



Annual Report 2024 – 2025



PROGRESS

TERRITORIAL ACKNOWLEDGMENT

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

We further acknowledge the profound harms of colonization 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, 2024 to March 31, 2025. Annual reports and financial statements are available online at switchbc.ca.

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NAVIGATING THIS REPORT

Collaboration

SWITCH BC was created to take a collaborative, provincewide approach to health and safety management, psychological safety, and wellbeing programs.

We collaborate with unions, physicians, and employers to create new resources, and collect and share data to identify and measure opportunities for systemic improvements.

In our annual report we have added a Collaboration Counter. It illustrates the scope of our engagement in each of our programs. Every connection counts, and those relationships are what makes SWITCH BC unique. We work across the sector, seeking advice and expertise, to build out our programs so there is immediate and ongoing collaboration with unions, employers, physicians, the Ministry of Health, and WorkSafeBC.

Abbreviation Station

We often refer to the names of our partner organizations, programs, and committees in short form. To make it easier to understand, we have created Abbreviation Stations for programs with more than one acronym.

THANK YOU TO OUR DIRECTORS AND PARTNERS FROM THE FOLLOWING ORGANIZATIONS:



ABOUT SWITCH BC

Everyone working in healthcare has the right to be safe, healthy, and thrive on the job and return home safely to family and friends.

All major sectors in B.C. have established associations, alliances, or partnerships to focus on industry-specific perspectives and to develop and introduce industry-wide health and safety services and products.

That’s why SWITCH BC – which stands for Safety, Wellbeing, Innovation, Training and Collaboration in Healthcare – brings together a unique organizational model that includes unions, physicians, and employers to look at the needs from a broad perspective.

SWITCH BC was created to take a collaborative, provincewide approach to health and safety management, psychological safety, and wellbeing programs. We connect with community partners to identify best practices and any systemic gaps or inconsistencies to ensure everyone in every healthcare workplace is supported and their health and safety issues are heard and addressed. Together, we support collaboration and coordination at a provincewide level to improve and create systems that positively impact the lives of the dedicated and compassionate health care workers in B.C.

SWITCH BC is an independent, not-for-profit organization. Directors on our Board are nominated by health authorities, the BC Nurses’ Union, BC General Employees’ Union, Hospital Employees’ Union, Health Science Professional Bargaining Association, Doctors of BC, Resident Doctors of BC, affiliate care providers, Ambulance Dispatch and Ambulance Paramedics Bargaining Association, WorkSafeBC, and the Ministry of Health. The Chair is appointed by the Minister of Health.



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 the governance structure of SWITCH BC and key priorities for collaborative work in occupational health and safety in healthcare, and 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.

Organizational Strategic Objectives

- Promote and support safe workplaces across the health system and support members to achieve a culture of safety where there will be no harm to staff.
- Develop and implement a provincial system which allows for equitable access to business intelligence and uses data to drive action, improvement, innovation, and change.

Organizational Goals

- Promote a provincial safety management system in healthcare by developing an occupational health and safety (OHS) provincial framework aligned with the Health Safety Management System (HSMS) Canadian Standards Association (CSA) standard.
- Support development of provincial programs, promote best practices, and enhance prevention programs with the goal of improving workplace health and safety and eliminating injuries.
- Promote mental health and wellbeing of health care teams through the development of a provincial framework for mental health and psychological safety aligned with the CSA Psychological Safety Standard.
- Provide system-wide OHS leadership and engagement to accelerate innovation and improvements and enhance a strong culture of safety for healthcare.
- Establish an integrated and transparent provincial business intelligence system.
- Continue to roll out and sustain the OHS Resource Centre for JOHSCs.





A Message from the
Board Chair

PROGRESS

The strength of our organization is in making progress by bringing healthcare organizations together and agreeing on occupational health and safety initiatives. Established in 2021 and operational by 2022, SWITCH BC was founded on collaborative decision-making. While our bylaws set out a process for voting where the directors are unable to reach consensus, to date that process has not been necessary.

In the third year of our work, I want to pay tribute to the conviction of our board – representatives of employers, bargaining associations and Doctors of BC, the Ministry of Health, and WorkSafeBC – that by working together to identify key issues of common importance, and by demonstrating a determination to listen to those we aim to serve as programs and services are developed, we make lasting progress together.

At present, our four initial strategic priorities are the creation of the OHS Resource Centre, with infrastructure to support JOHS committees; a portal for workplace health and safety for community physicians and their staff; a refreshed Provincial Violence Prevention Curriculum; and a model for monitoring, evaluating, and reporting on the psychological health and safety of health workers. More information on these initiatives can be found in this report and on our website.

I would be remiss if I did not, on behalf of the board, express our appreciation to the members of the Technical Advisory Committee, and the many health care workers, who have given their time and expertise to support these initiatives – and also express our thanks to our SWITCH BC staff whose commitment and enthusiasm has been impressive.

Going forward, the board will continue to support the fundamentals of the business lines we are engaged in. We will review investment that builds on our existing work in our

second, three-year plan, from 2025 through 2028, giving thought to MSI prevention, as well as how to contribute effectively to improvements in data development and data sharing that enhances focus on worker health and safety.



[Left to right] Victoria Schmid SWITCH BC CEO, Josie Osborne Minister of Health, and Roberta Ellis SWITCH BC Board Chair

Finally, I want to express our thanks to former Health Minister Hon. Adrian Dix for his support for SWITCH BC and its work and express our thanks to current Health Minister Hon. Josie Osborne, with whom the CEO and I met recently, for continuing that commitment.

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

Roberta Ellis
SWITCH BC, Board Chair





A Message from the CEO

Like every car ride with my kids, I find myself looking around and asking: “Are we there yet?” It’s been three years since we launched SWITCH BC and as I look back with pride at those formative years, I find myself thinking (almost daily) how soon can we make a difference in the lives of health workers?

And I’m so excited to say this year that we are.

We have launched the OHS Resource Centre in partnership with Providence Health Care, BC Nurses’ Union, Hospital Employees’ Union, BC General Employees’ Union, and Health Sciences Association. The OHS Resource Centre is a digital meeting management tool that supports the excellent work of Joint Occupational Health and Safety Committees in healthcare. To support the launch, we developed implementation and change management plans, communications and engagement

plans, we’ve created multi-modal learning materials including video tutorials and searchable step-by-step guides – all so busy committee members can self-direct their learning and return to our site as needed when new questions arise. From day one, we’ve continued to enhance both the platform and our implementation services through feedback and collaboration with early adopters. More health organizations and health authorities will be introducing the platform this coming year, including Vancouver Coastal Health, Island Health, and Interior Health.

Our community physician program is complete, and we’ve already expanded implementation beyond the commitment we made with our partners, Doctors of BC and the Ministry of Health. The program includes a web portal where physicians and staff have all the tools they need to build and maintain a health and safety program unique to their clinics, free clinic assessments and/or consultations with health and safety advisors, and a digital guide that details their legislative and regulatory requirements. The response from clinics across the province has been overwhelmingly positive, with a 96% satisfaction rating. Our staff are privileged to be contributing to alleviating some of the business burden that physicians and their staff in community face, while enhancing a culture of health and safety in clinics across B.C.

Violence at work continues to be a critical health and safety issue. Our updated violence prevention program introduces more real-work scenarios to address risk reduction, de-escalate issues, and better support health workers. The eLearning modules, the first part of the refreshed Provincial Violence Prevention Curriculum, are being piloted and tested now for a summer 2025 rollout. The modules will be available on SWITCH BC’s new learning management system, please look for them later this year. The second part of the refresh, facilitator led or in-person training, is being reviewed and validated by our partners and subject matter experts and will be available through health employers later in 2025.

Psychological injuries in healthcare continue to keep workers out of the workforce twice as long as physical injuries. This is arguably one of the most complex and urgent workplace needs to help address in healthcare. We have worked closely with our partners to create a value-add role for SWITCH BC that focuses on measurement and evaluation of current Physician Health and Safety initiatives in the health system, a standard approach to education and training, as well as tangible psychological health and safety resources for JOHS Committees.

The work is vitally important and the needs considerable. We want to move as quickly as possible, and we also want to make sure we live our core values of partnership and collaboration. The team and I have been inspired and motivated by the incredible work provided by OHS teams across B.C and we are so grateful for their passion and dedication to health, safety, and wellbeing for health care workers. I want to thank our Board for its clear and supportive direction, our Technical Advisory Committee and working/advisory groups for their sound advice and wisdom, and my team who continue to push hard for system improvements and innovations. A special thank you to all the health workers who have provided feedback on our work, who have been early adopters of our programs, and who continue to show up with professionalism and compassion for their patients and their colleagues.

In everything we do, and in the ways we work, SWITCH BC is committed to care for the people who care for us.

Victoria Schmid
SWITCH BC, CEO





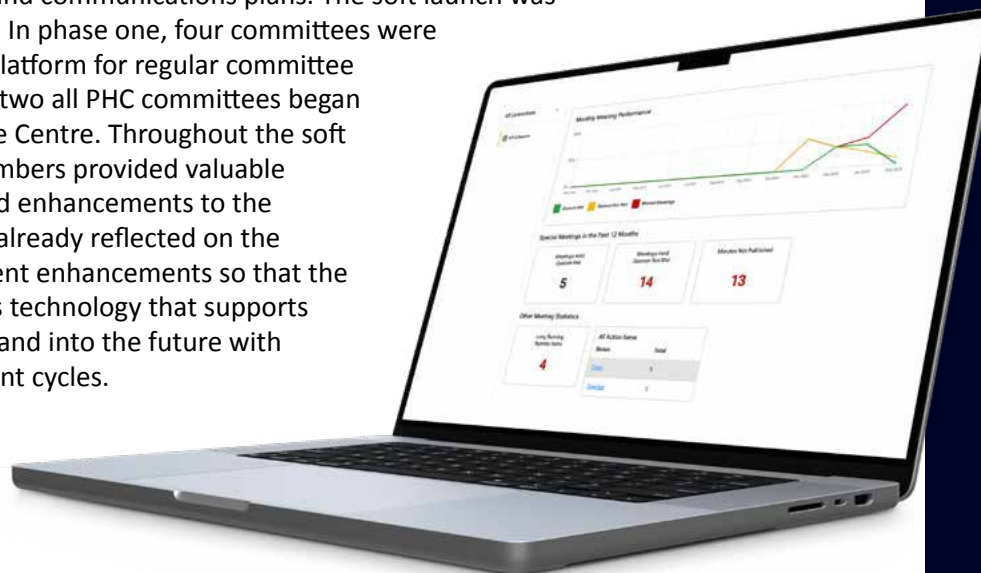
This initiative is funded by the Nurses' Bargaining Association, the Facilities Bargaining Association, and the Ministry of Health.

It's a B.C. first! The OHS Resource Centre, a digital meeting management platform to support Joint Occupational Health and Safety Committees (JOHSC), is active and operational at Providence Health Care (PHC). And in April 2025, a second organization, Vancouver Coastal Health, will begin planning to use the platform. Conceived and designed by health unions and health employers more than a decade ago, the OHS Resource Centre has been developed with direction and advice from health unions and employers throughout its development to ensure it supports the good work of JOHSCs in the health system.

After years of scoping and building, in collaboration with OHS Solutions, the OHS Resource Centre was soft launched at Providence Health Care (PHC). The launch was a partnership among PHC, BC Nurses' Union, Hospital Employees' Union, Health Sciences Association, and BC General Employees' Union.

