs on violence prevention and de-escalation tools.
- Requested by task group: new incident management and customized de-escalation tools tailored for physicians.
- Increase program awareness through regional presentations to physicians coordinated through Divisions of Family Practice.

The program was really helpful for us. They gave us a great report on both things we were doing well, but also things we could work on to improve over time. It hasn't caused us a lot more work, and I believe we are a better employer as a result!" – Community Physician

**Governance and Physician Involvement**

The 2022 Physician Health and Safety Agreement establishes the Community Physician Health and Safety Oversight Group. This Group is composed of representatives from the Doctors of BC and the Ministry of Health and provides governance and oversight to SWITCH BC to develop and manage the program. A physician task group composed of Doctors of BC members, that includes both family physicians and specialists, informed development of the program, including new de-escalation tools. Community physicians and staff are invited to review and pilot new resources, and provide ongoing program feedback.

**COMMUNITY PHYSICIAN HEALTH AND SAFETY OVERSIGHT GROUP**

- Doctors of BC
- Ministry of Health
- Co-Chair: Dr. Katelyn Lee, General Surgeon
- Co-Chair: Cheryl Simons, District Manager, Health Officer, Health Services
- Members: Dr. Robert Hobb, The Health Officer, Physician Advisory and Governance
- Members: Dr. Sagarika Wilson, Family Physician
- Members: Dr. Tracy Linnell, Senior Manager, Physician, Regulatory and Agreements
- Members: Pamela Thompson, Regional Director, Health Officer, First Nations, and Rural Primary Care Team

Collaborate with our team at [cphe@switchbc.ca](mailto:cphe@switchbc.ca)

SWITCH BC humbly and respectfully acknowledges the unceded and traditional lands of approximately 200 distinct First Nations and the self-governing treaty territories in British Columbia.

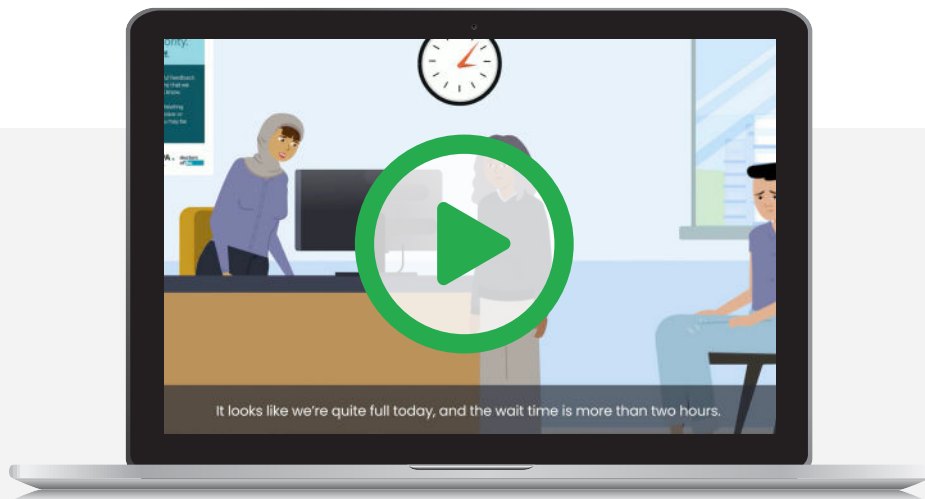
Logos for SWITCH BC, doctors of BC, and BCIT are displayed at the bottom.

## Web Portal

The **CPHS web portal** continues to grow as a central health and safety resource for community physicians and their staff. The portal provides a one-stop location for safety checklists, templates, policies, and training materials to help clinics meet health and safety requirements while reducing administrative time. A chatbot, named SWITCH Bot, was introduced to help users quickly find answers to their workplace health and safety questions.

A Certificate of Completion recognizes physicians and staff who complete health and safety modules. Additional resources, including guidance on musculoskeletal injury prevention, liquid nitrogen safety, and respectful workplace practices, have been added.

CPHS also developed de-escalation tools to help medical office staff feel more prepared to manage difficult or aggressive situations. The tools include strategies, tip sheets, videos, scripts, and learning resources to support safer interactions with patients and the public. These tools were so well received that they were adapted to support all health workers and are available at [switchbc.ca](https://switchbc.ca).



**De-escalation | Long wait time: Frustrated towards anger**

## Clinic Assessments

Clinic assessments remain a highly valued part of the CPHS program. In 2025-2026, CPHS advisors completed 66 clinic assessments, supporting 432 physicians and 510 medical office staff across B.C. This exceeded the annual goal of 60 assessments, reflecting strong clinic interest and need.

These voluntary and confidential assessments help clinics identify risks and improve safety practices, including incident response, risk management, emergency preparedness, staff training, and violence prevention.

Post-visit evaluations show 93% participant satisfaction, with physicians and staff reporting that assessments help them better understand and address gaps in their clinic health and safety programs.



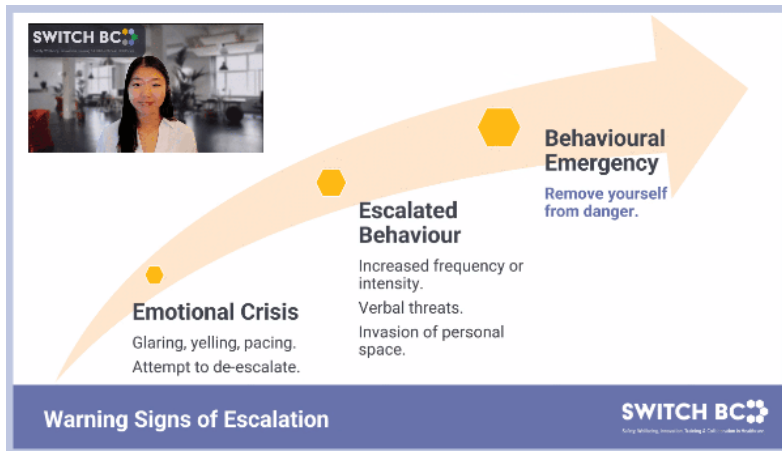
*SWITCH BC Health and Safety Advisor Carolina Borges (right) reviewing a checklist with Jessemyn during a clinic assessment.*



## Engagement and Training

Community engagement is a key strength of the CPHS program. CPHS advisors work directly with physicians, medical office staff, and students to share practical health and safety skills, tools, and resources to build confidence in managing workplace challenges.

In 2025-2026, program staff delivered guest lectures to 220 students at BCIT and Langara College. Students participated in scenario-based learning focused on managing challenging patient interactions and workplace health and safety risks. Feedback was very positive, with 93% of Langara College students and 89% of BCIT students indicating they would likely use the de-escalation tools in future workplace situations.



CPHS also continues to expand its reach through professional conferences, town halls, and physician practice networks. In total, program staff connected with 1,815 physicians and medical office staff through community events and professional gatherings.

CPHS presented at the 2025 Canadian Conference on Physician Health, where other provinces expressed strong interest in the program's approach to supporting community physician and staff health and safety.

