

From: [Twyford, Philip HLTH:EX](#)
To: [Cross, Gordon HLTH:EX](#)
Cc: [Ranta, Michelle HLTH:EX](#)
Subject: FW: Wages
Date: December 14, 2020 7:38:30 AM

Can you please have one of your staff pull this together and send to me for review?
thx

From: Peter Pokorny
Date: Friday, December 11, 2020 at 7:23 AM
To: Philip Twyford
Subject: Wages
I'm pretty sure [s.13](#); [s.17](#)
[s.13](#); [s.17](#)

Can this be pulled together for Monday?
Thanks,
Peter
Peter Pokorny
Associate Deputy Minister
Corporate Services
Ministry of Health
(778) 698-8046

From: [Twyford, Philip HLTH:EX](#)
To: [Cross, Gordon HLTH:EX](#)
Cc: [Pokorny, Peter HLTH:EX](#); [Ranta, Michelle HLTH:EX](#)
Subject: Re: Bill 47 Updated information - Confidential
Date: December 15, 2020 6:10:47 AM

s.13; s.17

On Dec 14, 2020, at 17:10, Cross, Gordon HLTH:EX wrote:

s.13; s.17

Thanks.
Gordon Cross
Executive Director
Regional Grants & Decision Support
Ministry of Health
(250) 952-1120
gordon.cross@gov.bc.ca



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From: [Twyford, Philip HLTH:EX](#)
To: [Pokorny, Peter HLTH:EX](#)
Cc: [Murray, Heather HLTH:EX](#); [Herron, Marisa HLTH:EX](#); [Cross, Gordon HLTH:EX](#)
Subject: Re: s.17
Date: February 4, 2021 10:37:51 AM

Will get this back to you.

From: Peter Pokorny
Date: Wednesday, February 3, 2021 at 4:50 PM
To: Philip Twyford
Subject: RE: s.13; s.17

s.13; s.17

From: MacNair, Scott [PHSA]
Sent: February 3, 2021 3:57 PM
To: Pokorny, Peter HLTH:EX
Cc: XT:Lord, Michael HLTH:IN ; Twyford, Philip HLTH:EX
Subject: s.13; s.17

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Dear Peter,

s.13; s.17

Best regards,

Scott MacNair
Executive Vice President, Business Operations
Provincial Health Services Authority

From: [Armitage, Mark W HLTH:EX](#)
To: [Pokorny, Peter HLTH:EX](#); [Twyford, Philip HLTH:EX](#)
Subject: FW: Bill 47 - Master Contract Inventory
Date: February 28, 2021 7:19:39 AM
Attachments: [Master Contract Inventory.xlsx](#)
[2021-02-12 - Privileged and Confidential Briefing Note - Bill 47 Working Group.pdf](#)

Fyi – please let me know if you have concerns.

Thanks

Mark

Mark Armitage MPA BSW

Assistant Deputy Minister

Health Sector Workforce and Beneficiary Services Division | Ministry of Health

1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

s.14; s.22

Page 05 of 47

Withheld pursuant to/removed as

s.14

Page 06 of 47 to/à Page 07 of 47

Withheld pursuant to/removed as

s.14 ; s.17

From: [Armitage, Mark W HLTH:EX](#)
To: ["Matt Prescott"; Howatson, Evan HLTH:EX](#)
Cc: [Michael McMillan](#)
Subject: FH - Repatriation
Date: February 8, 2021 8:37:32 AM

Hi,

In follow-up to your calls on Friday, I spoke to Philip and confirmed no direction has been provided by MoH re FH or any other HA regarding, initiating repatriation of services. He did however request on Friday for FH to provide an updated list of their contracts and due dates. Philip will connect with FH to confirm no action is to be taken at this time.

Thanks

Mark

Mark Armitage MPA BSW

Assistant Deputy Minister

Health Sector Workforce and Beneficiary Services Division | Ministry of Health

1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

From: Armitage, Mark W HLTH:EX
To: Marsh, Jania HLTH:EX; Stewart, Sharon A HLTH:EX; Mason, Miranda N HLTH:EX; Ty, Marie HLTH:EX; MacKinnon, Mark HLTH:EX; Frechette, Rod HLTH:EX; Brown, Kevin HLTH:EX; Howatson, Evan HLTH:EX; Power, Stephanie A HLTH:EX; Prodan-Bhalla, Natasha L HLTH:EX
Cc: Anderson, Karen HLTH:EX
Subject: RE: HSWBS Business Plan
Date: January 17, 2021 9:29:33 AM
Attachments: HSWBS - Divisional Plan - Oct 2020.pdf
image001.png

Hi Everyone,

Jania – Thanks for circulating our Business Plan.