IMPLEMENTATION

An implementation committee helped SWITCH BC co-create product rollout, change management, and communications plans. The soft launch was initiated in two phases. In phase one, four committees were trained and using the platform for regular committee business, and in phase two all PHC committees began using the OHS Resource Centre. Throughout the soft launch, committee members provided valuable feedback and suggested enhancements to the platform. That input is already reflected on the platform and in imminent enhancements so that the OHS Resource Centre is technology that supports committee needs now and into the future with continuous improvement cycles.



BENEFITS OF THE OHS RESOURCE CENTRE

- Ensures employers are meeting their legislative requirements related to JOHSCs
- Relieves some administrative burdens for JOHSCs
- Creates efficiencies for committee meeting management
- Delivers provincewide metrics related to committee meetings, workplace risks, and incidents
- Provides easy access to JOHSC meeting minutes for all staff



LEARNING MATERIALS

A robust variety of training materials were developed to support JOHSC members, including user manuals, a searchable step-by-step guide, video tutorials, and a phone line. All learning materials are available on the SWITCH BC website.



PRODUCT BUILD

For the initial PHC launch, the OHS Resource Centre features included user management, meeting management, committee management, file management, and email notifications. When the launch expanded to all PHC committees in February 2025, the build itself had progressed to include an Internal Metrics feature. That feature tracks committee activity, including attendance, quorum, and action items. External Metrics, which will include investigations and incidents and are the foundation for provincewide data to drive system-wide improvements, will be available in 2025/26. SWITCH BC also established its own JOHSC when we had 20+ employees (a requirement under WorkSafeBC regulations) and our team is successfully using the affiliate access to the platform.

The OHS Resource Centre is intended to be used by all JOHSCs, and once all health authorities are using the platform, we will begin working with affiliates to support their workplace health and safety committees, too.

COLLABORATION COUNTER

All SWITCH BC initiatives are collaborations. Hundreds of hours have been invested by our partners to ensure the OHS Resource Centre is successfully supporting JOHSCs in healthcare.



People who have collaborated on build, program, and implementation



Opportunities to collaborate



Committee members and OHS leaders using the program*

**as of March 31, 2025*

OHS RESOURCE CENTRE 2.0

The platform is the first component of the larger vision that health unions and employers have for the OHS Resource Centre. Future components include occupational health and safety resources, training, greater supports for regional committees, and increased data capabilities. In 2025/26, SWITCH BC's Year of Action, more health authorities will implement the OHS Resource Centre and we will begin creating more JOHSC infrastructure resources.

ABBREVIATION STATION

OHS	Occupational Health and Safety
JOHSC	Joint Occupational Health and Safety Committee
PHC	Providence Health Care
VCH	Vancouver Coastal Health
BCNU	BC Nurses' Union
HEU	Hospital Employees' Union
HSA	Health Sciences Association
BCGEU	BC General Employees' Union
PHSA	Provincial Health Services Authority





WHAT'S NEXT

In spring 2025, Vancouver Coastal Health will implement the OHS Resource Centre in three waves, starting with 26 committees using it followed by another wave of 34 committees, and finally the last 20 committees will go live in early summer. Starting in waves allows both employer and union OHS practitioners a higher degree of confidence in the new technology and increases ease-of-use for committee members.

We recognize the dedication of all B.C. health authorities and bargaining associations in supporting the OHS Resource Centre rollout in 2025 and 2026. Special thanks to PHC, VCH, and the Bargaining associations for their early engagement and leadership. Following implementation at VCH, the OHS Resource Centre will launch at Interior Health and Island Health, and subsequently at First Nations Health Authority, Fraser Health, Provincial Health Services Authority, and SafeCare BC affiliates.





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

Community Physician Health and Safety Program

For the first time in B.C., community physicians and their staff have an occupational health and safety program developed with and for them! Community physicians face the same workplace health and safety challenges as their colleagues who work in facilities and institutions, but they do not always have access to the same health and safety programs. Now, with the rollout of the Community Physician Health and Safety (CPHS) program, community physicians have the tools and resources to improve the psychological and physical health and safety of their workplace, including bullying and harassment claims, injury prevention, identifying hazards, and more.

Developed by SWITCH BC, Doctors of BC, and the Ministry of Health, and with input from an oversight group and a task group, this new program takes the guesswork out of following regulations and legislation that apply to clinics and brings all of that information together in an easy-to-access web portal, digital reference guide, and free clinic assessments.

Creating a customized health and safety program prevents work-related illnesses and injuries, and helps clinic staff manage health and safety events effectively. It also reduces administrative burdens, adds business protection, and ensures WorkSafeBC regulations are met.



BENEFITS OF THE CPHS PROGRAM

-  Enables clinics to create their own health and safety program using the CPHS web portal
-  Allows access to customizable policy and procedure templates
-  Provides a free clinic assessment with a health and safety advisor
-  Ensures clinics receive ongoing health and safety advice
-  Reviews workplace health and safety regulatory and legislative requirements



CLINIC ASSESSMENTS

Clinic assessments are confidential and include onsite assessment, education for staff about health and safety best practices, an actionable report with specific health and safety recommendations, and ongoing support as needed.

Health and safety advisors are available through an online booking system to schedule a clinic assessment, provide guidance, continued education, or general support.

Watch clinic testimonials to hear what community physicians and their staff are saying about their experience with SWITCH BC.

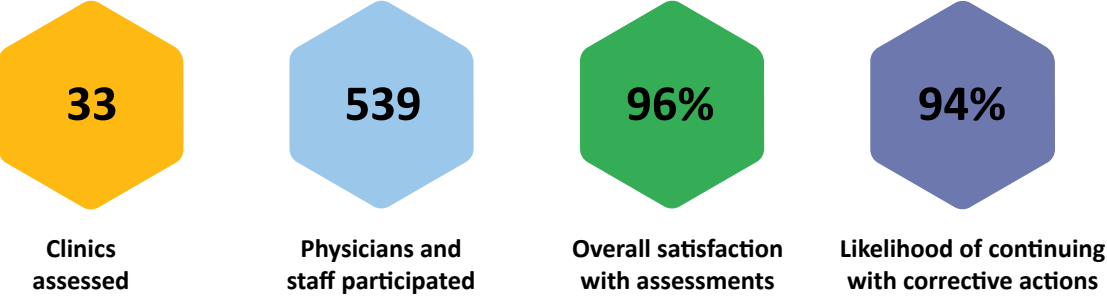


WATCH VIDEO

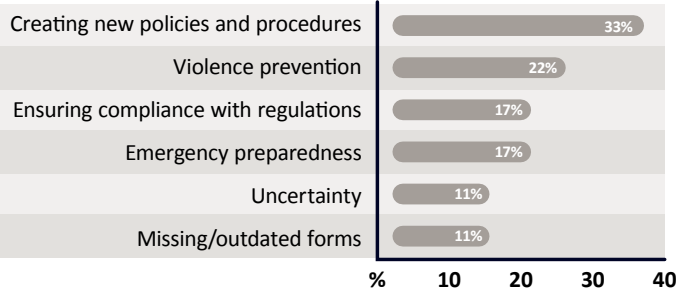


SWITCH BC Health and Safety Advisor Carolina Borges (right) reviewing a checklist with Jessemyn during clinic assessment.

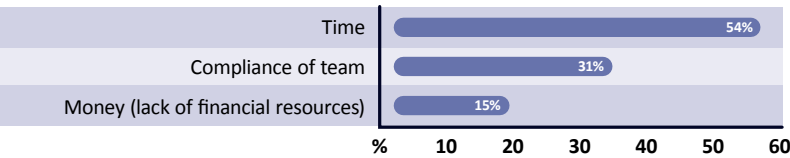
USING DATA TO DRIVE HEALTH AND SAFETY IMPROVEMENTS



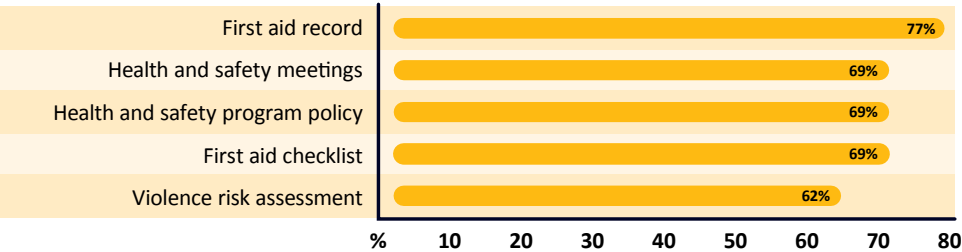
PRE ASSESSMENT CHALLENGES



BARRIERS TO IMPLEMENTING RECOMMENDATIONS



POST ASSESSMENT IMPROVEMENTS



WEB PORTAL

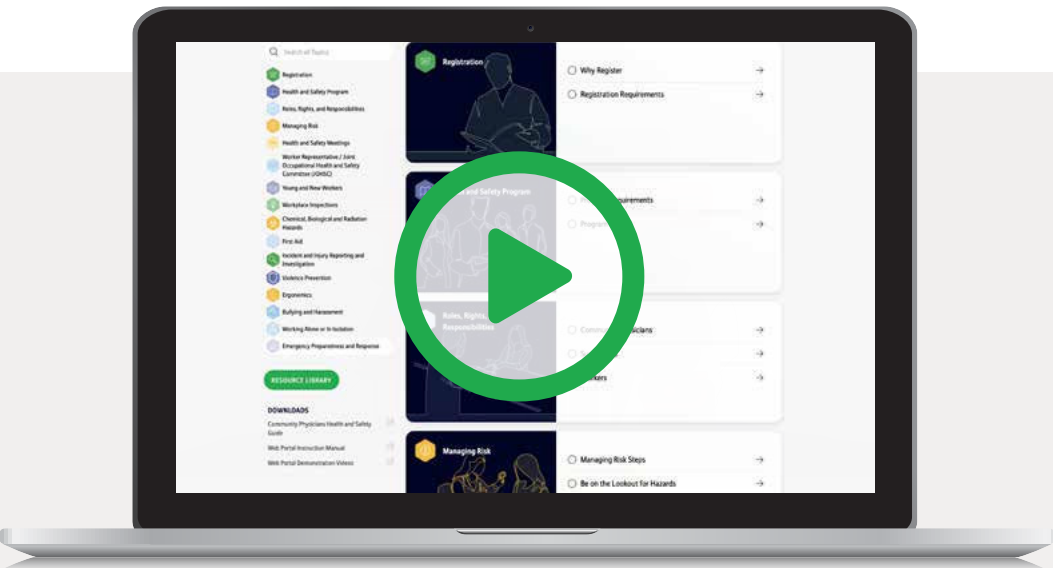
The web portal is:

A source of truth for community physicians' health and safety needs provincially, and enables a clinic to create a customized health and safety program through interactive learning and tools.

One site for community physicians and their staff to understand regulatory and legislative health and safety requirements, manage risks, and maintain compliance.

An interactive site with ready-to-use checklists, policies, learning resources, and progress tracking to create and maintain safer practices on clinics' own timeline.

To have a walkthrough of the portal and how to use it, watch our how-to videos [here](#).