## What's Next

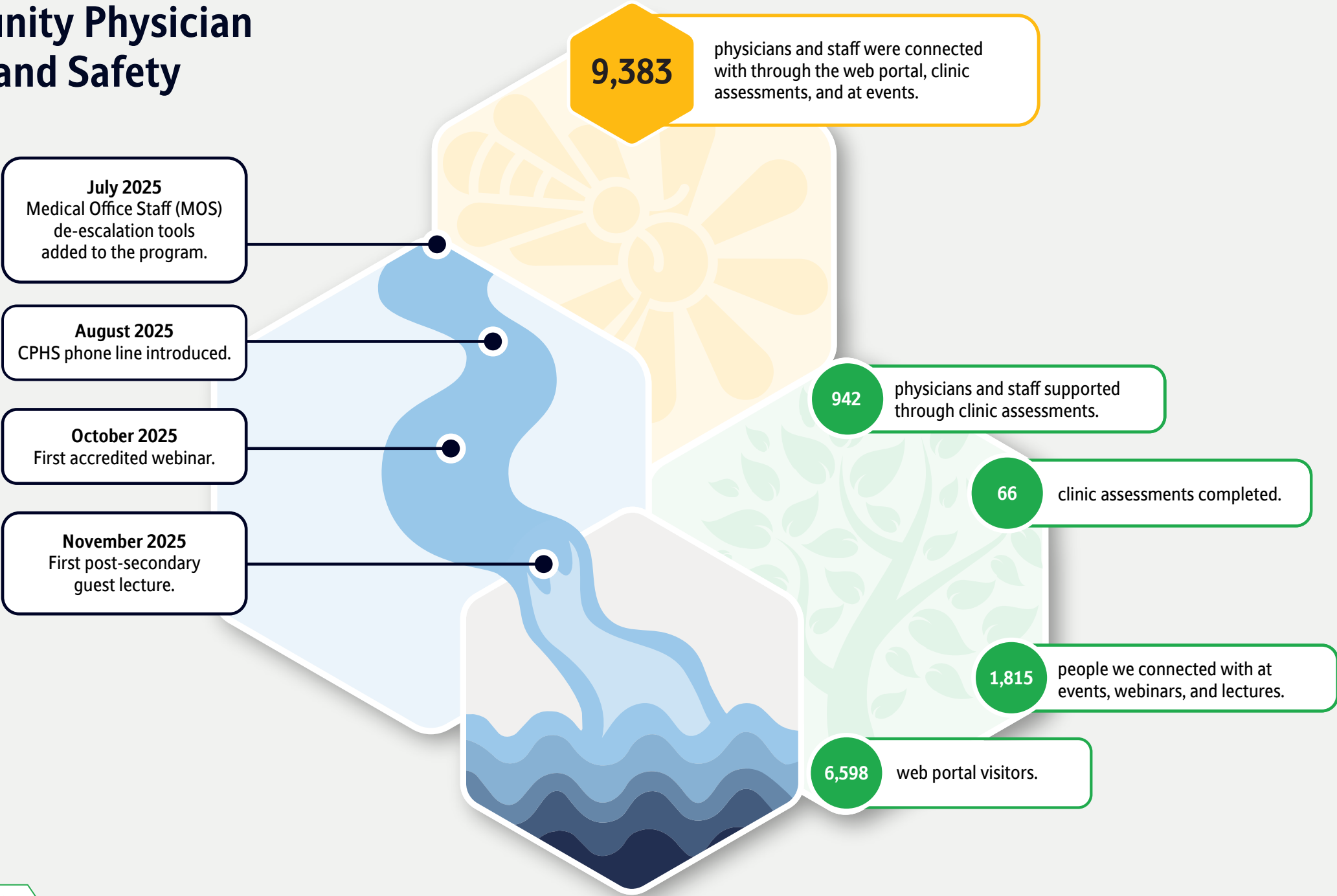
CPHS will continue clinic assessments, strengthen digital tools, and improve training supports for physicians and clinic staff.

Future priorities include developing de-escalation tools for physicians, strengthening incident management support, and updating the web portal to make it easier to navigate and use. We will also develop a long-term evaluation of education and training initiatives and clinic assessments, and continue collaborating with physicians, medical office staff, and partners to ensure the program meets their needs.



# Program Action Tracker

## Community Physician Health and Safety





# Psychological Health and Safety Program

## Why We Need Action on Psychological Health and Safety

Psychological health and safety (PHS) goes beyond protecting workers from harm. It's about preventing harm in the first place. It means recognizing hazards and reducing risks that could cause unsafe levels of stress, illness, or injury to a worker, and acting before harm occurs.

In B.C., 40% of all WorkSafeBC mental health claims in 2023 came from the health and social services sector — the highest of all sectors.

In 2025-2026, SWITCH BC's PHS program made meaningful progress in advancing system-wide improvements in workplace PHS.

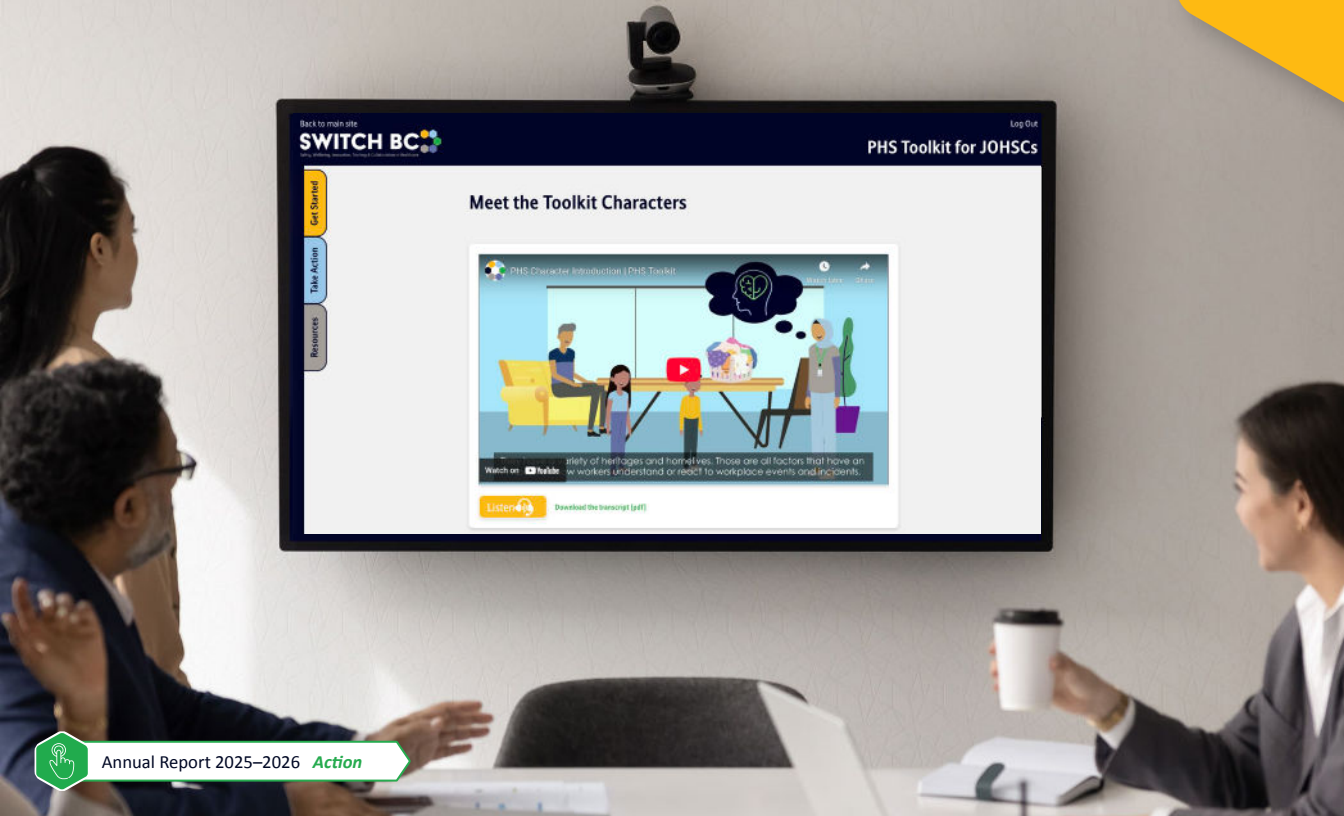
Funding for this initiative is provided by the Ministry of Health.

