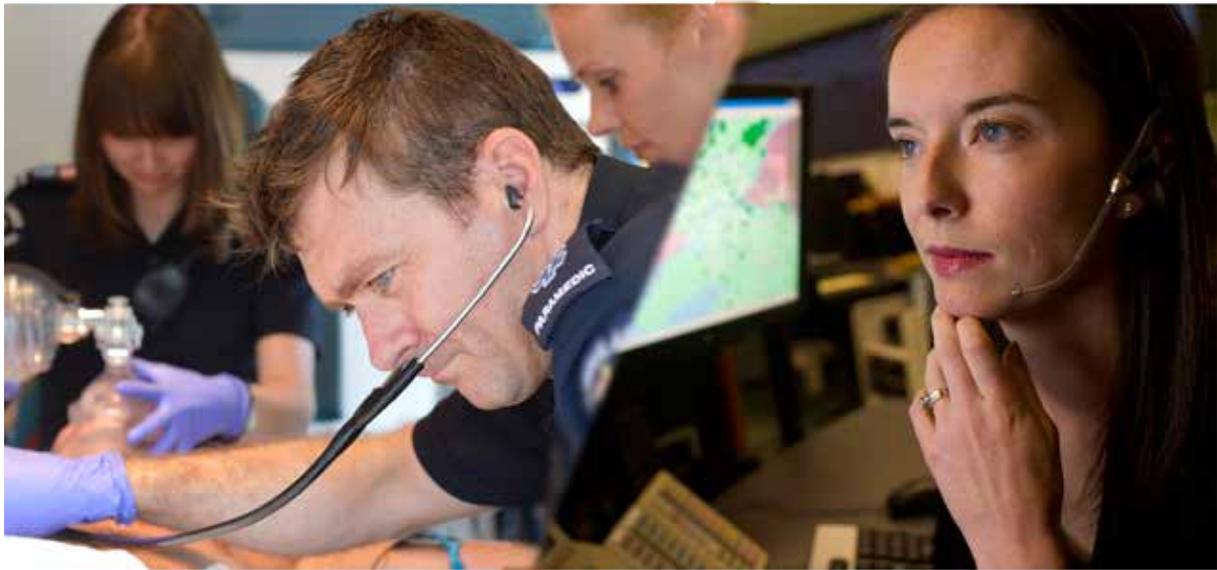


Ambulance Paramedics



Emergency Dispatchers

of British Columbia - CUPE 873 / 873-02

Strategic Plan 2017 - 2019





2017 – 2019 Strategic Plan



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1. Introduction & History

The Ambulance Paramedics of British Columbia (APBC) and Emergency Dispatchers of British Columbia (EDBC), CUPE Locals 873 and 873-02, are a professional Union, representing Paramedics and Emergency Dispatchers in the province of British Columbia, Canada.

Local 873 was originally given its Charter within the National Union of Public Employees in 1963, with members from ambulance services in Vancouver, Burnaby, New Westminster, Richmond, Delta and Surrey. Later, the National Union of Public Employees was merged with another national union, to create the Canadian Union of Public Employees (CUPE). CUPE Local 873's first President was Brother Ben Pietz. In 1974, the BC provincial government created the BC Ambulance Service, with CUPE Local 873 members as their Paramedics and Dispatchers. Today, the Ambulance Paramedics of BC consists of over 3900 Paramedics and Dispatchers, providing a wide range of services to over 4.5 million British Columbians.

Local 873-02 was chartered in 1998, following the creation of a single emergency 911 call and dispatch centre for many lower mainland emergency services. This new service named E-Comm (Emergency Communications for Southwest BC), employed call takers and dispatchers who are the backbone of their services. CUPE Local 873-02's first Chairperson was Meena Cheema. Today, as E-Comm services expand across the province, the 400+ members of CUPE Local 873-02 serve as vital link for British Columbians to their emergency services.