EDs – As I mentioned a week or so ago, I have to meet with the Deputy to provide an update on 2020/21 Business Plan. Please review your Branch deliverables and by the end of this week (4:00 pm, January 22, 2021) provide me with three to four bullets on each of them.

Karen – Please work with the DMO to schedule an hour for me with the Deputy early next week (Jan 25th – 30th).

If there are any questions please let me know,

Thank you

Mark

Mark Armitage MPA BSW

Assistant Deputy Minister

Health Sector Workforce and Beneficiary Services Division | Ministry of Health

1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

From: Marsh, Jania HLTH:EX

Sent: January 6, 2021 2:52 PM

To: Stewart, Sharon A HLTH:EX ; Mason, Miranda N HLTH:EX ; Ty, Marie HLTH:EX ; MacKinnon, Mark HLTH:EX ; Frechette, Rod HLTH:EX ; Brown, Kevin HLTH:EX ; Howatson, Evan HLTH:EX ; Power, Stephanie A HLTH:EX ; Prodan-Bhalla, Natasha L HLTH:EX

Cc: Armitage, Mark W HLTH:EX ; Anderson, Karen HLTH:EX

Subject: HSWBS Business Plan

Hi EDs,

Please find attached HSWBS Business Plan. In preparation for Mark's bilateral meeting with the DM re: Report out on business plan deliverables progress to date. Mark will be checking in with each of you to advise/confirm status on the deliverables.

Thanks,

Jania Marsh | Executive Coordinator |

Assistant Deputy Minister's Office | Health Sector Workforce & Beneficiary Services Division

Ministry of Health | PO Box 9649 STN PROV GOVT | Victoria, BC | V8W 9P4

P: 250-952-2402 | C: s.17 | E: Jania.Marsh@gov.bc.ca

Grateful to live, work, and play within the traditional territories of the Lekwungen speaking people – also known as the Esquimalt and Songhees First Nations.



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Ministry of Health— Health Sector Workforce and Beneficiary Services Division

Assistant Deputy Minister — Mark Armitage



ADM Message

On behalf of the Division's Executive Team, I am pleased to introduce the Division's 2019/20—2020/21 Business Plan. The objective of this plan is to outline the key operational and strategic priorities of the Division, as well as how we will work across the Ministry, Government, Health Authorities and with our key partners and stakeholders to improve the delivery of health services for the benefit of BC Citizens.

Mark Armitage



Vision, Mission & Mandate **P.1**

Divisional Overview & Branch Functions **P.2**

Goals & Objectives **P. 4**

Divisional Priorities **P.7**

Outcomes & Measures **P.10**

Our Vision

Optimal health and wellness for all in British Columbia

Our Mission

To enable and support access to high quality health care services through ensuring beneficiary services and the province's health human resources are supported to provide safe and sustainable health care services.

Divisional Mandate

Responsible for operational delivery of beneficiary and diagnostic services and workforce strategies that contribute to effectively meeting patient and population health needs and improving patient outcomes through the efficient delivery of health services.

Principles and Values

With Integrity, we are committed to:

- **Service:** Maintaining a clear focus on creating positive outcomes for Citizens; Working collaboratively across government and with our partners/stakeholders, and valuing viewpoints; Placing organizational objectives ahead of personal goals.
- **Courage:** Taking thoughtful risks in generating and implementing ideas; Being biased toward action; Applying imagination; Empowering others; and looking beyond the process to see the possible.
- **Teamwork:** Building trust by respecting the contributions of others; Encouraging new ideas; Contributing to larger goals and positive engagement; Depends on supporting others and sharing information.
- **Passion:** Taking pride in our work for to the public; Seeing ideas and people succeed; Being a model of motivation and a positive influence for others.
- **Curiosity:** Seeking better ways to achieve goals; Pursuing opportunities to learn and develop; welcoming ideas from others; and being willing to learn from failure as well as successes.
- **Accountability:** Setting clear goals and measuring success; Staying focussed on the outcomes government is trying to achieve; Taking responsibility for decisions and completing tasks; Being consistently proactive in decisions; Showing the persistence and tenacity to overcome obstacles.

