



BC College of Social Workers
2020 Strategic Planning
2021 - 2023 Strategic Priorities

November 16, 2020

Final Report

We acknowledge that the office of the BC College of Social Workers is located on the traditional, ancestral and unceded territory of the x^wməθk^wə'yəm (Musqueam people).

Further, this acknowledgment, gratitude and respect extends to all the First Nations communities on whose traditional territories the British Columbia College of Social Workers builds relationships and conducts business

BC College of Social Workers Mandate

BC SOCIAL WORKER ACT

The mandate is to act in the public interest and to superintend the profession of social worker in BC.

The College establishes & maintains standards of practice & code of ethics.



2020 Strategic Priority Areas

1. Board Capacity
2. College Capacity
3. Regulations
4. Social Work Professional Practice & Conduct
5. Indigenous Cultural Safety & Humility
6. Anti-racism
7. Stakeholder Relations & Communications

Sources: Board planning session, AGM member feedback

2020 Strategic Priority Areas

Board Capacity

Strengthen the effectiveness of the Board by improving processes, planning, individual and team performance and accountabilities.
Build trust and relationship between Board members.

College Capacity

Strengthen the internal capacity of the College through additional staff aligned to operations and strategic goals and professional development.

Regulatory

Evaluation of College Policies and Procedures and position re: Modernization of Professional Regulation.
Develop strategy and plan for removal of exemptions.

Social Work Professional Practice & Conduct

Enhance the quality of social work practice through the establishment, monitoring and enforcement of code of ethics and standards of practice.

Cultural Safety & Humility

Commitment to integrating cultural safety and humility into our practice and implementation of the recommendations from the “Towards Developing a Respectful Relationship” project.

Stakeholder Relations & Communications

Increase knowledge & visibility of College and regulation of social work and difference between the Association for Social Workers

Board Capacity

*Strengthen the effectiveness of
the Board*

- Board Member Assessment
- Succession planning
- Recruitment
- Collaborative consensus for electing Exec Committee
- Orientation & Training
- Review Social Workers Act and Bylaws
- Professional development and Educational opportunities
- Role clarity, responsibilities & expectations
- Communication expectations for Board members regarding email and follow up communication
- Relationship & trust building
- Effective meetings; virtual options
- Protocol/method for board member communication and meetings with stakeholders/outside agencies
- Longer Board terms
- Role clarity between Board & Operations.
- Procedures for enhancing communications between College Staff and Board Members
- Setting out the scope of project work conducted by committees which can survive committee turnover and avoid lengthy projects and priority of competing projects
- Policy and bylaw development

College Capacity

Strengthen the internal capacity of the College

- Conduct needs assessment for additional staff
- Staff development
- Cross functional staff model
- Budget to support resources required
- Budget allocations that are connected to strategic initiatives
- Alignment of day to day efforts to strategic initiatives
- Role clarity between Board & Operations
- Procedures for enhancing communications between College Staff and Board Members
- Identifying resources and assign by priorities
- Determine if priorities can be accomplished in house or contract
- Hiring people short term to focus on specific goals

Regulations

Improve our regulatory practices

- Categories of Registration
- Position re: Modernization of Professional Regulation
- Evaluation of College Policies & Procedures against the Steering Committees Recommendations on Modernization of Professional Regulation (result of Cayton report)
- Work with Government towards removal of exemptions
 - Prioritized approach with step by step strategy of what exemptions we will focus on remaining
 - Mandatory MCFD registration
 - In the interim, promote and support voluntary registration for those who it is not mandated
- Mobility of Social Workers
- Conduct research on emerging and urgent issues
- Ensuring timely response to emerging issues including legislative changes
- Retired status options
- Social worker title protection (31%)

Social Work Professional Practice & Conduct

*Enhance the quality of social work practice through the establishment, monitoring and enforcement of code of ethics and standards of practice.
(*Ensure work aligns to the scope and role of the College vs the Association)*

- Quality assurance
- Improve ability to regulate misconduct
- Code of Ethics dialogue
- Public awareness of College and purpose
- Timely response to emerging issues
- Development of inquiry policies
- Completion and implementation of Standards of Practice & publish
- Continuous quality assurance & improvement
- Define social work practice
- Advance competencies CCSWR
- Strengthen professional identity
- Embed Cultural Safety into practice
- Connecting big picture priorities to committee efforts
- CPD program as it relates to BCCSW mandate
- Social worker field – clearer description (7%)
- Competition among disciplines in a team such as with occupational therapist in certain function
- Is there work underway to publicize and increase the utility of the RCSW's ability to diagnose and treat from the DSM? E.g. will an RCSW diagnosis meet eligibility criteria for certain types of treatment programs?