## Action We Are Taking

The PHS program supports a coordinated provincewide approach to improve the wellbeing of more than 330,000 people working in healthcare. This program provides resources, practical tools, and support to help workers, leaders, and organizations enhance PHS in their workplaces.

The program includes:

- PHS Toolkit for JOHSCs
- PHS Measurement and Evaluation Framework
- Community of Practice
- The Trust Initiative



## PHS Toolkit for JOHSCs

Across the health system, there's been a clear need for accessible resources and practical PHS tools. The launch of the PHS Toolkit for JOHSCs is a mobile-friendly solution that addresses that need.

In 2025-2026, we began developing foundational tools and resources to pilot with up to 50 committees across the province. Some of the **Tier 1 pilot** content is publicly available. During the pilot, participating JOHSCs are testing the tools, including discussion guides and scenarios. Feedback is provided through short questionnaires. This input helps us fine-tune the resources and ensure we meet the needs identified in early engagement. Partner tables are also supporting the pilot by encouraging participation, reviewing evaluation results, and acting as local champions.

Before developing the toolkit, staff engaged with 469 committee members, representing 167 committees, to learn how JOHSCs address PHS, the challenges they face, and what support they need. The pre-engagement feedback emphasized the need for resources that are short, practical, relatable, and easy to integrate into existing committee responsibilities.

## Measurement and Evaluation Framework

SWITCH BC is developing a Measurement and Evaluation Framework for psychological health and safety in B.C. healthcare. This framework will help partners track progress and show impact across the system. To do this, it uses a strengths-based view of implementation.

This year, the Baseline Assessment project – the first of three projects in the framework – began. The goal is to establish an accurate current state to support future measurement and evaluation of the National Standard of Canada for Psychological Health and Safety in the Workplace (CAN/CSA/BNQ Z1003) ("the Standard"). This work will help enable continuous improvement in an area of high priority for health workers and leaders.

A review panel of eight partner representatives helped to articulate which measures were most important and gave feedback on the data to be collected. Data experts and scientists were hired to help build and analyze the system. The evaluation approach, including a maturity model, was completed. We are working closely with partner data teams to prepare for the next steps, including data requests and submissions.



**We are piloting real-work scenarios to demonstrate PHS factors.**

## Community of Practice

The Community of Practice (CoP) continues to support learning and collaboration among partners. December 2025 marked the group's two-year anniversary. Along with this milestone, a formal evaluation plan was created to guide reflection and highlight opportunities for growth. Professional development activities continue to receive positive feedback and high-value ratings. This year, members learned how to put Human and Organizational Performance (HOP) principles into practice to improve workplace PHS.

### CoP Learning Sessions

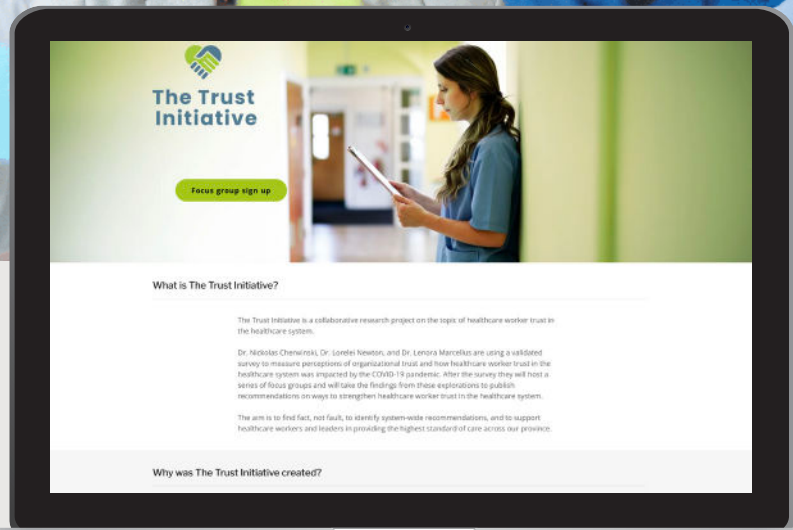


HOP Fundamentals with Andy Shone, CEO of Southpac International Group and founder of HOPLAB



HOP and PHS with Diane Ah-Chan, co-founder of NextEra





## The Trust Initiative

The Trust Initiative is a collaborative research project between the University of Victoria School of Nursing, Nurses and Nurse Practitioners of British Columbia, and SWITCH BC. It explores how health care workers perceive trust in the B.C. healthcare system, with a particular focus on how the COVID-19 pandemic impacted trust levels. The Trust Initiative research project conducted focus groups in fall 2025. Results and recommendations are expected in late 2026. This work is intended to help everyone better understand how to build trust, improve workplace culture, and support the needs of workers and partners across the system.

## What's Next

The PHS Toolkit for JOHSCs Tier 1 pilot ends May 31, 2026, and Tier 2 will start in fall 2026. The program team will review JOHSCs' pilot feedback and begin updating tools and resources to ensure they meet health workers' needs.

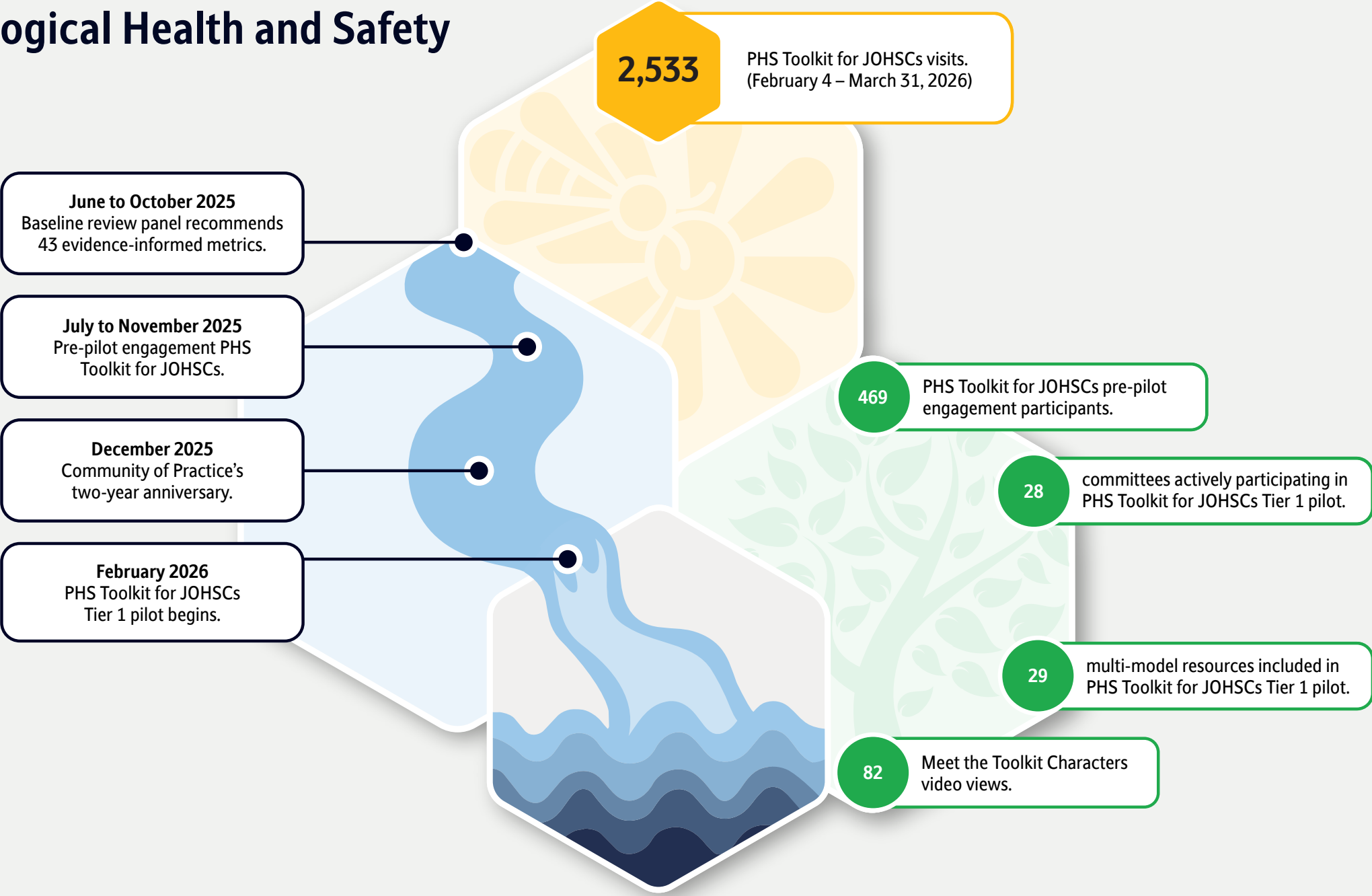
Content development for specialized roles, such as paramedics, will also begin in 2026.