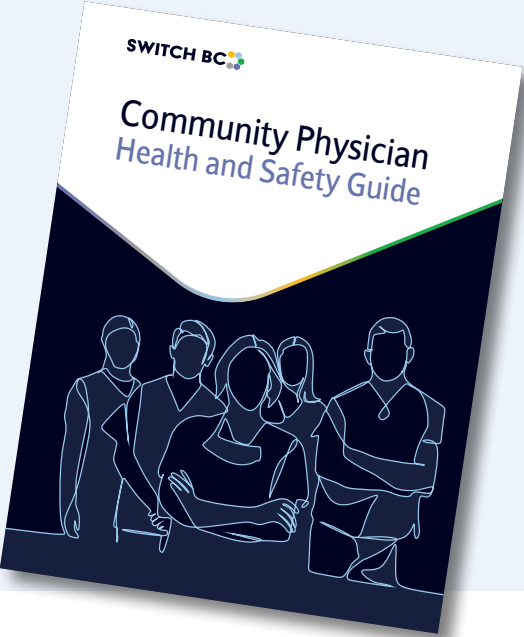
WATCH VIDEO

COMMUNITY PHYSICIAN HEALTH AND SAFETY GUIDE

The Community Physician Health and Safety Guide provides a comprehensive foundation for physicians working in community to know the regulations specific to their unique workplaces.

The guide facilitates the understanding of workplace requirements and empowers physicians and their staff to navigate key health and safety topics and events effectively.

DOWNLOAD GUIDE



COLLABORATION COUNTER

All SWITCH BC initiatives are collaborations. Hundreds of hours have been invested by our partners to ensure the Community Physician Health and Safety program is successfully supporting physicians and specialist practices in the community.



People involved in collaboration and engagement



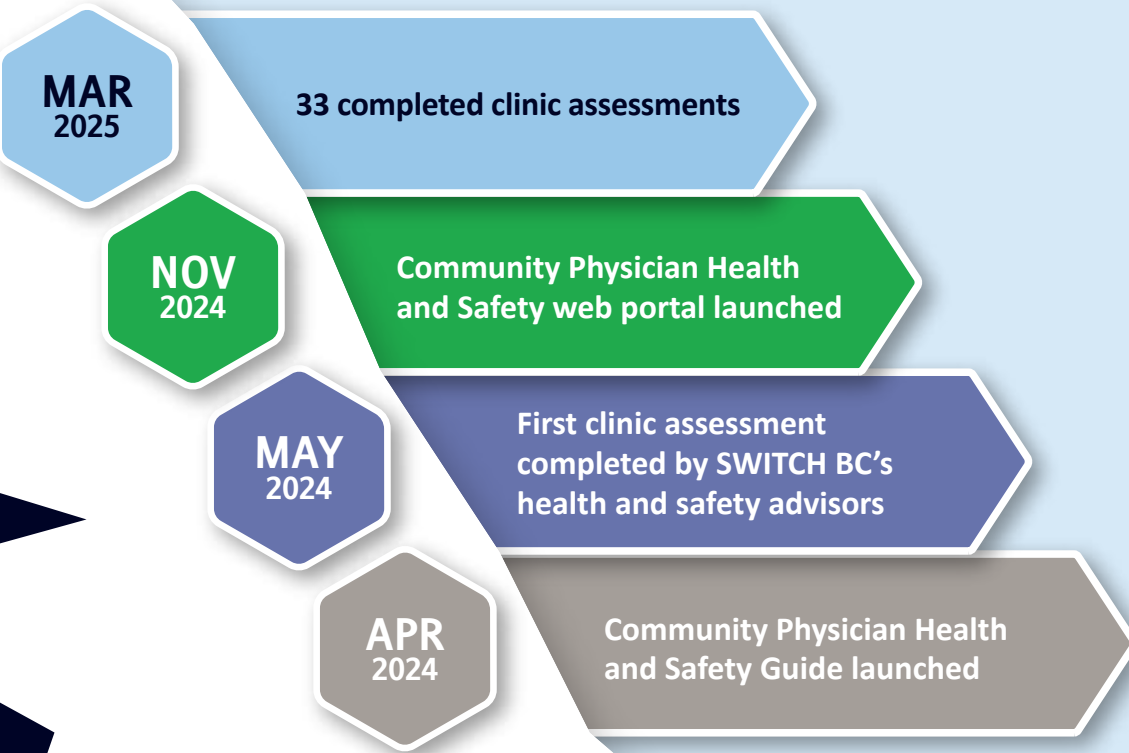
Opportunities to collaborate



Surveys completed



Community Physician
Health and Safety Program



WHAT'S NEXT?

We are expanding to offer rural and remote physicians more support, including clinic assessments. As part of the SWITCH BC's current work in updating the violence prevention training for all health workers, we will also customize this content for community physicians and their staff. Also, more job-specific resources, such as de-escalation communication tools for medical office staff, will be available on the web portal.





Provincial Violence Prevention Curriculum Refresh

Working closely without our partners, SWITCH BC took huge strides towards rolling out the refreshed Provincial Violence Prevention Curriculum (PVPC) this year. We built the eLearning course with partners and subject matter experts (SMEs) and are conducting reviews with workers from across the system who represent our partner organizations. Workers, partners, and SMEs are providing feedback on both eLearning and facilitator-led curriculum and training materials that will be incorporated before the refreshed PVPC is implemented by health care employers.

Last updated in 2016, the PVPC is designed to help prevent violent incidents in the workplace, and help workers protect themselves and others from workplace violence. It includes a 3.5-hour eLearning course offered to all health sector workers and additional facilitator-led training, based on roles and risks.

The refreshed PVPC incorporates best practices and training levels necessary for different roles, occupations, environments, and risk levels. It offers example scenarios relevant to current work environments and integrates principles of Indigenous Cultural Safety (ICS), Equity, Diversity, and Inclusion (EDI), and Trauma Informed Practice (TIP).



BENEFITS OF THE PVPC REFRESH

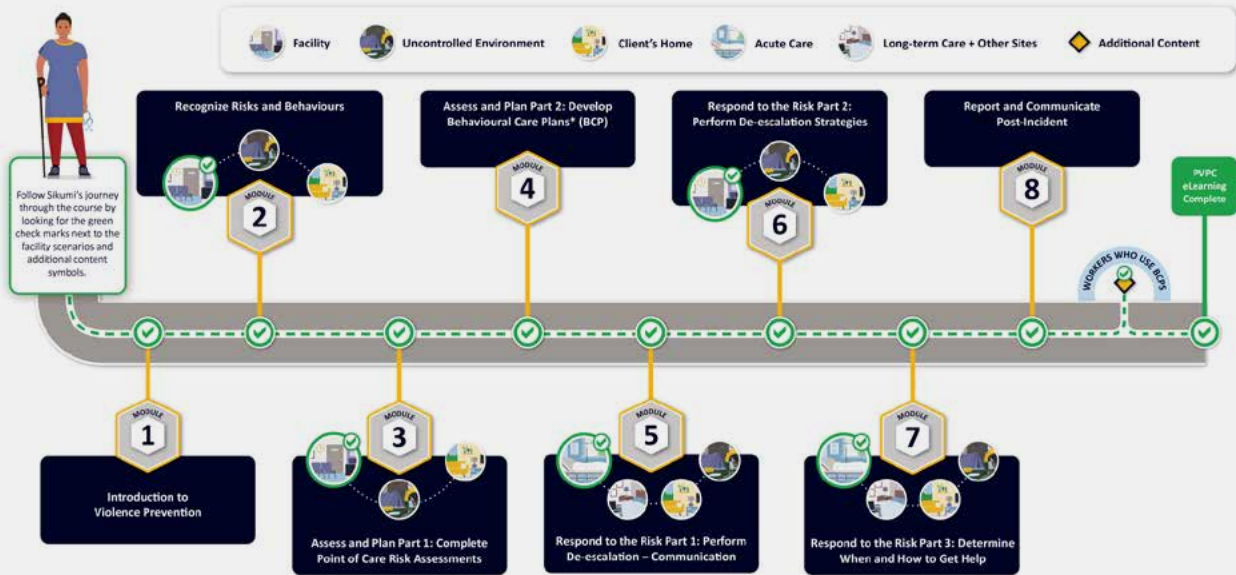
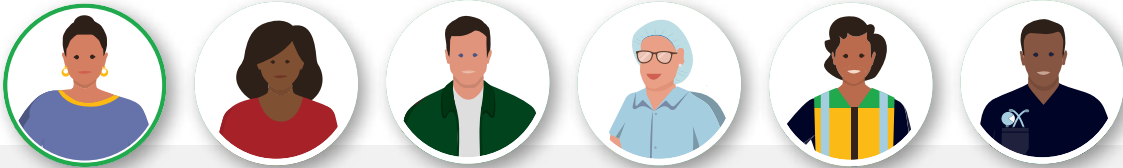
-  Provides same high quality core training to everyone working in healthcare in B.C.
-  Offers real work scenarios so health workers see themselves in the training
-  Some learners will have additional course content if they create or inform Behavioural Care Plans
-  Integrated EDI and TIP
-  ICS and principles are woven throughout the course



ENGAGEMENT

To make the refresh impactful and relevant, SWITCH BC conducted multiple rounds of in-person and online engagement, incorporating more than 1,000 contributions of feedback and recommendations from partners, SMEs, and adult learning educators. Additional workshops gathered input and direction from ICS Advisors, EDI advisors, and TIP leaders on how best to integrate good principles and practices throughout the curriculum.

The program [website](#) update included multiple, interactive learner journeys of various healthcare roles, including registered nurses, care aides, food service workers, home support workers, paramedics, and administrative assistants.



eLEARNING SCENARIOS

The eLearning core content and skills are the same for all participants. There are also scenario choices so learners can choose to practice the skills in the environments that most closely apply to their role and workplace.



FACILITY



CLIENT'S HOME



UNCONTROLLED ENVIRONMENT

eLEARNING MODULES

Refreshing the PVPC's eight eLearning modules was a multi-phase, year-long process. A thorough review of existing content took place, referencing essential worker feedback from the [What We Learned](#) report, and leveraging subject matter expertise from members of the working group, as well as ICS, EDI, and TIP advisory circles. Storyboards were written and used to build eight module "prototypes" – fully designed and functional online learning modules. Once complete, these modules were presented to members of a review panel, with opportunities for focused review and feedback provided both virtually and during an in-person workshop. Partner SMEs and workers provided input and guidance on all aspects of the updated curriculum, including design, content, images, and illustrations to ensure the refreshed course, and practice scenarios within it accurately reflect and meet the needs of B.C.'s health teams and workplaces.





COLLABORATION COUNTER

All SWITCH BC initiatives are collaborations. Hundreds of hours have been invested by our partners to ensure the PVPC refresh will support violence prevention training for people working in B.C.'s healthcare system.