Divisional Overview and Branch Functions

The Health Sector Workforce and Beneficiary Services Division is comprised of nine branches, including:

Labour and Agreements:

Responsible for: Ensuring the Ministry's strategic interests are addressed in labour negotiations; Provincial union and association engagement; Agreement implementation; Leading, monitoring and reporting out on progress of health sector health and safety initiatives. Specific areas of focus include workplace violence prevention and psychological health and safety.

Compensation Policy and Programs:

Responsible for: Maintaining and operationalizing the Medical Services Commission (MSC) fee for service payment schedule; Developing and implementing alternative compensation models and options; and Establishing and maintaining the provincial policy for the Ministry's alternative payments program and ensuring that the program is managed consistent with the policy

Physician Services:

Responsible for: Physician Master Agreement (PMA) negotiations and implementation; Medical on-call availability program (MOCAP); Rural incentives and programs; BC medical quality initiative; Divisional oversight and coordination of activities associated with the Joint Clinical Committees; Education and training initiatives to ensure post secondary education and training programs for health professionals

Professional Regulation and Oversight:

Responsible for: Establishing and maintaining the legislation, regulation and policy framework for the oversight of health professions in BC; Reviewing, making recommendations and filing college bylaws in response to requests for amendment by a college and/or the Minister; Establishing and maintaining a college oversight model to ensure routine, ongoing monitoring and assessment of regulatory college performance.

Nursing Policy Secretariat:

Responsible for: Leading the development, implementation and evaluation of innovative strategic policy direction and initiatives to optimize the scope and role of nurses (including licensed practical nurses, registered nurses, nurse practitioners, and registered psychiatric nurses), health care assistants, and midwives in BC; as well as enable effective interdisciplinary team-based care. Supporting the education, recruitment and practice of nursing, health care assistants, and midwives.



Divisional Employee Engagement Committee (EEC)

The Division has an active engagement committee with representation from all branches. The Committee leads initiatives and engagement opportunities both at the worksite and virtually. Based upon divisional input, the EEC has four areas of focus

- **Social** (e.g. Summer Olympics; Movie Time; Holiday celebrations & pot-lucks)
- **Learning** (e.g. presentations, accessing training, Legislation 101)
- **Recognition** (e.g. the Merit And Recognition Kudo (MARK) Awards)
- **Workplace Culture** (e.g. Branching out—an opportunity to bring our work to life; creating opportunities for divisional conversations on topics identified by staff, such as cross-divisional collaboration; communication, etc.)



Divisional Overview and Branch Functions cont'd

Workforce Analytics Review

Headcount:

187 (Ministry 1,440)

Average Age:

41.6 (44.2)

Average Years in Position:

2.80 (3.68)

Average Years in Ministry:

8.60 (7.92)

Top 3 Job Streams:

Policy	53%
Senior Admin & Research	23%
Admin Support	17%

Highlights of Divisional Skill Sets

- Labour Relations
- Stakeholder Management & Relationships
- Policy Development & Administration
- Strategic Workforce Planning & Management
- Project Management
- Issues Management

Allied Health Policy Secretariat:

Responsible for: Leading the development, implementation and evaluation of innovative strategic policy direction and initiatives to optimize the scope and role of allied health professionals. Supporting the Ministry and broader health care sector with the education, recruitment and practice of allied health professionals to ensure we have enough health professionals with the skills and competencies required to provide optimal care for British Columbians

Beneficiary and Diagnostic Services:

Responsible for: Supporting the Medical Services Commission (MSC); Policy and direction of the beneficiary area of the Medical Services Plan (MSP) as established under the *Medicare Protection Act*, and its regulations; Supporting the Ministry and broader health care sector in delivering a number of critical cross sector initiatives that contribute to the overall health care system. Through the Advisory Committee on Diagnostic Facilities, the branch supports the assessment of applications from outpatient diagnostic facilities seeking to bill the Medical Services Plan for provision of approved services.

Health Workforce Planning and Implementation:

Responsible for: Provincial health workforce strategic planning; Education and training initiatives to ensure post secondary education and training programs for health professionals; Recruitment and retention strategies, policies and programs to incent and support appropriate distribution of health professionals throughout the province. Coordinating and leading health workforce initiatives associated with implementing the Ministry's strategic priorities (i.e. Primary Care, Surgery, Specialized Community Services and Seniors); Working with key partners and stakeholders to address recruitment and retention of health professionals in strategic priority areas; Reporting and evaluation in relation to hiring and strategic priority implementation.