**To bring psychological health and safety to life, we created animated health care workers: a doctor, nurse, healthcare assistant, housekeeper, paramedic, and more.**

# Program Action Tracker

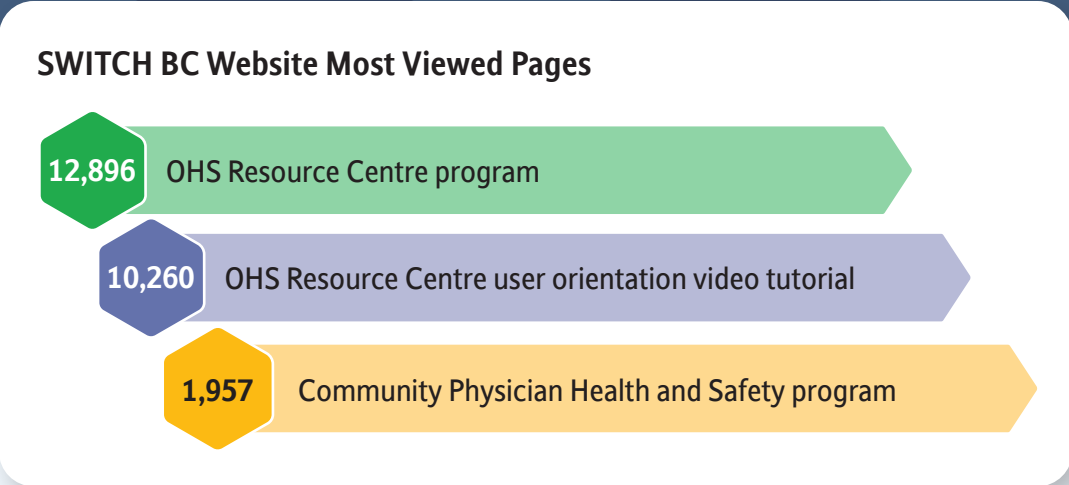
## Psychological Health and Safety



# Action in Communications

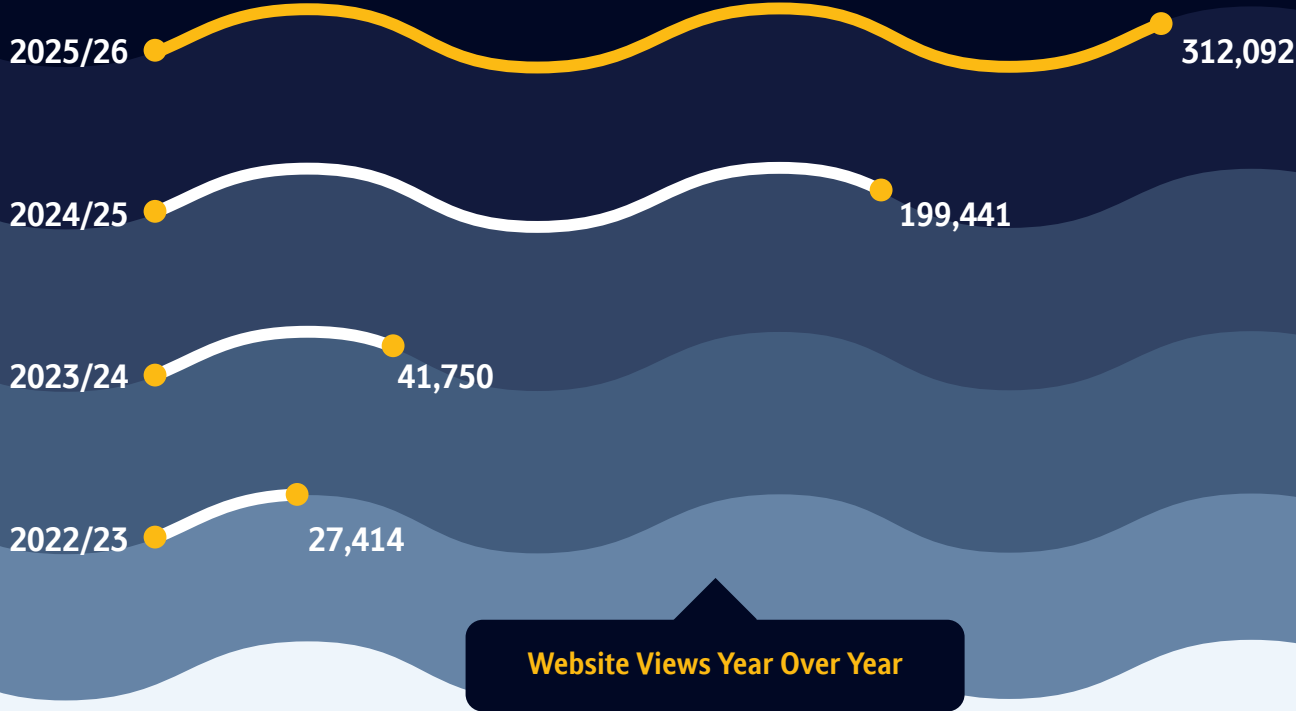
## Website and Reach

Our website traffic increased by 57% during the year of action. Year over year, users more than doubled their time spent watching videos, downloading resources, and reading workplace health and safety materials.

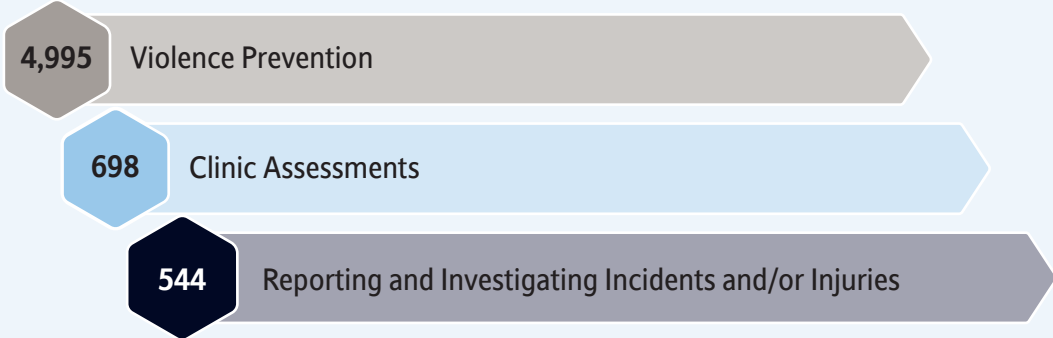


### What’s New on the Web in Year of Action

- We isolated video scenarios and developed microlearnings from the PVPC eLearning course. We also adapted de-escalation tools from the CPHS program to support all health workers.
- We updated the psychological health and safety program page and created a mini website to host the PHS Toolkit for JOHSCs pilot.
- We added a “spotlight” section to the homepage to promote partnerships in action.