People who advised us on the refresh



Engagement opportunities

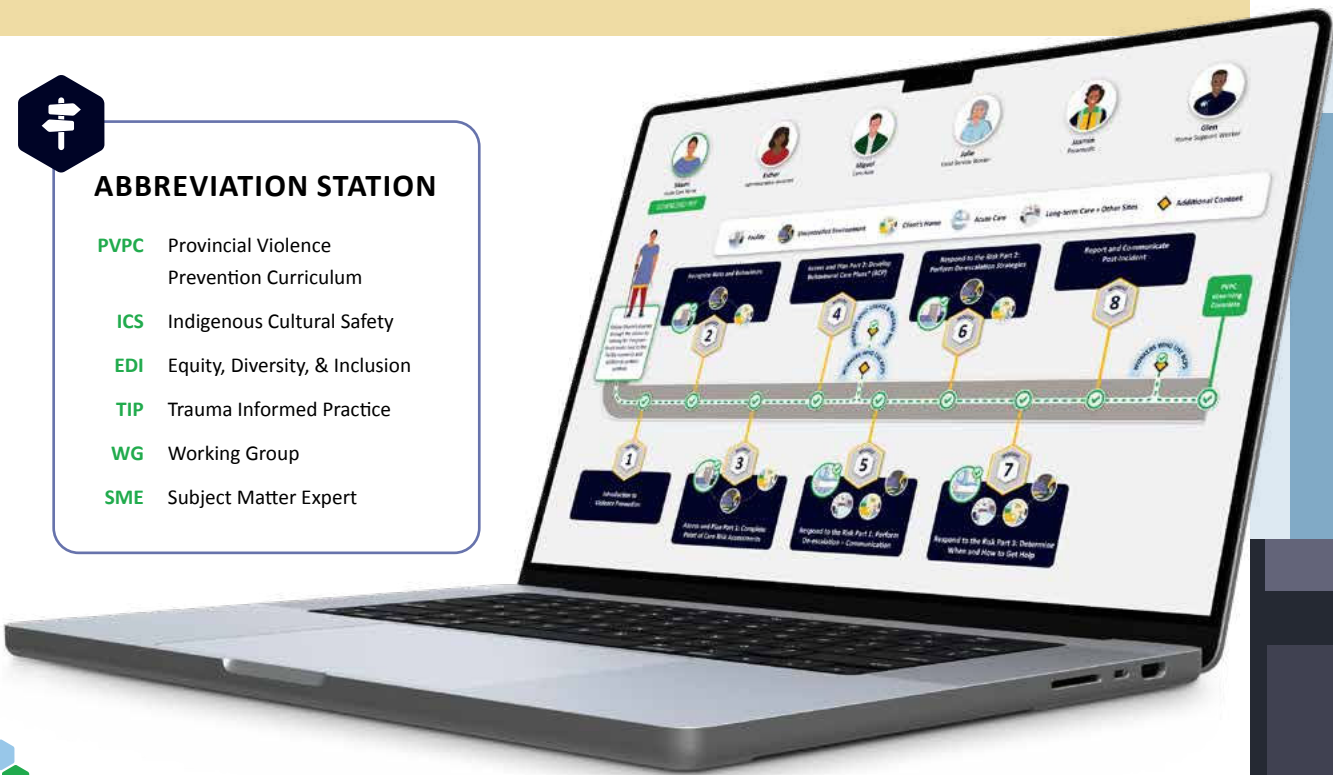


Types of jobs in healthcare participated



ABBREVIATION STATION

- PVPC** Provincial Violence Prevention Curriculum
- ICS** Indigenous Cultural Safety
- EDI** Equity, Diversity, & Inclusion
- TIP** Trauma Informed Practice
- WG** Working Group
- SME** Subject Matter Expert



Provincial Violence Prevention Curriculum Refresh



MAR
2025

eLearning soft launch and
Facilitator-led testing begins

FEB
2025

Review panel meets for final
intensive in-person session
of eLearning modules

JAN
2025

Prototypes of all eight eLearning
modules are built, and Facilitator-
led lesson plan created

JUL
2024

ICS/EDI/TIP Advisors meet to
determine approach to integrate
ICS, EDI, and TIP principles

WHAT'S NEXT?

Following the launch of the refreshed PVPC to all healthcare employers in B.C., in summer 2025, SWITCH BC will create a sustainment process and evaluation plan to continuously update and enhance the curriculum as required.

We will continue with collaborative consultation. Feedback from a diverse group of health care workers will be obtained and incorporated into both the eLearning and facilitator-led curriculum, and integrated before the updated PVPC is rolled out provincewide to all healthcare employers.





Provincial Violence Prevention Curriculum Refresh for Physicians

As part of the Provincial Violence Prevention Curriculum (PVPC), the PVPC eLearning for Physicians is also being updated. Working with Doctors of BC and the Physicians Violence Prevention Working Group (PVPWG), the Physician eLearning Advisory Group (AG) was formed to support the refresh.

With input gathered from physicians in the What We Learned Needs Analysis, a review of the existing curriculum, content, and input from the AG, new production scripts were written, as well as the build process for five new eLearning modules. More than 50 physicians have advised the refresh process to date.

ABBREVIATION STATION

PVPC Provincial Violence Prevention Curriculum

PVPWG Physicians Violence Prevention Working Group

AG Advisory Group



COLLABORATION COUNTER

All SWITCH BC initiatives are collaborations. The PVPC refresh for physicians is a collaboration with our partners who are members of the PVPWG, the AG, and Doctors of BC.



Physicians advised the refresh



Engagement opportunities



Provincial Violence Prevention Curriculum Refresh



FOR PHYSICIANS

MAR
2025

First module prototype built

FEB
2025

Production script creation
and review

OCT
2024

eLearning Advisory Group Formed

WHAT'S NEXT?

Once all five modules are built, a diverse group of physician representatives will provide feedback during the soft launch phase; a sustainment process and evaluation plan will follow, reflecting a commitment to continuous improvement and collaboration with our partners.



Psychological Health and Safety

Working in healthcare is demanding, not only physically but also mentally and emotionally. Health care workers face high stress, heavy workloads, and exposure to traumatic situations, all of which can impact their wellbeing. Unfortunately, mental health injuries in healthcare are on the rise, with 40% of all mental health claims through WorkSafeBC coming from the health and social services sector. Mental health-related absences tend to be longer than physical injuries, and underreporting remains a significant issue.

This growing concern is why SWITCH BC, with our partners, is committed to improving psychological health and safety in the workplace. Just like physical safety, psychological safety is essential - it's a priority for workplace wellbeing. Psychological health is a person's mental and emotional wellbeing. Psychological safety is being free from harm or threats to that wellbeing. In psychologically safe workplaces, people feel safe to speak up, take risks, and share ideas without fear of judgment or negative consequences. This leads to many benefits for workers, workplaces, and communities.

Our work focuses on preventing mental health injuries and illnesses, and promoting and protecting the mental health of people working in B.C.'s health sector. Our approach aligns with existing standards, regulations, and agreements, and puts worker voice at the centre to drive meaningful changes.

WHAT WE ARE DOING: PRACTICAL RESOURCES AND STRATEGIC LEARNING

The Psychological Health and Safety program supports a coordinated provincewide approach to improve the wellbeing of over 330,000 individuals working in healthcare. This program provides resources, practical tools, and support for workers, leaders, and organizations to enhance psychological health and safety in their workplaces.

The program has four key components:

- Measurement and Evaluation Framework
- JOHSC Resources
- Community of Practice
- Trust Initiative

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



BENEFITS OF THE PROGRAM

-  Contributes to healthier and safer workplaces
-  Contributes to improved morale, culture, employee satisfaction, and team performance
-  Supports retention and recruitment in alignment with B.C.'s health human resources (HHR) strategy
-  Creates standard tools and resources for JOHSCs
-  Supports provincial alignment of implementation and evaluation efforts



MEASUREMENT AND EVALUATION FRAMEWORK

This framework will establish a baseline of the current state of psychological health and safety in healthcare workplaces, and track progress in implementing the Canadian Standards Association (CSA) Z1003-13, the national standard for psychological health and safety in the workplace.

By measuring key data, this initiative will help organizations plan and evaluate their efforts, ensuring that improvements are both targeted and impactful. The framework includes three key projects:

Baseline: Assessing the current state of psychological health and safety in healthcare workplaces.

Implementation and Evaluation: Creating a standardized approach to psychological health and safety implementation and evaluation, alongside the development of helpful tools and resources.

Measurement: Establishing a consistent method for tracking and improving psychological health and safety, with tools and resources to support ongoing progress.



ABBREVIATION STATION

- CSA** Canadian Standards Association
- HHR** Health Human Resources
- JOHSC** Joint Occupational Health and Safety Committees
- PHS** Psychological Health and Safety
- NNPBC** Nurses and Nurse Practitioners of BC
- TAC** Technical Advisory Committee

JOHSC RESOURCES

Joint Occupational Health and Safety Committees (JOHSCs) play a critical role in preventing workplace injuries and fostering a culture of safety. This initiative provides committees across the province with standard, accessible, and practical tools and resources to support psychologically healthy and safe workplaces and help them fulfil their duties and functions.

We’re working closely with our partners to develop and refine these resources so they’re evidence-informed and aligned with best practices. Once tested, we’ll share these resources widely to all JOHSCs, and update them regularly to keep them relevant and effective.

COLLABORATION COUNTER

All SWITCH BC initiatives are collaborations. Hundreds of hours have been invested by our partners to ensure the Psychological Health and Safety program’s initiatives and projects are designed to improve psychological health and safety in B.C. healthcare workplaces.



Organizations represented in the Community of Practice



Trust Initiative survey participants



Collaborators on program initiatives and projects

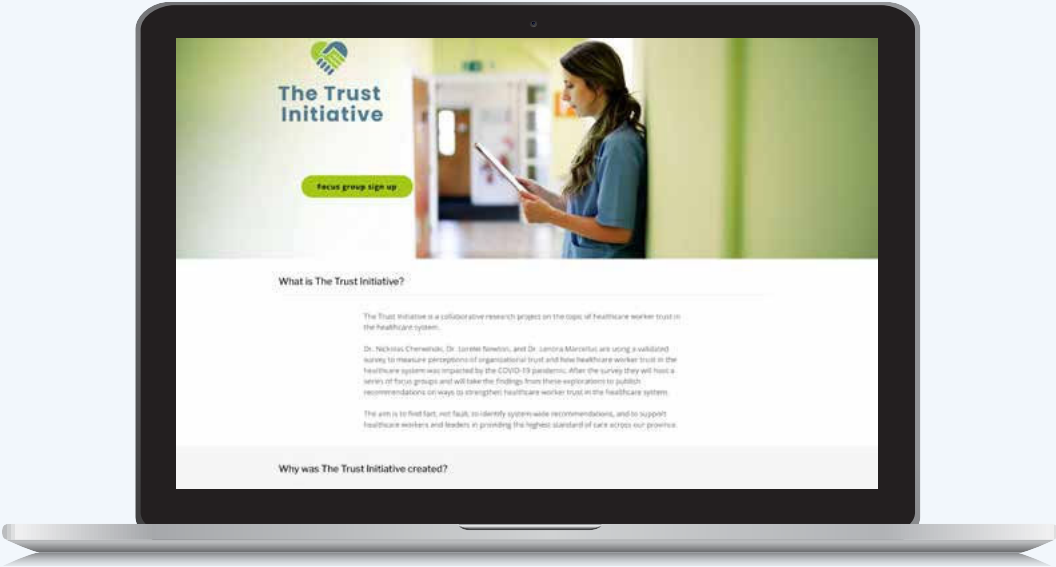


COMMUNITY OF PRACTICE

With members from more than 20 organizations, this collaborative group meets monthly to share best practices, participate in strategic learning, and provide consultation and recommendations on key topics.

SWITCH BC is committed to providing accessible learning and hosts annual professional development opportunities for Community of Practice members. In 2024, Mary Ann Baynton, a renowned workplace relations specialist and co-chair of the Technical Committee for the National Standard of Canada on Psychological Health and Safety in the Workplace, led a series of workshops on leadership and creating mentally healthy workplaces.

The activities and insights shared by the Community of Practice help inspire our work and inform strategies to improve psychological health and safety in B.C.’s healthcare system.



“Great dialogue with the Community of Practice members and wonderful coordination by SWITCH BC!”

“Always great to connect with peers in this space, and learn from and with them.”