Emergency Medical Assistants Licensing:

Responsible for: examining, registering and licensing all emergency medical assistants (EMAs) in B.C., including first responders. The board, under the authority of the Emergency Health Services Act, sets licence terms and conditions. In addition, the board investigates complaints and conducts hearings where necessary.

Divisional Goals & Objectives

Over 2019/20 through to 2020/21, the Division will focus on the following strategic and operational goals and objectives:

Strategic:

- Work with health authorities to continue development of an accurate and useful provincial, long-range 3-5 year strategic health workforce planning methodology that feeds into an annual report each December, recommending comprehensive action for all health occupations, including physicians, nursing, and allied health.
- Leverage insight gained through the Provincial Health Workforce Planning process and other engagement through the COVID-19 period to develop a refreshed strategic plan and vision to guide health workforce development activities from 2021/22 to 2025/26. Actions will focus on achieving results in meeting key strategic objectives linked to the COVID-19 response, surgical services, primary care, seniors services and specialized community care. The final 2021/22 – 2025/26 Provincial Health Workforce Action Plan is to be completed by March 2021. The plan will have key result milestones set out for each month and routine monthly progress updates will be provided.
- Work with key partners and stakeholders (e.g. Health Authorities, Health Employers Association of BC Recruitment Solutions, Doctors of BC, etc.) to manage and lead workforce development activities with a focus on health system priorities. Key actions will be managed through standardized reporting and accountability processes established under the Provincial Health Workforce Plan.
- In collaboration with Health Services Division, reduce barriers to employment and support stable staffing for long term care, assisted living and home health services through implementation of the Health Career Access Program. This initiative will establish a new entry-level Health Care Support Worker role and provide an integrated learning pathway that leads to qualification as a health care assistant.
- Set out a clear and specific road map and plan for alternative physician compensation schemes to be introduced (in consultation with Doctors of BC) throughout the balance of 2019/20 and implemented throughout 2020/21 and 2021/22.
- Work with health authorities and Doctors of BC to strengthen the relationship, effective communication, and mutual accountability between physicians and health authorities both within health authority facilities and programs (using the 2019 MOU on regional and local engagement) and with community-based primary and specialist physicians (through Divisions of Family Practices and Collaborative Services Committees).
- Work with health authorities, unions, the Doctors of BC, the Health Employers Association of BC, and other stakeholders to implement its workplace violence prevention action plan, and other key strategies identified associated with Occupational Health and Safety including implementing the national standard on psychological health & safety to ensure that healthcare workers are safe, and work in healthy environments.



Ministry Plan Goals

INSPIRING ORGANIZATION

Continue to build an organization of diverse, inclusive, empowered teams, where people feel valued, inspired and proud of the meaningful work they do.

SERVICE EXCELLENCE

Ensure the development, implementation and oversight of the highest-quality health programs and services that meet the needs of all in British Columbia

STRONG RELATIONSHIPS

Invest in and maintain authentic, collaborative relationships across our Ministry, with health authorities, other ministries and partners to achieve meaningful outcomes for all in British Columbia

OPERATIONAL EXCELLENCE

Our teams, our resources and our processes are effectively aligned and supported by good governance and sound management to optimize value and improve performance

INNOVATION

Create and support a culture of innovation and bold ideas to enhance the B.C. health system



Highlights from 2018/19

Over the 2018/19 year the HSWBSD achieved a number of successes including:

- Release of the 2018/19—2020/21 Provincial Health Human Resource Strategy
- Successfully completed labour negotiations with the NBA, FBA, CBA, HSPBA and the Doctors of BC with the PMA
- Introduced new alternate payment compensations models for Anesthesia and Primary Care
- Introduced new fee codes for MAID
- Establishment of MSP fees to address opioid crisis
- Supported government in the release and next steps associated with the Cayton Report.
- Facilitated the repeals of Bills 29 and 94 and the introduction of Bill 47.
- Expanded the UBC Residency Program (346 graduates annually)

Divisional Goals & Objectives (cont.)

Strategic (cont.)