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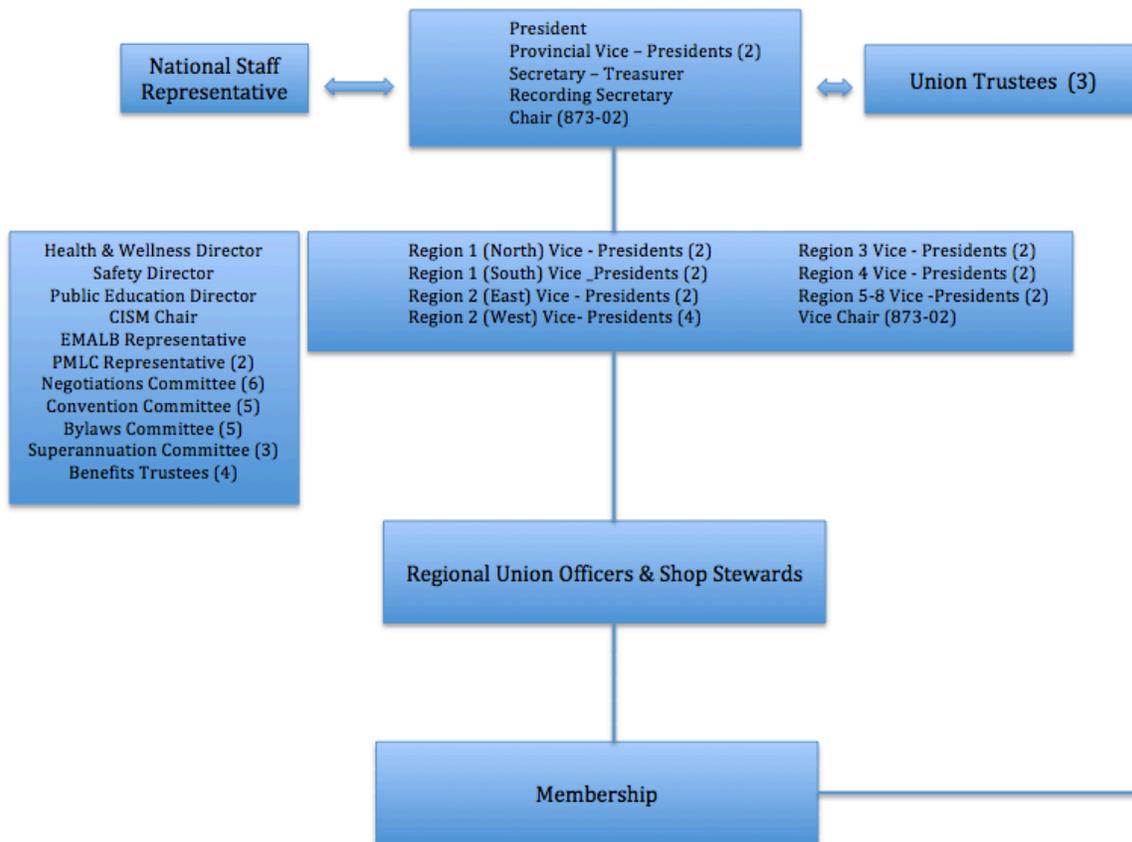
In addition, the APBC is a founding Chapter of the Paramedic Association of Canada (PAC), who is the national voice of Paramedicine practitioners. Since 1997, through this role, the APBC has supported and promoted providing high quality health care to patients. PAC is the national voice for over 14,000 practitioners and focuses on improving professional practice, as well as, promotion of the Paramedic profession.

1.1 Structure & Organization

Provincial Executive Committee

- Provincial President – Bronwyn Barter
- Provincial 1st Vice-President – David Deines
- Provincial 2nd Vice-President – Sherman Hillier
- Provincial Secretary Treasurer – Tom Manz
- Provincial Recording Secretary – Cameron Eby
- Chairperson, Emergency Dispatchers of BC – Shari Thomas

Union Organization Chart





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1.2 The Planning Context

Through direction from the membership, key stakeholders, and with a view to enhancing our administration of the negotiated Collective Agreements, the Provincial Executive Committee (PEC) undertook a comprehensive review of our organization. This review included consideration of the position of CUPE 873 with related national and provincial professional organizations and with respect to municipal, provincial, and national levels of government.

The PEC analyzed the prior strategic plan to identify completed, outstanding and new strategic key objectives. The result of this process is the update and renewal of our two-year strategic plan.

The global advancement of the interests of our members, and of our Union, continues to be the predominant focus of our PEC. In our strategic plan this is summarized with five business areas identified as key objectives:

- Member Services
- Communications
- Political Action
- Professional Advancement
- Labour Relations



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1.3 Vision, Mission and Values

Vision

The advocate for our frontline professionals.