Mary Ann Baynton, photo by
Jess Imrie Photography

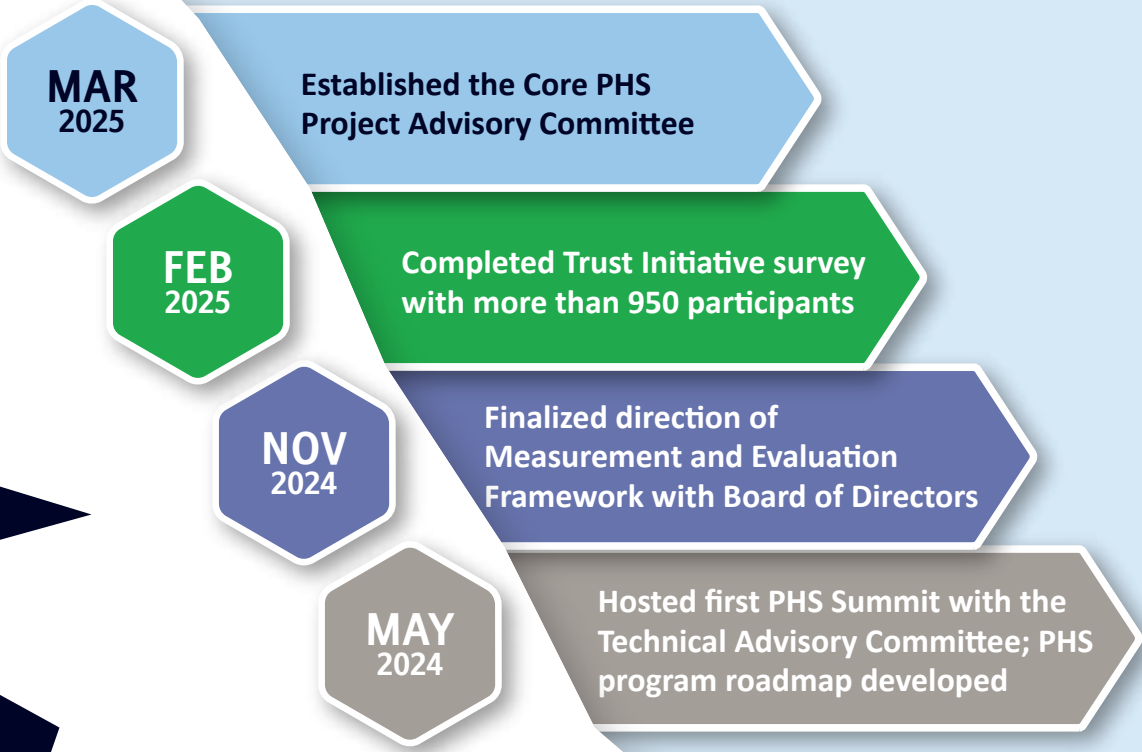
TRUST INITIATIVE

Trust is an essential element of a psychologically healthy and safe workplace. 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.

More than 950 health care workers participated in a survey from November 2024 to February 2025. In summer 2025, the researchers will host focus groups to further explore the results. The findings will help shape recommendations to strengthen health care worker trust and create more psychologically healthy and safe workplaces.



Psychological Health
and Safety Program



WHAT'S NEXT?

In 2025-2026, we will continue to refine and expand the program's four key components. This includes developing provincial processes for measurement, evaluation, and resource-sharing across health organizations, as well as supporting tools and services for sustainment. We will also create new education and training resources for JOHSCs and share insights and recommendations related to workplace culture, recruitment, and retention. Resources will be available starting in summer 2025.



SWITCH BC ENGAGES AT EVENTS

SWITCH BC participated in eight events this year, connecting with hundreds of health care workers at union and employer events. We shared information about SWITCH BC and demonstrated new resources, such as the OHS Resource Centre. Attendees had the opportunity to try out the new digital meeting management platform in real time and learn how it supports JOHSCs.

Members of our Community Physician Health and Safety team connected with medical professionals, showcased the new Community Physician Health and Safety Guide, and shared information about how clinics can receive a free health and safety assessment.

Connecting with workers at partner events gives us the opportunity to hear first hand about current challenges they face: many shared that musculoskeletal injuries, violence, and psychological health and safety remain top of mind.

EVENT HIGHLIGHTS

HEALTH SCIENCES ASSOCIATION (HSA) - ANNUAL CONVENTION

SWITCH BC connected with more than 300 HSA members at the 53rd Annual Convention in Vancouver. We shared information with members from the health sciences, including community health services and social services sectors, such as lab technicians, social workers, medical imaging technologists, psychiatric nurses, occupational therapists, and many more.

RURAL HEALTH CONFERENCE

SWITCH BC was a proud sponsor of the BC Rural Health Conference, where nearly 300 medical professionals gathered. At our information booth, we showcased the new Community Physician Health and Safety Guide and discussed rural health workers' unique challenges.

PROVINCIAL PHYSICIANS HEALTH AND SAFETY SUMMIT

The 2024 Doctors of BC Provincial Physicians Health and Safety Summit was the perfect opportunity for SWITCH BC to release its Community Physician Health and Safety Guide. A B.C. first, it's a single source of truth for all workplace health and safety rules and regulations for community physicians and their staff.



Jennifer Zadorozniak, SWITCH BC Director of Operations, speaks at the Provincial Physicians Health and Safety Summit, April 22, 2024, Vancouver, B.C.



Meribeth Burton, SWITCH BC Director of Communications, shares information with attendees at the Quality Forum, May 6, 2024.

QUALITY FORUM

SWITCH BC was a proud sponsor of Health Quality BC's (HQBC) Quality Forum conference where more than 1,200 people, many of them health workers and medical staff, converged. At our information booth, we shared details about the launch of the OHS Resource Centre, and asked health workers about their top health and safety concerns.



HEU CONVENTION

SWITCH BC connected with numerous Hospital Employees' Union (HEU) delegates who visited our information booth during HEU's 34th biennial convention in October in Vancouver. The convention brought together 800 members from across the province, including care aides, laboratory technicians, cooks, and licensed practical nurses (LPNs).



[Left to right] Diana Latorre, SWITCH BC Project Manager, and Georgina Hackett, SWITCH BC Technical Advisory Committee Member, at the HEU convention in October.

BC GENERAL EMPLOYEES' UNION (BCGEU) OCCUPATIONAL HEALTH AND SAFETY CONFERENCE - BREATHING LIFE INTO WORK

At the BC General Employees' Union (BCGEU) occupational health and safety conference, Breathing Life into Work, SWITCH BC staff connected with hundreds of union members. We demonstrated the new digital OHS Resource Centre, and its meeting management features for JOHSCs, such as agendas, meeting minutes, and calendar features.



Rahul Naranthatta, System Administrator, OHS Resource Centre, demonstrates the new digital meeting management system in real time at the BCGEU OHS conference, in Vancouver, B.C., November 12, 2024.



FRASER HEALTH JOINT OCCUPATIONAL HEALTH AND SAFETY CONFERENCE

SWITCH BC staff engaged with an energetic room of more than 400 JOHSC members at the annual Fraser Health Joint Occupational Health and Safety Conference in Surrey. Attendees stopped by the booth to learn more about SWITCH BC resources, including the OHS Resource Centre, a digital meeting management platform.

[Left to right] David Durning SWITCH BC Board Member, Anne Bull SWITCH BC TAC Member, Laura Faccione HEU Representative, Gordon Lechner SWITCH BC Manager, OHS Resource Centre, Carolina Borges SWITCH BC Health and Safety Advisor, and Wendy Mah SWITCH BC TAC Member.



Emily Chan SWITCH BC Health and Safety Advisor, January 24, 2025 in Vancouver, B.C.

MOA VIOLENCE PREVENTION AND DE-ESCALATION TRAINING EVENT

SWITCH BC's Community Physician Health and Safety program team had the opportunity to meet with more than 40 Medical Office Assistants (MOAs) and Division of Family Practice members from across the Fraser Northwest region at their Violence Prevention and De-escalation Training event.



WEBSITE UPDATES AND ANALYTICS

In this year of progress, we completed our website refresh which increased our overall website visitors from 41,750 unique visitors last fiscal year to 79,630 unique visitors this fiscal year. **We have more than doubled our total website visitors, a more important number, with more than 200,000 visitors.**

In SWITCH BC’s first two years, we wanted to tell you all about us, so our site was focused on introducing our new organization and our plans to support the health, safety, and wellbeing of everyone working in healthcare.

Those plans are now in action as our programs are rolling out.

Our new homepage now brings our work front and centre. Website developers call this the “hero” section. We know who the heroes in healthcare are and we know they need greater support to reduce injury rates, have strategies to prevent and reduce violent incidents at work, and improve psychological safety.

A new section, “**OHS Resource Centre,**” was added to include an awareness video of the platform, video tutorials, downloadable manuals, and a step-by-step guide to help JOHSC members navigate the meeting management platform.

The **Community Physician Health and Safety program** page has links to the web portal, direct access to health and safety advisors including the ability to book a discovery call for a clinic assessment, and the health and safety guide.



TOP WEB PAGES

For the first time, two program pages are in the top five visited pages with a third program page in the top seven. See our top ten web pages visited which makes up more than 50% of all visits.

1. SWITCH BC Home
2. Careers
3. Community Physician Health and Safety Program
4. Meet the Team
5. OHS Resource Centre
6. Health, safety, and wellbeing for healthcare workers
7. Provincial Violence Prevention Curriculum Refresh
8. Meet our Board of Directors
9. Our story
10. Clinic Health and Safety Assessments