- Where directed, successfully manage and lead any initiatives in collaboration with health authorities and unions as appropriate in support of the Health Sector Statutes Repeal Act (Bill 47). It was introduced with the intent to improve job security and stability and to assist employers in being able to recruit and retain the skilled health care professionals needed to support better continuity in patient care. Working closely with health authorities and unions, ensure health authority service changes and practices provide stability and respect for workers and continuity of care for patients and clients.
- Maintain effective and mutually accountable professional working relationships with the health sector unions and Doctors of BC. Ensure health authority compliance with both the Doctors of BC Physician Master Agreement and health union collective agreement provisions.
- Provide support and take appropriate action related to the review of the statutory framework for the regulation of health professions in BC.
- Support the implementation of interdisciplinary team-based care (TBC) in the new Integrated Health System across all primary and community based care models in B.C.
- Facilitate the successful integration of Nurse Practitioners (NPs) in all Primary Care Networks (PCNs) in B.C.
- Support surgical care teams to have the capacity to deliver safe, high quality surgical care, increase access to surgical services, and reduce surgical wait times for British Columbians.
- Work with key partners to enable nursing and allied health leaders to enact provincial strategic direction to strengthen the nursing profession and health systems to improve health outcomes for British Columbians.

Divisional Goals & Objectives

Operational:

- Support the Medical Service Commission on achieving their strategic plan deliverables on areas of priority, including: virtual care compensation policy, expansion of use of location codes, and extra billing inquiries.
- As owners of the BC Services Card, complete and implement continuous improvement projects, as well as support our partner in future development of card usage (specifically: name mismatch, gender designation, primary and secondary identification attestation and invalidation of the care card as a government recognized identification).
- Working with other Ministries and Health Insurance BC (HIBC), enhance education and compliance functions in order to ensure only those residents who are eligible to participate in the public system are enrolled in the Medical Services Plan.
- Continue to support and operationalize physician payments through the Medical Services Plan billing system.
- Provide overall management and leadership of the Health Sector Workforce and Beneficiary Services Division. Accountable for having in place a robust and effective policy framework; effective engagement of ministry colleagues and the health sector to achieve results; ensuring effective and well-designed plans for timely implementation of approved initiatives; routine period by period monitoring, reporting, and evaluation of prioritized initiatives within the overall budget allocated to the Ministry, health authorities, and through collective and other compensation agreements
- Continue to support the coordination and quality control of corporate assignments (e.g. issues, correspondence, Freedom of Information requests, records management, fact sheets, meeting materials, etc.).
- Through the Advisory Committee on Diagnostic Facilities, the branch supports the assessment of applications from outpatient diagnostic facilities seeking to bill the Medical Services Plan for provision of approved services.



Ministry Service Plan Goals

Goal 1: Health Sector
Strategic Priorities

Goal 2: Support the health
and well-being of British
Columbians through the
delivery of high-quality
health services

Goal 3: Deliver an
innovative and sustainable
public health care system

Divisional Priority Projects

Divisional Priority	Desired Outcomes	Target Completion Date
Provincial Health Workforce Plan	A refreshed 2021/22—2025/26 Provincial Workforce Plan to guide education, training, recruitment and retention activities for BC's priority professions.	March 31, 2021
Increased funded seats for key professionals	With Advanced Education, Skills and Training, an approved seat expansion plan for Nursing and Allied Education/Training.	December 31, 2019
Actively manage and lead recruitment efforts related to the Ministry's Strategic Priorities	A plan to address workforce challenges and to support successful implementation of Strategic Priority initiatives.	Primary Care—January 31, 2020; Surgical – June 30, 2020; and Seniors—March 31, 2021
Development of alternative physician compensation schemes	A well articulated suite of alternate compensation models that can be operationalized in Patient Medical Homes/Primary Care Networks.	March 31, 2020
Actively manage and lead efforts to improve and protect the health and safety of health care workers	Government's direction on workplace violence prevention and Occupational Health and Safety has been implemented, with progress reported annually. Government's interest in a health care sector that psychologically healthy and safe is being monitored through biennial surveys and key performance indicators.	March 31, 2021
Consistent with Government's Direction, manage and lead (with health authorities and unions) activities associated with Bill 47	Government's direction/interests regarding the repatriation of Health Services is achieved.	Ongoing, Fall 2021



Highlights from 2018/19 cont'd

- Introduced standardized timelines for Return of Service placements.
- Implemented "Gender X" on BC Services Card
- Reduced MSP Claims manual adjudications by 125 (6,000 per run).