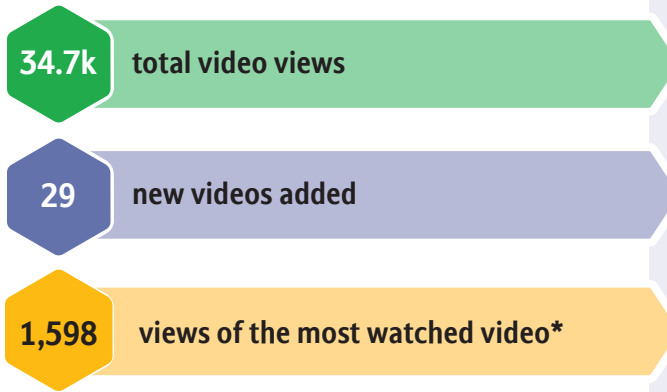
### CPHS Portal Most Viewed Pages





## Videos and Reach

We've heard from health workers that videos help them engage, understand, and take action in workplace health and safety. In 2025-2026, we more than doubled our video library and our views grew by 52%.

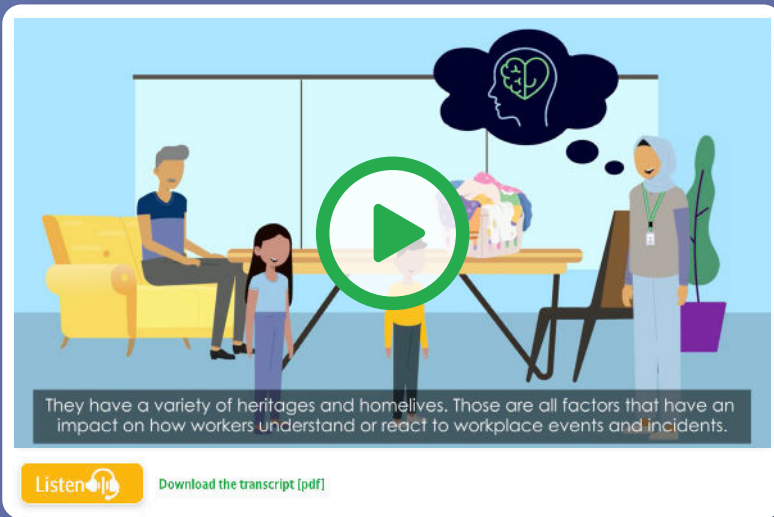
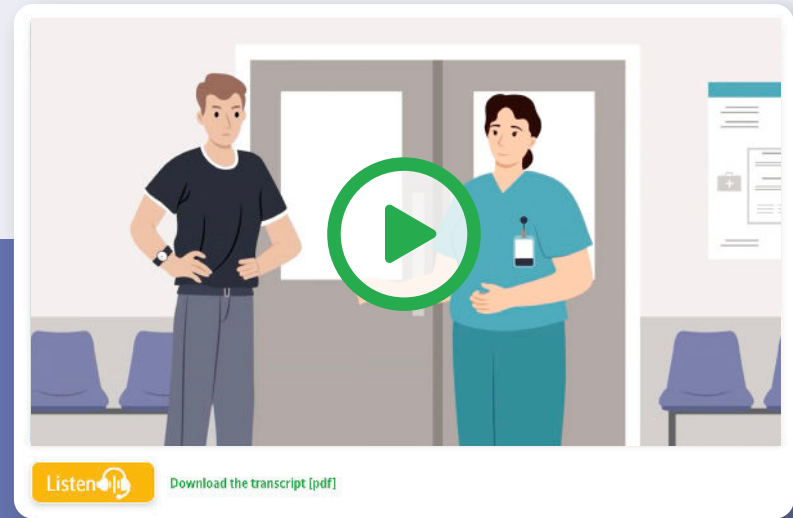


\*OHS Resource Centre video tutorial: [How to create an account – Existing health authorities employees.](#)

## Microlearnings and De-escalation

The violence prevention eLearning course is 3.5-hours long and available at our partner organizations. To make key takeaways and scenarios more accessible, we created a [microlearnings](#) section on our website. Short videos and downloadable posters help keep violence prevention tactics top of mind for health workers. We also took de-escalation scripts and created animated videos. This gives health workers multi-modal learnings.

Most viewed video: [PVPC Microlearnings | De-escalation Practice in Acute Care](#)

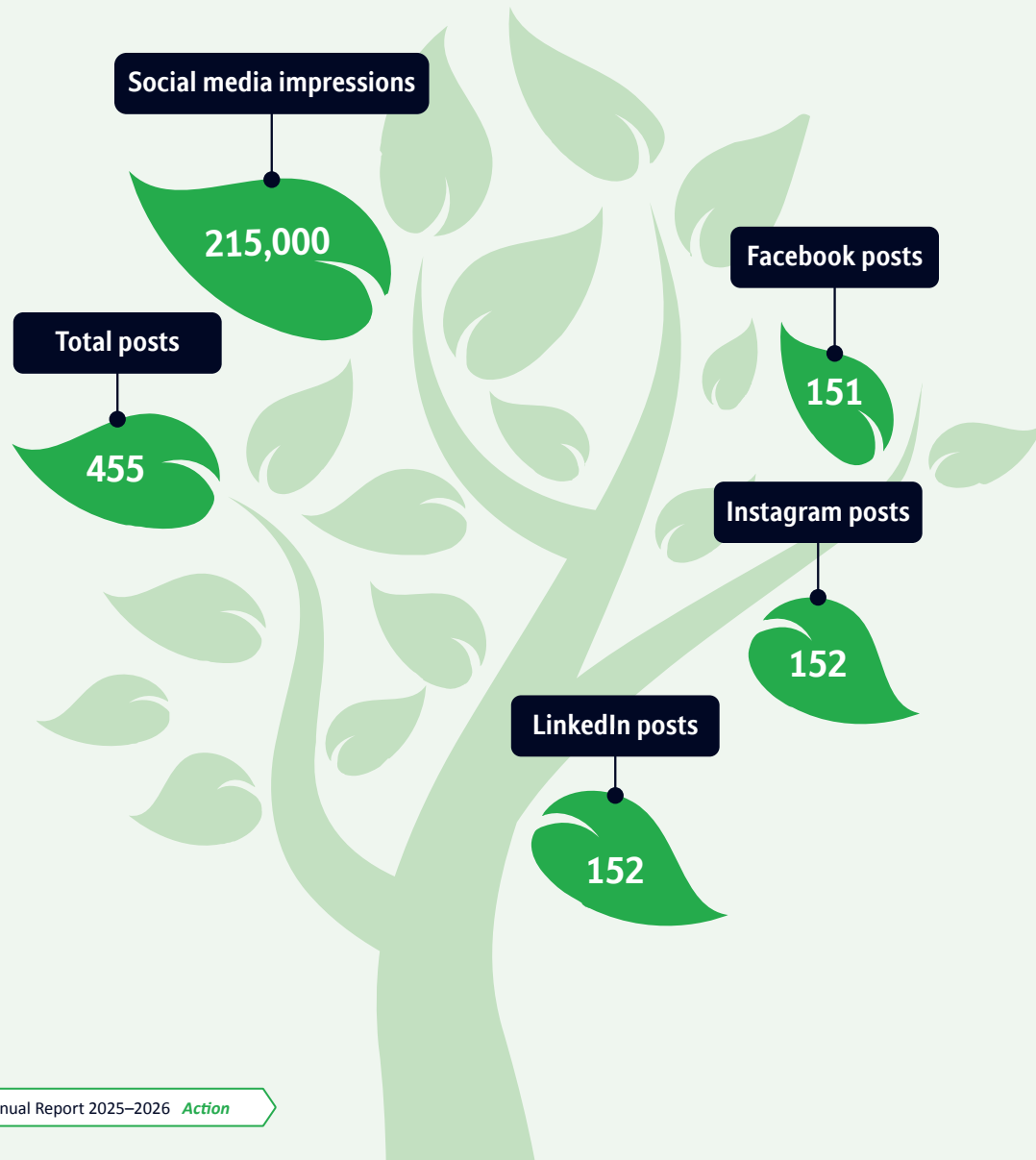


## PHS Toolkit for JOHSCs: Meet the Characters

To bring psychological health and safety to life, we created animated health care workers: a doctor, nurse, healthcare assistant, housekeeper, paramedic, and more. Our characters try to reflect the diversity of people and their roles. Throughout the toolkit you'll see them face real workplace challenges and learn recommendations to improve psychological health and safety.