Mission

The Ambulance Paramedics and Emergency Dispatchers of BC are a dynamic organization of professionals. On behalf of those we are privileged to serve, we strive to foster a culture of delivering the highest quality of paramedicine and emergency dispatching. We advocate for improved working conditions, health and economic status for our membership, while striving to be an integral part of the solution to British Columbia's evolving community safety and healthcare challenges.

Values

We are a member-driven organization. In pursuit of our Vision and Mission, we are guided by our core values:

- Integrity
- Democracy
- Equality
- Compassion
- Professionalism
- Solidarity



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2. Goals & Objectives

2.1 Member Services

2.1.1 Working Conditions – Continued advocacy for the reduction of unit utilization rates in metropolitan and urban areas, through the commission and utilization of research and workload committee recommendations. Aggressively work with the Employer in the development of new recruitment and retention strategies to support rural community staffing. Enforcement of existing and new Collective Agreement provisions, to the benefit of the membership.

Continue advocating for the addition of resources across the province, as supported by previous workload and staffing studies.

2.1.2 Economic Status – Improving member economic status through support and compensation advocacy for existing positions, as well as, development of new scope, positions, classifications and responsibilities. Implementation of bargained Collective Agreement gains.

2.1.3 Member Representation – Continue to enhance member representation and orientation capabilities through increased, customized education for members and Union officers. A goal of providing local specific Shop Steward training to each Region and Sub-Unit.

2.1.4 Member Health & Wellness – Promote member education in rights and entitlements for workplace health practices. Ensure adequate access to member health services, stress management services, financial planning resources and management of work life balance. Engage in Provincial, National and International research, planning and implementation of wellness programs.

Continued advocacy that workplace wellness includes the ability of members to safely access regular nutrition breaks and to ensure that, within the limits of emergency response requirements, to be able to end their shift on time.

2.1.5 Safety in the Workplace - Ensure workplace compliance with Occupational Health and Safety regulations, through increased support of the Union Safety Representatives. Increase member education in rights and entitlements for workplace safety. Continue to participate in collaborative safety initiatives both internally and externally.



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- 2.1.6 Technological Advances – A continued focus on the provision of the latest secure technological aids to facilitate maximum efficiency in services such as: grievance handling, elections, meetings, email systems and general Union business.

2.2 Communications

- 2.2.1 Member Engagement – Continued emphasis on timely communication of current issues and actions to the membership via membership meetings, the Union website and Union email system. Maintain a focus on providing avenues for two-way communication between the membership and Union officers.
- 2.2.2 Grievance File Load – Maintain regular reporting to members on the number of: open grievances, grievance advances, closed or resolved grievances and the estimated value of any settlements or awards.
- 2.2.3 Public Education – CUPE 873 members represent the voice of experience in every sector of our Union. We believe decision makers will learn much about the front lines of paramedicine, emergency dispatch systems when they listen to the voices of our members. Production of regular public education campaigns, to inform the general public of the valuable services our members provide on a daily basis.

We will continue to articulate our impact, our vision for change and most importantly, our commitment to those we serve. Continue support and focus on local, regional and provincial special events, in which member volunteers can utilize Union promotional material to enhance our public image.

- 2.2.4 Union Website & Email – Maintain resources and literature available to members and Union officers via the Union website. Ensure timely access for all members in good standing, while focusing on security of access. Ensure ease of access across all platforms, including mobile device responsiveness.
- 2.2.5 Social Media – Focus the Union’s social media presence on the general public, rather than internal members. Establish regular public safety campaigns, publications and promotional materials for distribution via social media. If supported by convention, establish the



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proposed dedicated social media director position.

2.2.6 Professional Enhancement – APBC and EDBC are committed to supporting and advancing the professional roles of all levels of paramedics and dispatchers in cooperation with Local, National, and International partners. Continued commitment to participate in professional advancement initiatives, locally and nationally, and to inform the membership of such advances.

2.2.7 Member Newsletter – Development of a regular member e-newsletter. The newsletter will strive to inform members of both current events and topics, and relevant historical stories.

2.3 Political Action

2.3.1 Provincial Government Relations – Maintain our relationship with the government and the opposition, while also holding government accountable for service delivery objectives. The Union's focus will be on advancing the goals and welfare our members, while ensuring a high level of patient care.