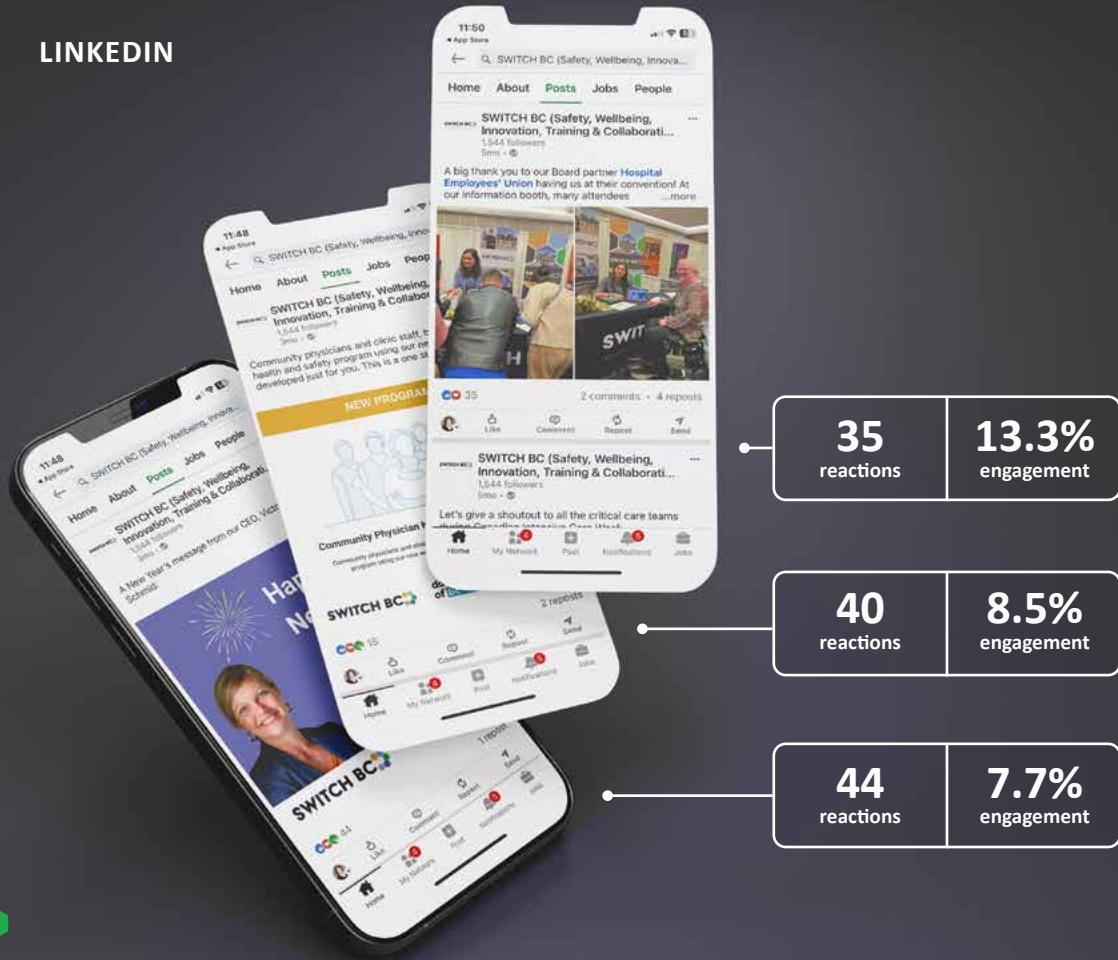
SOCIAL MEDIA

In this year of progress, we have seen highest engagement on LinkedIn followed by Instagram and Facebook. A mix of events we attended, programs we launched, and awareness day for health workers are our top posts. This year, we have been dormant on X and will continue to do so.

115,664 SOCIAL MEDIA IMPRESSIONS REACHED THROUGH 385 POSTS.

Top Social Posts by Engagement Rate:

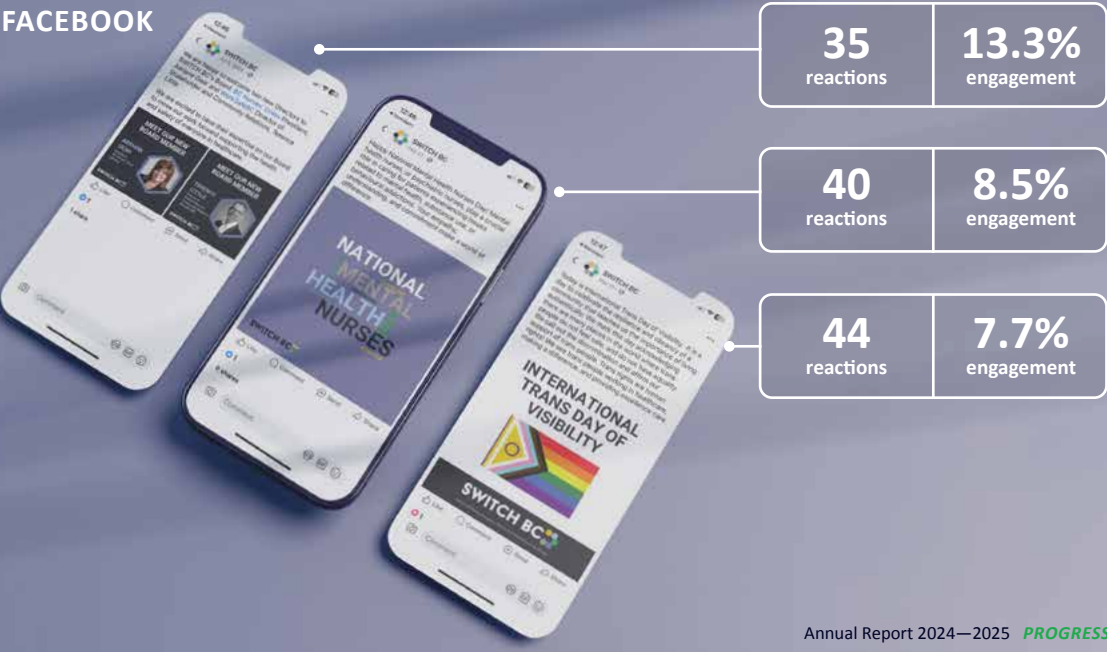
LINKEDIN



INSTAGRAM



FACEBOOK



MARKETING CAMPAIGNS

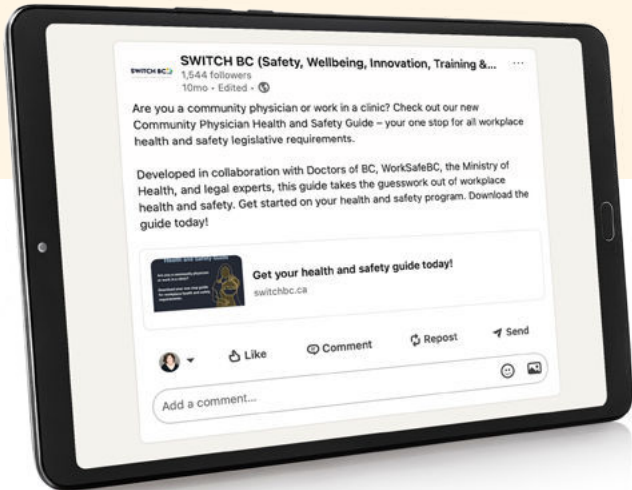
COMMUNITY PHYSICIAN HEALTH AND SAFETY PROGRAM

In fall 2024, we developed and delivered a marketing campaign to promote the release of the Community Physician Health and Safety Guide for the Community Physician Health and Safety program. We purchased advertisements on both LinkedIn and Facebook to promote the Guide to relevant audiences who would derive the most value and relevance from it.

On LinkedIn, we targeted a handful of job titles including Medical Office Assistant (MOA), General Physician, Medical Office Manager, Family Practice Physician, General Practitioner, Office Manager, and Family Physician. This campaign produced more than 29,000 impressions and 454 web visits over a one-week period in fall 2024. On Facebook, the targeted demographic was MOAs, office managers, and clinic support staff. This campaign reached more than 11,000 accounts over two days.

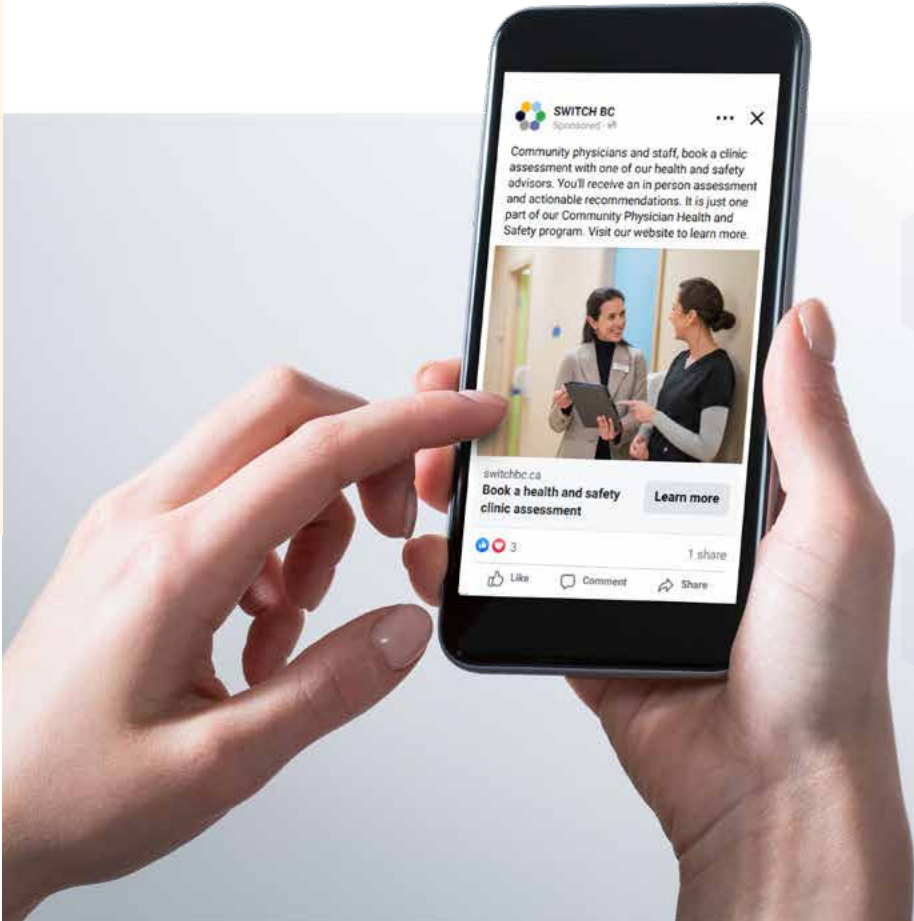
In winter 2025, we developed and delivered a marketing campaign to promote free, voluntary, and confidential clinic assessments. We purchased advertisements on both LinkedIn and Facebook to promote clinic assessments and the portal.

Using the same demographics as the previous campaign, on LinkedIn this campaign produced more than 18,500 impressions and 627 web visits over a one-week period in late winter 2025. On Facebook, this campaign reached more than 40,000 accounts in one week.



TRUST INITIATIVE

In partnership with University of Victoria and Nurses and Nurse Practitioners of BC (NNPBC), SWITCH BC is supporting a research project called the Trust Initiative. Part of the research includes a survey of health workers, to understand the impacts that COVID-19 related care had on trust within the workforce. Uptake was minimal with organic social posts; with a \$300 investment the participants grew from 157 to 964 making this a statistically significant reach to help researchers make recommendations to strengthen trust in healthcare. We purchased ads twice on Facebook, for one week in January 2025 and for three days before the survey closed in mid February. We kept the demographic broad to all who work in the healthcare and medical services industry. The two campaigns garnered more than 135,000 impressions and 509 website visits.





WHAT'S NEXT

We have seen great reach for leaders and the physician sector on LinkedIn, and for health workers on Facebook. The uptake in engagement for the investment is encouraging.

For future campaigns, we will be developing a SWITCH BC campaign to bring general awareness to SWITCH BC; Provincial Violence Prevention Curriculum campaigns announcing the completion of the curriculum refresh, de-escalation tools and resources; a campaign for engagement to create Psychological Health and Safety JOHSC resources; and multiple Community Physician Health and Safety program campaigns to provide a behind the scenes look at a clinic assessment and medical office staff (MOS) de-escalation resources and tools.

NEWSLETTER ENGAGEMENT

In this year of progress, we sent out a spring, fall, and winter newsletter, reaching more than 2,000 recipients.