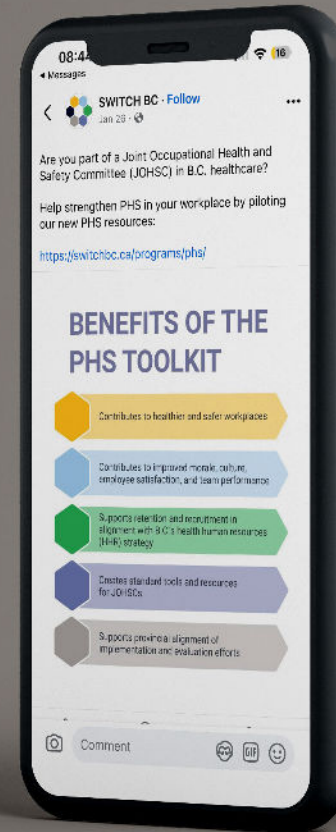
## Social Media and Reach

This year, action drove results. Through consistent posting on LinkedIn and Meta (Facebook and Instagram), we nearly doubled our impressions from last year. Our top posts covered new tools like the PHS Toolkit for JOHSCs and violence prevention de-escalation resources.



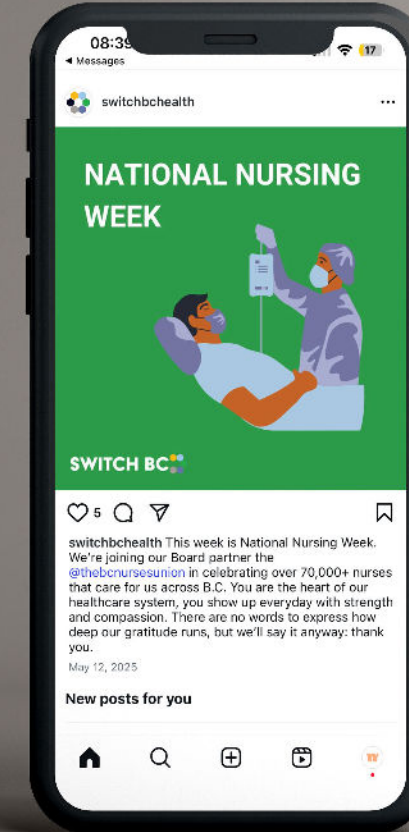
## Top Posts by Platform

Facebook



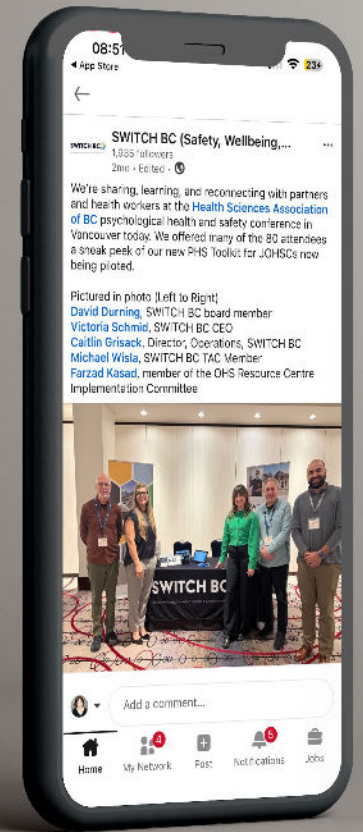
**48.7%**  
engagement

Instagram



**31.3%**  
engagement

LinkedIn



**714**  
reach



### Program Monthly Summaries

Each of the four core programs shares monthly summaries with Board, TAC, and advisory tables. The purpose of the Program Monthly Summaries is to ensure all of our partners learn about updates at the same time and are aware of upcoming deliverables. This allows us to take action together in transparent and accountable ways.

### Newsletters

**External:** In this year of action, we sent out three newsletters, reaching more than 3,200 subscribers.

April 1, 2025 – March 31, 2026  
 1,225 subscribers

April 1, 2024 – March 31, 2025  
 864 subscribers

**Internal:** As the work expands and the team grows, we created an internal newsletter called 'The Buzz'. It includes program updates, communications and engagement activities, and staff profiles. 'The Buzz' goes out twice a month.



### Marketing Campaigns

#### Use our De-escalation Tools for Medical Office Staff

**Objective:**  
 Encourage community physicians and staff to use our de-escalation tools and to manage difficult patient interactions.

**Timeline:**  
 August 11–18, 2025

**Results:**  
 Meta: **42,340** people and **940** clicks.  
 LinkedIn: **18,988** people and **662** clicks.

#### Join our PHS Toolkit for JOHSCs Pilot

**Objective:**  
 Invite JOHSCs to help shape psychological health and safety tools and resources.

**Timeline:**  
 March 9–31, 2026

**Results:**  
 Meta: **55,296** people and **1,178** clicks.  
 LinkedIn: **81,459** people and **826** clicks.



# Action in Engagement

## Events

SWITCH BC staff connected with health workers, leaders, and physicians at partner events across the province this year. We shared information about workplace health and safety, with a focus on PHS and violence prevention.

At these events, we highlighted our priority programs and shared new tools and resources. We also gained a better understanding of the challenges facing health care workers.

### Engagemints

At events in 2025-2026, we took action to connect with health workers. We offered engagemints — a reusable tin filled with peppermints — to start workplace health and safety conversations. Nearly 300 health workers shared their priorities with us. PHS was their top concern, followed by violence at work and injury prevention. Our PHS program, and practical tools supporting it, had the highest interest among the health workers we spoke to.



### Top workplace health and safety concerns:

Psychological Health and Safety 49%

Violence Prevention 26%

Injury Prevention (MSI) 25%

## Health Sciences Association 2025 Annual Convention April 2025, Vancouver

SWITCH BC hosted a booth and spoke with many of the 500 people who attended the Health Sciences Association (HSA) Annual Convention. Talking directly with people who work in the health sector helps SWITCH BC improve and refine our programs. Through interactive booth activities, we learned about HSA members' top workplace health and safety concerns. [Read more.](#)



Ananya Panchmatia, SWITCH BC Project Coordinator; HSA's Farzad Kasad, SWITCH BC OHS Resource Centre Implementation Committee member; and HSA's Michael Wisla, SWITCH BC Technical Advisory Committee member.



Carolina Borges, Health and Safety Advisor; Emily Chan, Health and Safety Advisor; Dawn Wong, Administrative Coordinator; Brook Haight, Project Manager; Victoria Schmid, CEO; Jennifer Zadorozniak, Director, Operations; and Patrick Whalen, Executive Director, Operations.