Indigenous Cultural Safety and Humility

*Commitment to integrating
cultural safety and humility
into our regulatory practices*

- Identify BCCSW's role and connection to public safety.
- Clarify organizational responsibilities and practice implications
- Resource allocation & funding to fulfill already made commitments
- Indigenous Committee and designated Indigenous representation
- Implement Indigenous committee recommendations
- Implement, review, evaluate and take action on recommendations from "Towards Developing a Respectful Relationship Project" (TDRR)
- Educating Board and staff on TRC and decolonization processes
- Mandatory education for board & staff re: truth & reconciliation as well as overall discrimination
- Coordinating with BCASW on joint initiatives
- Creating a communications plan for BCCSW response to reconciliation and TDRR
- Inform all areas of regulation based on relationship with indigenous committees
- Bylaw changes to permit ongoing indigenous presence on board and,
- Should there be mandatory minority representation on the board? Target anti-racism?

Anti-racism

- Identify BCCSW's role and connection to public safety.
- Clarify organizational responsibilities and practice implications
- Bylaw and Procedure changes to permit ongoing indigenous presence on board
- Explore:
 - Mandatory Indigenous Representation
 - Efforts to target anti-racism

Stakeholder Relationships & Communications

*Increase knowledge & visibility of College and regulation of social work.
(*Ensure work aligns to the scope and role of the College vs the Association)*

- Maintain and sustain collaborative partnerships and initiatives (e.g. CCSWR, BCASW, ASWB, Aboriginal Community, MCFD, FNHA)
- Public awareness
 - Increase knowledge & visibility of College & regulation of Social Work
 - Undertake activities that build respect for profession
- Registrant awareness
 - Regular and Increased communications
 - Increase articles
- Student & Schools awareness
 - Encourage understanding of regulations
 - Encourage registration
 - Prepare students for registration
- Media relations
 - Proactively engage media
- Focus based on our goals
- Improve website: feedback section, public comments, complaints (13%)



Considerations for implementation

Assess if the strategy:

- Is part of an existing Board, operational or committee role(s) and responsibility
- Requires a new role (hire/contract) and include in the job description and/or contract
- Has a defined deliverable and can be completed by a short/medium term project with a working group (that requires a charter, workplan, resources, and budget)
- Is a longer term strategy and still in the discussion/discovery and planning phase and not ready for implementation
- Has clear metrics for the future state and current state baseline measures (ie. How will you know you are successful?)
- Has other dependencies outside of the BC CSW and cannot proceed right now (ie. Government decision)
- Not part of the College mandate and could be referred to the BC Association of Social Workers

Priority Area	Responsible	Workplan	Resources
1. Board Capacity	Board Chair & Executive Committee	<ul style="list-style-type: none"> Identify key themes Develop actions and schedule 	<ul style="list-style-type: none"> Hire Deputy Registrar (Option 1) to support operational duties so CEO can focus on Board Capacity development Deputy Registrar to support CEO in hiring the following 3 positions (Option 1): <ol style="list-style-type: none"> Investigator Registration processor Administrative assistant
2. College Capacity	Registrar-CEO	<ul style="list-style-type: none"> Conduct assessments & identify gaps Identify strategy and approach to fill gaps Identify ongoing budget needs 	
3. Regulatory	Registrar-CEO & Registration Committee	<ul style="list-style-type: none"> Modernize Act, Regulation, Policies & Procedures <i>Registration Demographic Data Collection Project</i> <i>Registration Class Modernization Associates, BSW, MSW, Clinical</i> <i>Clinical Class of Registration Modernization Supervision and Course of Study requirement clarification</i> <i>Inter-Provincial practice mobility (create steps towards)</i> 	<ul style="list-style-type: none"> Hire project coordinator 1.0 fte – time limited for 1-2 years? (Option 2) <ul style="list-style-type: none"> Half time to support Regulatory and half time to support Social work professional practice and conduct. <i>Additional resources will be necessary for expanded standards and continuous professional development projects</i>
4. Social Work Professional Practice and Conduct	Registrar-CEO & Inquiry Committee and/or Quality Assurance & Registration	<ul style="list-style-type: none"> Standards Project – edit, publish current work <i>Expanded Standards Project – revision, stakeholder feedback and publication (create steps towards)</i> <i>Continuous Professional Development Anti-Racist requirement – stakeholder involvement (create steps towards)</i> 	
5. Cultural Safety & Humility	Registrar-CEO & Indigenous Committee	<ul style="list-style-type: none"> Embed indigenous, anti-racist and cultural safety concepts into regulation, policies and procedures <i>Indigenous Social Work Engagement (create steps towards)</i> <ul style="list-style-type: none"> <i>Video update</i> <i>Social Media</i> <i>Website Modernization</i> <i>Information campaign for Indigenous Communities</i> <i>Relational development with Indigenous Communities</i> <i>Establish dedicated Indigenous representation</i> 	
6. Stakeholder Relations & Communications	Registrar-CEO & Executive Committee	<ul style="list-style-type: none"> Develop communication strategy & plan Execute as per plan 	<ul style="list-style-type: none"> Practice Consultant – 1.0 fte (Option 3)



Next Steps

1. November 14 meeting to approve 2021 Budget
2. 2021 Budget considerations
 - Project Management (e.g. project charter, implementation planning)
3. Continuation of strategic planning process
 - Identify priorities, target dates for completions, resources
 - Clearly defined scope, goals, deliverable
 - Metrics and measures of success