Number of newsletter subscribers and open rate:

APRIL 1, 2023 – MARCH 31, 2024

481 subscribers

open rate 52%

APRIL 1, 2024 – MARCH 31, 2025

864 subscribers

open rate 56%



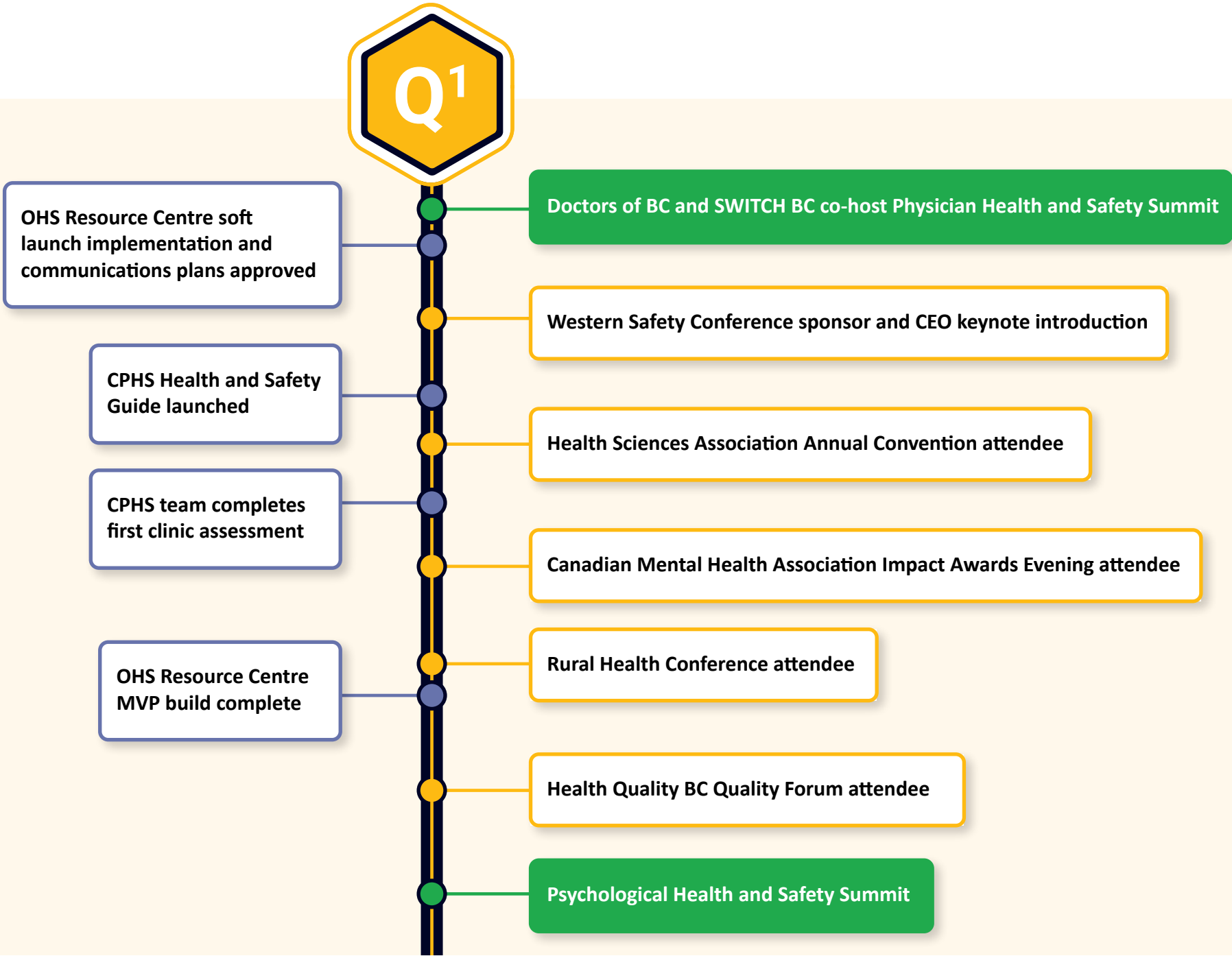
PROGRESS TIMELINE

LEGEND

- Milestones
- Events Attended
- Events Hosted

ABBREVIATION STATION

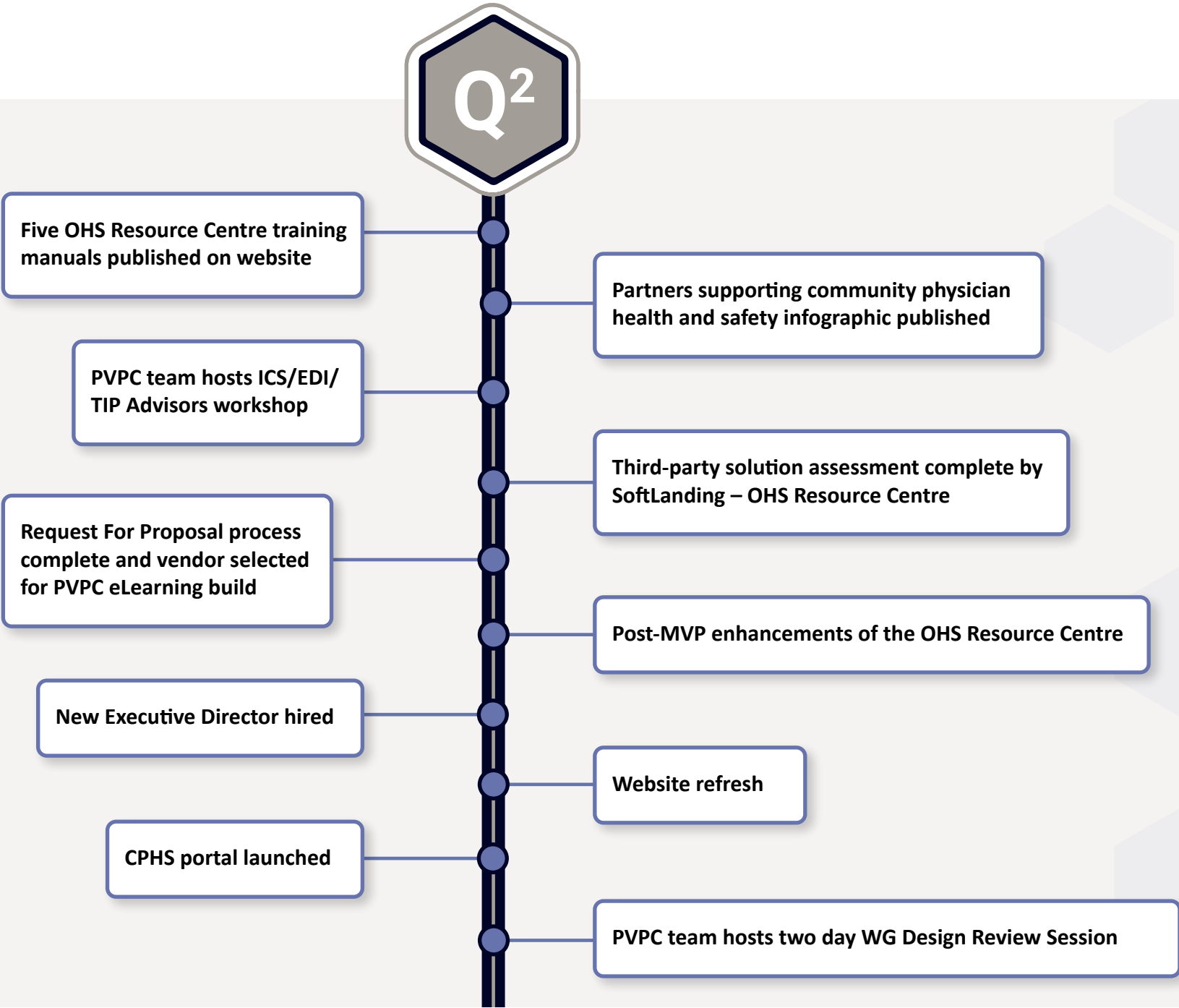
- BCGEU BC General Employees’ Union
- CPHS Community Physician Health and Safety
- EDI Equity, Diversity, and Inclusion
- ICS Indigenous Cultural Safety
- JOHS Joint Occupational Health and Safety
- MOA Medical Office Assistant
- MVP Minimum Viable Product
- OHS Occupational Health and Safety
- PHC Providence Health Care
- PVPC Provincial Violence Prevention Curriculum
- PVPWG Physicians Violence Prevention Working Group
- TAC Technical Advisory Committee
- TIP Trauma Informed Practice
- VCH Vancouver Coastal Health