## Physician Health and Safety Summit April 2025, Vancouver

The Community Physician Health and Safety (CPHS) team promoted their program at the annual Physician Health and Safety Summit, hosted by Doctors of BC. SWITCH BC Director, Operations, Jennifer Zadorozniak, also gave a presentation with Dr. Sujatha Nilavar, a member of the CPHS Oversight Committee. They shared information about our free and confidential clinic assessments and the health and safety web portal. [Read more.](#)

## SWITCH BC at Safety and Health Week May 2025, Lower Mainland

During Safety and Health Week, SWITCH BC participated in three events hosted by our board partners, Vancouver Coastal Health (VCH) and Provincial Health Services Authority (PHSA). We provided information and resources to workers at events at Vancouver General Hospital, Forensic Psychiatric Hospital, and BC Children's Hospital and Women's Hospital and Health Centre. [Read more.](#)



Wayne Balshin, Vice President, People and Vivian Eliopoulos, President and CEO, both of VCH, join Kelly Sommer, SWITCH BC Director, Operations and VCH's Sally Breen, Executive Director, Talent Management and Strategy Deployment, People at the VCH Safety Summit.

## VCH Safety Summit – Vancouver General Hospital, May 6, 2025

PHSA – Forensic Psychiatric Hospital, May 6, 2025

PHSA – BC Children's Hospital and BC Women's Hospital and Health Centre, May 8, 2025

## BCGEU Health Care conference September 2025, Prince George

We joined the BC General Employees' Union (BCGEU) at its annual occupational health and safety conference for health services members. Our staff had the chance to connect with OHS leaders, PHS Stewards, Joint Occupational Health and Safety (JOHSC) members, union members, and health staff from Northern and Interior regions. We highlighted the OHS Resource Centre and the PHS Toolkit for JOHSCs. [Read more.](#)



Lindsay McKay, SWITCH BC Communications and Engagement Advisor and Mahen Ramdharry, Vice President of BCGEU's Component 4 – Health Services.



Brook Haight, SWITCH BC Project Manager, Hireen Dodia, former SWITCH BC Health and Safety Advisor, and the first aid kit prize winner.

## BC Rural Health Conference, Rural Doctors of BC June 2025, Prince George

Physicians, health workers, and medical staff in rural and remote communities face unique challenges. At the BC Rural Health Conference, we promoted our CPHS clinic assessments and web portal. Our information booth sparked conversations about clinic health and safety and practical ways to improve it. [Read more.](#)



Quinn Danyluk, Fraser Health's Director, Prevention – Health and Safety and SWITCH BC's OHS Resource Centre working group member; Ken Casorso, Fraser Health's VP, People Experience and SWITCH BC's Board Director; and Gordon Lechner SWITCH BC Manager, OHS Resource Centre.

## Fraser Health JOHSC Conference October 2025, Surrey

Our staff met hundreds of people who serve on JOHSCs at Fraser Health's Annual JOHSC Conference. We introduced the OHS Resource Centre to this group, who will use it starting in June 2026. The OHS Resource Centre helps committees manage meetings and supports their important work across B.C.'s health system. [Read more.](#)





Ranique Sekhon, Doctors of BC and SWITCH BC Technical Advisory Committee member; Carolina Borges, SWITCH BC Health and Safety Advisor; Brook Haight, SWITCH BC Project Manager, and Jennifer Zadorozniak, SWITCH BC Director, Operations.

### Canadian Conference on Physician Health October 2025, Vancouver

SWITCH BC was thrilled to be a presenter at the 2025 Canadian Conference on Physician Health. The conference was co-hosted by Doctors of BC and the Canadian Medical Association. Jennifer Zadorozniak, Director, Operations led a discussion on the *Challenges and Opportunities for Change: Addressing Occupational Health and Safety in Community Medical Practices*. She shared how the CPHS program provides practical tools and resources to physicians and their staff. [Read more.](#)

### Vancouver Division of Family Practice’s Medical Office Assistant (MOA) Networking Event November 2025, Vancouver

The CPHS team shared new violence prevention de-escalation tools for Medical Office Staff (MOS). These tools help MOS handle difficult situations, often caused by patient frustration or heavy workloads. The tools include videos, audio clips, posters, and written scripts. [Read more.](#)



### Bottom Line Conference October 2025, Vancouver

Our PHS team shared draft resources from the PHS Toolkit for JOHSCs with health workers and leaders at the Bottom Line Conference. The Canadian Mental Health Association BC Division hosted the conference. We also met with several Bargaining Association Board partners to discuss ways to support and improve PHS in healthcare. [Read more.](#)



Michele Chase, Hospital Employees’ Union Occupational Health and Safety Representative, and a member of SWITCH BC’s Technical Advisory Committee (TAC), Caitlin Grisack, Director, Operations, SWITCH BC, and Reagan Belan, Occupational Health and Safety Officer, BC General Employees’ Union, and member of SWITCH BC’s PHS Core TAC and OHS Resource Centre Working Group, alternate member.

### Connecting with UBC’s newly graduated physicians and students December 2025, Vancouver

The CPHS program team attended UBC’s Continuing Professional Development (CPD) Practice Foundations: Achieving Success in Your First Years of Practice. The team was invited to host an information table to promote and share CPHS tools and resources.

This event provided an opportunity to meet with students and newly graduated physicians who were excited to share CPHS resources with their colleagues and clinics, especially the new de-escalation tools. [Read more.](#)



Dawn Wong, Administrative Coordinator and Brook Haight, Project Manager with SWITCH BC.



Honourable Jennifer Whiteside, Minister of Labour; Lindsay McKay, SWITCH BC Communications and Engagement Advisor; Sarah Kooner, HSA President; and Patrick Whalen, SWITCH BC Executive Director.

## Health Sciences Association JOHSC Conference

February 2026, Vancouver

Psychological Health and Safety in Occupational Health and Safety was the theme of HSA's annual conference. SWITCH BC CEO, Victoria Schmid, delivered welcoming remarks. Caitlin Grisack, SWITCH BC Director, Operations, introduced the tools we are piloting for the PHS Toolkit for JOHSCs.

Union members, SWITCH BC Board Director David Durning, and B.C.'s Minister of Labour Jennifer Whiteside, visited our information table. They shared their health and safety priorities and learned more about SWITCH BC's programs. [Read more.](#)

## Indigenous Cultural Safety

March 2026, Langley

Len Pierre, founder of Len Pierre Consulting, led the SWITCH BC team in a workshop on Indigenous Cultural Safety. One of the activities, called Circle and Box Training, is a hands-on exercise that helps participants understand the key differences between Indigenous and colonial worldviews.



This work encourages staff to show humility, integrity, vulnerability, authenticity, and empathy. These values help our team reflect on their own roles and support their ongoing journeys in truth and reconciliation and anti-racism.





## Board of Directors

SWITCH BC is governed by a Board of Directors, which has representatives from health unions, health employers, physicians, Ministry of Health, and WorkSafeBC. We would like to thank outgoing Board Directors Shallen Letwin and Sharon Torgerson.

**Roberta Ellis** *Board Chair*

**Adriane Gear** *President, BC Nurses' Union, Nurses' Bargaining Association*

**Claire Brown** *Chief Medical Affairs Officer, Provincial Health Services Authority*

**Corey Froese** *Provincial Safety Director, Ambulance Paramedics and Ambulance Dispatchers Bargaining Association*

**David Durning** *Labour Relations Officer, Health Sciences Association*

**Doug Kinna** *Executive Vice-President, BC General Employees' Union*

**Ken Casorso** *Vice President, Employee Experience, Fraser Health*

**Lona Cunningham** *Executive Director, Resident Doctors of BC*

**Lynn Bueckert** *Secretary-Business Manager, Hospital Employees' Union, Facilities Bargaining Association*

**Matt Prescott** *Vice President, Legal Services, Negotiations and Labour Relations, Health Employers Association of BC*

**Robert Hulyk** *Vice President Advocacy and Government Relations, Doctors of BC*

**Ryan Murray** *Executive Director of Labour and Agreements, Ministry of Health*

**Saleema Dhalla** *Chief Executive Officer, SafeCare BC, Affiliate Representative*

**Terence Little** *Director of Stakeholder and Community Relations, WorkSafeBC*

**Wayne Balshin** *Vice President, People Team, Vancouver Coastal Health*

## Technical Advisory Committee

SWITCH BC relies on the subject matter expertise of our Technical Advisory Committee (TAC). We thank outgoing TAC members Dan Strand, David Vigor, Kailey Miller, and Dave Keen, and welcome Sally Breen, Tarndee Sandhu, and Quinn Danyluk.