CUPE 873 will engage in the provincial election cycle, to ensure the Union's objectives are addressed within all party platforms.

APBC will continue to advocate for the creation of a separate bargaining unit within the health sector for paramedics. This strong commitment to bargain in an environment that recognizes the unique challenges of paramedicine is shared by paramedics and our patients.

2.3.2 Municipal Government Relations – Further engage municipal governments across the province, with the goal of highlighting service gaps and providing solutions, while promoting paramedics as the medical professionals in the field. Continued campaign against the suggested downloading of paramedic services to municipalities and first responders. Continued promotion of the amalgamation of municipal emergency service dispatching into the central model.

2.3.3 Federal Government Relations – Continue participation as a full and active member of the Paramedic Association of Canada, and to partner with other groups such as the Paramedic Chiefs of Canada where appropriate, to lobby the federal government on public safety, and paramedic and dispatcher professional issues.



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- 2.3.4 Labour Affiliate Relations – Continued focus on participation at District Labour Councils. Continued support and attendance with CUPE National, CUPE BC, BC Federation of Labour Conventions and events. Remain a leader within the National CUPE Emergency Services Sector.
- 2.3.5 Other Key Stakeholder Relations – Increased engagement and partnerships with allied community safety agencies and allied health agencies, with a goal to find innovative solutions to service delivery gaps.

2.4 Professional Advancement

- 2.4.1 National Advocacy – Through PAC, APCO, the Centre for Security Science and other national partners, we will continue to be a leader in professional advancement of practices, such as: Canadian National Occupational Competency Profile (NOCP) redevelopment, national paramedic research agenda, paramedic community of practice, International Roundtable on Community Paramedicine initiatives, the Canadian Standards Association and dispatcher standards.
- 2.4.2 Scope & Classification – Continued advocacy for evidence based best practice for both paramedicine and emergency dispatch. Further development of new classifications. Strive to meet or exceed the new Canadian Paramedic Profile.
- 2.4.3 Regulatory – Continued representation and participation in the Emergency Medical Assistants Licensing Board (EMALB). Advocacy and consultation on all proposed regulatory changes.
- 2.4.4 Paramedic College / Self Regulation – Will continue to support and lobby for both provincial and federal paramedic self regulation.
- 2.4.5 Ceremonial Services – The APBC Ceremonial Unit will proudly continue to represent our Union, in attendance at functions across the country. Continued support of the National Benevolent Trust and support for the development of national fallen paramedics memorial and monument.



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2.5 Labour Relations

- 2.5.1 Collective Agreement – Continue to aggressively and consistently administer and enforce the current APBC and EDBC Collective Agreements. This includes ensuring the implementation of all new Agreements, as established. Educate members on Collective Agreement changes.
- 2.5.2 Collective Bargaining – Prepare for and bargain Collective Agreement enhancements for both Sub-Units. Continually lobby for a distinct bargaining association for paramedics and dispatchers.
- 2.5.3 Grievance Matters – Reduce overall grievance load through a focus on finding satisfactory resolutions at Steps 1 and 2 of the grievance process in accordance with our Bylaws. Reduce file throughput time through better utilization of technology and an increased authority, accountability, and responsibility at the local level (Shop Stewards and Regional Vice-Presidents).
- 2.5.4 Employer(s) LR Relationships – Develop improved Union and Employer relations in an effort to jointly administer the Collective Agreements, while resolving disagreements more expeditiously.
- 2.5.5 Dispute Resolution – Will utilize the expedited resolution process and mediations to decrease the number of formal hearings where appropriate. Representation and support Collective Agreement language and members involved in formal arbitrations and other relevant processes. Will provide support, as requested, to resolve member disputes.

3. Summary

The goals and objectives detailed in this Strategic Plan have guided the Union Executive over the past two years, and will continue to guide us in the coming years. The Strategic Plan provides a roadmap for our Provincial Union, while informing and engaging the membership in support of these goals. This strategic plan will be continuously reviewed and updated through feedback and discussion. Only through a strong commitment from both the Union Officers and the general membership, can full success of these goals and objectives be realized.

Progress on these key business areas will be reported to the membership through Executive Board Reports, Convention Reports and regular membership updates.