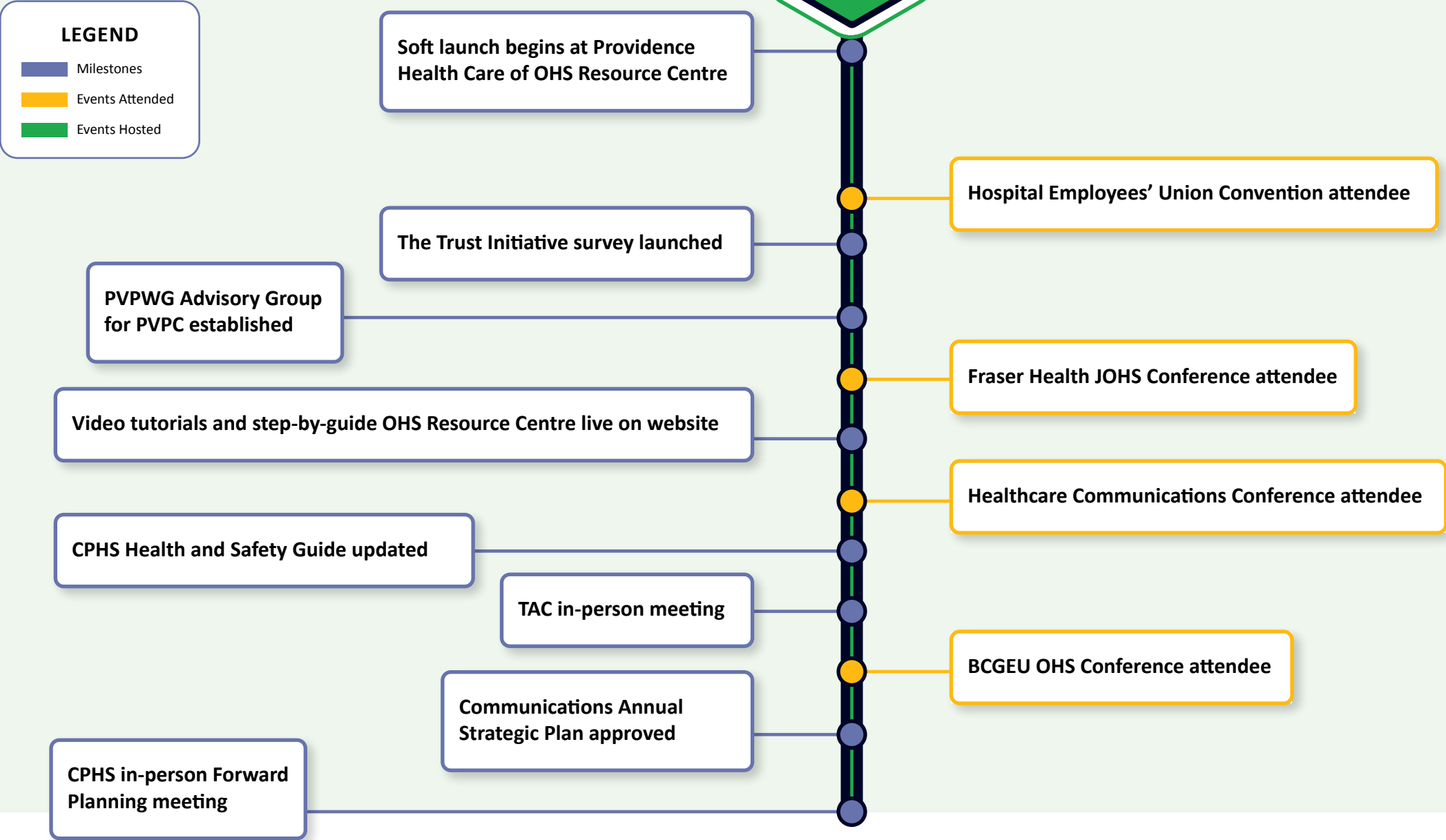
PROGRESS TIMELINE

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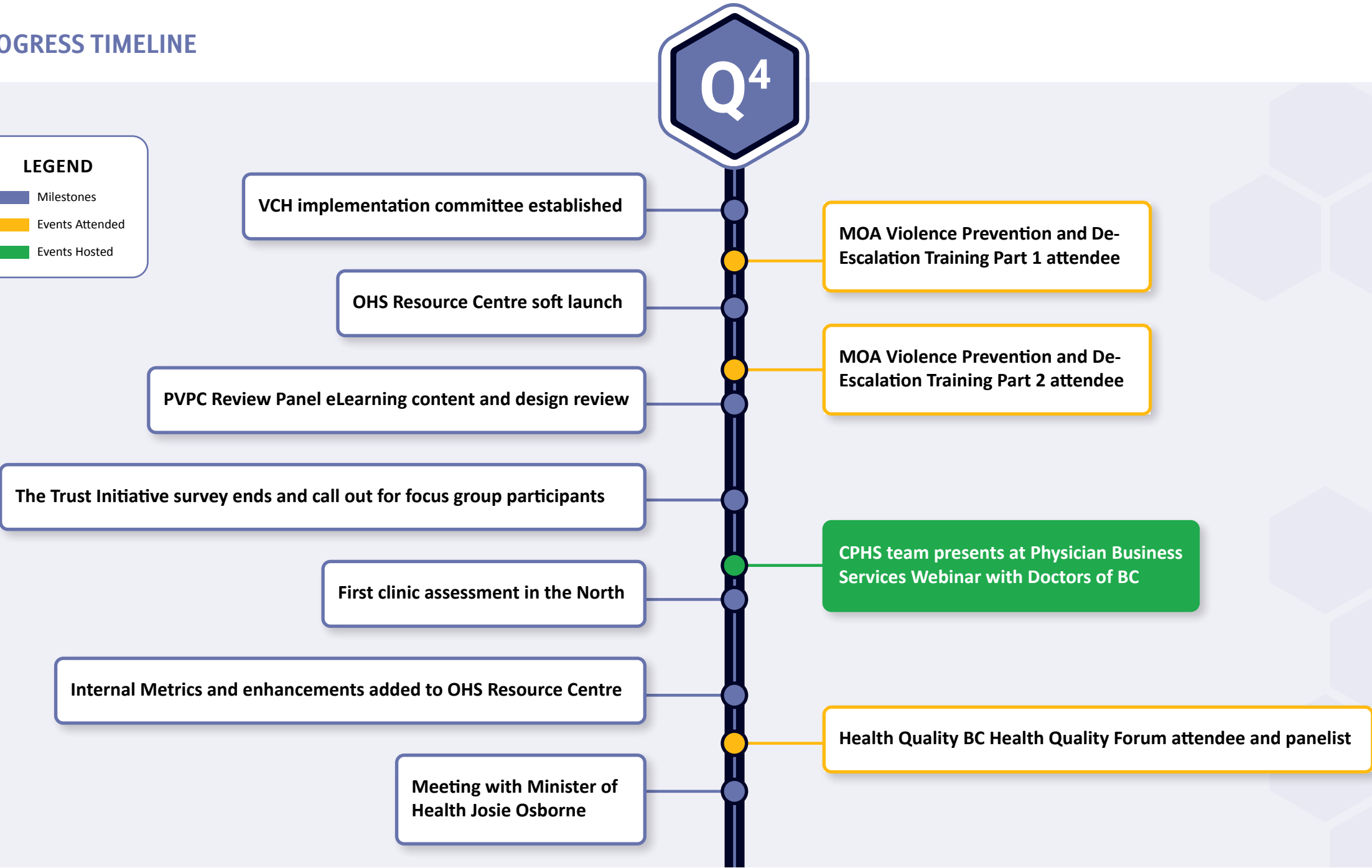
PROGRESS TIMELINE



PROGRESS TIMELINE

LEGEND

- Milestones
- Events Attended
- Events Hosted



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 send a special thank you to outgoing Board directors Moninder Singh and Frank Anderson. We welcome Adriane Gear and Doug Kinna to the board.



ROBERTA ELLIS
*SWITCH BC
Board Chair*



Adriane Gear
*President, BC Nurses'
Union (BCNU)*



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



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



David Durning
*Labour Relations
Officer, Health Sciences
Association (HSA)*



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



Lona Cunningham
*Executive Director,
Resident Doctors of BC*



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



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



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



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



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



Dr. Shallen Letwin
*Vice President,
Human Resources and
Professional Practice,
Interior Health*



Sharon Torgerson
*Vice President, People,
Island Health*



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



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



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 much more.



Victoria Schmid
CEO



Patrick Whalen
Executive Director, Operations



Meribeth Burton
Director, Communications



Judy Jacklin
Director, Financial
Strategies and Services



Caitlin Grisack
Director, Operations



Kelly Sommer
Director, Operations



Jennifer Zadorozniak
Director, Operations

STAFF

- Ananya Panchmatia** *Project Coordinator*
- Antonia Nassopoulos** *Executive Assistant and Board Liaison*
- Ben Phillips** *Project Lead, Psychological Health & Safety*
- Brook Haight** *Project Coordinator*
- Carolina Borges** *Health and Safety Advisor*
- Dawn Wong** *Administrative Coordinator, CPHS*
- Diana Latorre** *Project Manager*
- Emily Chan** *Health and Safety Advisor*
- Erica Simpson** *Communications Manager*
- Gord Lechner** *Manager, OHS Resource Centre*
- Hiren Dodia** *Health and Safety Advisor*
- Jackson Yu** *Project Manager*
- Lindsay McKay** *Communications and Engagement Advisor*
- Marsha Meller** *Acting Project Manager*
- Matthew Rolheiser** *Health and Safety Lead - Education*
- Muna Ali** *Manager, Change and Implementation*
- Nera Radojlovic** *Project Coordinator, Operations*
- Priyal Jain** *Senior Business Analyst*
- Rahul Naranthatta** *System Administrator, OHS Resource Centre*
- Stacey Ragoonanan** *Accountant*
- Taliana Bonney** *Accounts Payable Clerk*
- Tamara Shoup** *Project Manager, Operations*
- Tonya Chang** *Communications Coordinator*
- Vanessa Beja** *Coordinator, Business Operations*



TECHNICAL ADVISORY COMMITTEE

SWITCH BC relies on the subject matter expertise of our Technical Advisory Committee (TAC). We thank outgoing TAC members Anne Bull, Farnaz Ferdowsi, Geri Grigg, John Fitzgerald, Patrick Whalen, Tammy Akey, and Theresa Cardi, and welcome Dan Strand, Leah Fernando, Melissa Minter, Melissa Muir, Michele Chase, Theresa Newlove, and Zuhail Ghias.

Dan Strand, *Island Health*

Dave Keen, *Fraser Health*

David Vigor, *Vancouver Coastal Health*

Denise Subotin, *WorkSafeBC*

Georgina Hackett, *Facilities Bargaining Association*

Kailey Miller, *Northern Health*

Ken Donohue, *SafeCare BC*

Lana Schultze, *Interior Health*

Leah Fernando, *B.C. 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*

Ranique Sekhon, *Doctors of BC*

Sue Bateman, *Nurses’ Bargaining Association*

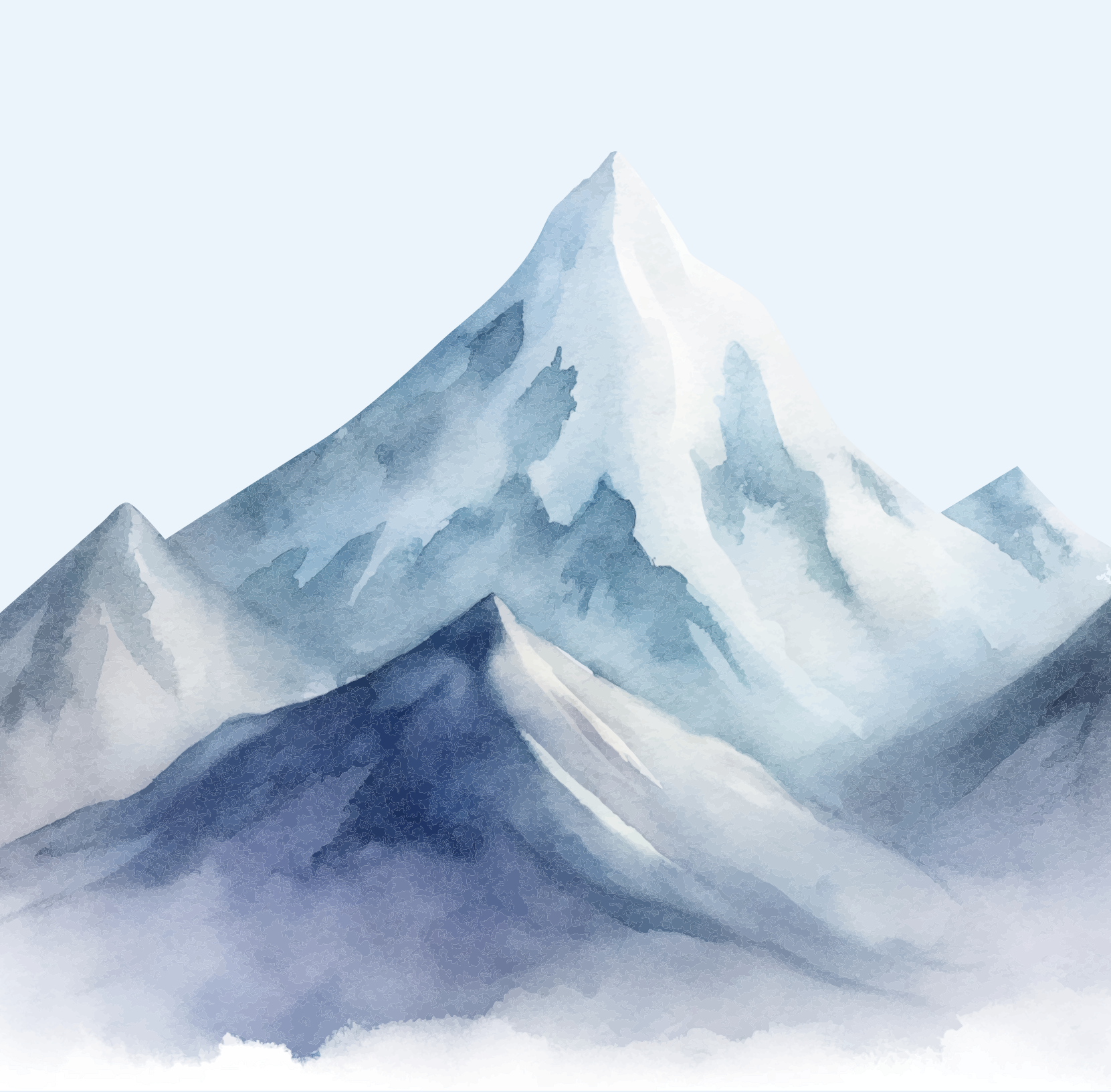
Theresa Newlove, *Provincial Health Services Authority*

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

Wendy Mah, *Community Bargaining Association*

Zuhail Ghias, *Providence Health Care*





FOLLOW OUR PROGRESS

SIGN UP FOR OUR NEWSLETTER

Follow us on social media



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

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