**Denise Subotin** *WorkSafeBC*

**Georgina Hackett** *Facilities Bargaining Association*

**Ken Donohue** *SafeCare BC*

**Lana Schultze** *Interior Health*

**Leah Fernando** *Ministry of Health*

**Melissa Minter** *Nurses' Bargaining Association*

**Melissa Muir** *Nurses' Bargaining Association*

**Michael Wisla** *Health Science Professionals Bargaining Association*

**Michele Chase** *Hospital Employees' Union*

**Michelle Seymour** *Resident Doctors of BC*

**Nicola Chalke** *Provincial Health Services Authority*

**Quinn Danyluk** *Fraser Health*

**Ranique Sekhon** *Doctors of BC*

**Sally Breen** *Vancouver Coastal Health*

**Tarndee Sandhu** *Northern Health*

**Warren Leeder** *Ambulance Paramedics and Ambulance Dispatchers Bargaining Association*

**Wendy Mah** *Community Bargaining Association*

**Zuhal Ghias** *Providence Health Care*



## Leadership Team

The leadership and staff at SWITCH BC bring expertise in occupational health and safety, psychological health and safety, healthcare, leadership, curriculum development, communications, systems thinking, and more.

**Victoria Schmid** *CEO*

**Patrick Whalen** *Executive Director, Operations*

**Caitlin Grisack** *Director, Operations*

**Jennifer Zadorozniak** *Director, Operations*

**Judy Jacklin** *Director, Financial Strategies and Services*

**Kelly Sommer** *Director, Operations*

**Meribeth Burton** *Communications Director*

## Staff

**Aleida Brink** *Communications and Design Advisor*

**Ananya Panchmatia** *Project Coordinator*

**Andrea (Ange) Fitzpatrick** *Manager, Psychological Health and Safety*

**Antonia Nassopoulou** *Executive Assistant and Board Liaison*

**Brook Haight** *Project Manager*

**Carolina Borges** *Health and Safety Advisor*

**Dawn Wong** *Administrative Coordinator*

**Diana Latorre** *Project Manager*

**Daisy Malemia** *Partner Engagement Specialist*

**Emily Chan** *Health and Safety Advisor*

**Erica Simpson** *Communications Manager*

**Gord Lechner** *Manager, OHS Resource Centre*

**Hannah Leung** *Administrative Coordinator*

**Hannah Pourjabbari** *Project Coordinator*

**Jackson Yu** *Project Manager*

**Lain Hanek** *Product Manager*

**Lindsay McKay** *Communications and Engagement Advisor*

**Marsha Meller** *System Quality and Evaluation Manager*

**Matthew Rolheiser** *Manager, Education and Training*

**Muna Ali** *Manager, Change and Implementation*

**Nera Radojlovic** *Project Coordinator*

**Pratik Upadhyay** *Project Coordinator*

**Priyal Jain** *Senior Business Analyst*

**Rahul Naranthatta** *System Administrator*

**Shannon Kapoor** *Health and Safety Advisor*

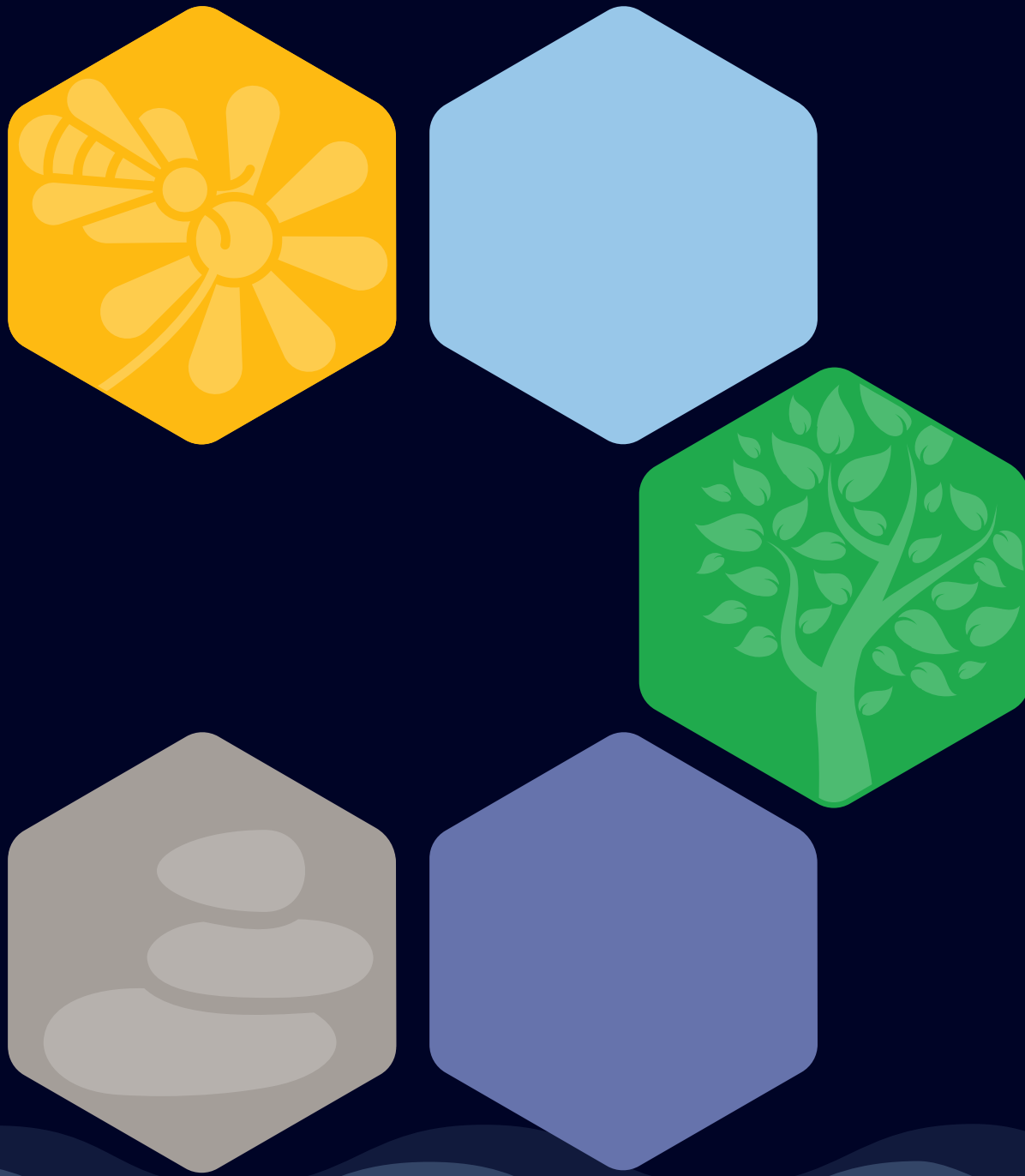
**Stacey Ragoonanan** *Accountant*

**Taliana Bonney** *Accounts Payable Clerk*

**Tamara Shoup** *Project Manager, Operations*

**Thien Nguyen** *Data Analyst*

**Vanessa Beja** *Coordinator, Business Operations*



Safety, Wellbeing, Innovation, Training,  
and Collaboration in Healthcare

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Reach out to us – we would love to hear from you!

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[switchbc.ca](http://switchbc.ca)

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