Divisional Priority Projects

Divisional Priority	Desired Outcomes	Target Completion Date
Take action as directed by government related to the review of the statutory framework for the regulation of health professions in BC	Government's direction/interests regarding BC's health profession regulatory framework is achieved.	Ongoing, Fall 2021
Implementation of the new health fee for International Students	Government's new health fee for international students is fully implemented.	December 31, 2019
Elimination of MSP Premiums	Successful completion of the MSP Premiums Elimination Project.	December 31, 2019
BC Services Card program	Successful establishment of the BC Services Card Program, within the Ministry of Health.	March 31, 2020
Management and leadership of the Health Sector Workforce and Beneficiary Services Division	A robust and effective policy framework for onboarding new staff; effective engagement with ministry colleagues and the health sector; ensuring effective implementation plans of initiatives; effective and timely implementation of approved initiatives; period monitoring/ reporting, and evaluation within budget.	Ongoing, Fall 2021
Develop Sleep Medicine recommendations for MSC	A full report of activity, findings and recommendations stemming from a multi-year review of the service delivery environment for provision of diagnostic sleep medicine in B.C.	June 24, 2020
Complete 3year non-cardiac Doppler studies pilot project wait time study	In 2017, following a provincial wait time study concerning non-cardiac Doppler studies, a three-year pilot program was launched, allowing eight community imaging clinics to provide, and bill the Medical Services Plan, for four key non-cardiac Doppler studies/tests. A follow up wait time study was planned for May/June 2017 to assess impacts of pilot program, but was postponed by	May/June 2021
Draft report and recommendations for future Community Imaging Clinic provision of non-cardiac Doppler studies	Following completion of the follow up non-cardiac Doppler studies wait time study, an analysis of the impacts and effectiveness of the pilot program will be undertaken. From the analysis, recommendations will be made to the Medical Services Commission as to if the current restriction of these services to health authority facilities should be removed and all qualifying community imaging clinics be able to bill the Medical Services Plan for provision of these services.	Fall 2021



Highlights from 2018/19 cont'd

- Announcement of lower gender reassignment surgeries in BC
- Creation of the generic in-box and e-approval process for ADMO/ Division
- EEC Career Development Series
- Divisional map to easily identify who sits where



NPS Highlights from 2018/19

Increased Access to Nurse Practitioners in Primary Care - 200 new Primary Care Nurse Practitioners and 200 new Family Physician positions to be added over the next three years with the aim to improve attachment of patients and access to primary care services in B.C.

Nurse Practitioner Education—Successful expansion of 30 additional education seats per year added to NP education programs across the province.

Perioperative Nursing Education—Agreement from all health authorities to transition to a provincial model for perioperative nursing education.

Nursing Colleges Amalgamation—B.C.'s three nursing colleges supported to form the B.C. College of Nursing Professionals, providing a single set of bylaws for consistent structures, processes and an improved patient experience.

Nursing Policy Secretariat's Priority Recommendations Report—Initiation/ completion of over 60% of the 50 recommendations outlined in the report.

Divisional Priority Projects Cont'd

Priority	Desired Outcomes	Target Completion Date
Nurse Practitioners and Primary & Community Care		
Implementation of interdisciplinary team-based primary care (TBC)	Primary care networks have implemented an interdisciplinary team-based model of care to improve access to primary care services and address the comprehensive health care needs of patients, families, communities, and populations.	2020/21
Integration of Nurse Practitioners (NPs) in Primary Care Networks	NPs are successfully integrated as primary care providers within interdisciplinary models of care in Primary Care Networks (including Patient Medical Homes, Community Health Centres, Urgent Primary Care Centres, NP-Primary Care Clinics); increased patient attachment and access to primary care.	2019/20
Optimization of the NP integration/ scope of practice across the continuum of care of all nursing roles.	Nursing roles are well integrated in the health care system and enabled to work to their optimal scope of practice.	2020/21
Surgical Strategy		
Development and implementation of an Anesthesia Care Team (ACT) Service Model	An ACT model of care is implemented to enable a sustainable provincial anesthesia care delivery model and to contribute to a reduction in surgical wait times.	2020/21
Perioperative Nursing Education Model development and implementation	Perioperative nurses in B.C. have the skills and knowledge to deliver quality perioperative care to support positive outcomes for surgical patients; role of RNs/ LPNs is optimized within the surgical care team to support effective and efficient surgical care.	2019/20
Health Sector Development		
Provincial model for practice education and transition to practice	Graduate nurses are better prepared and supported to address the evolving complex care needs across practice settings in B.C.	2020/21 (initial pilots)
Specialty nursing education expansion and employment	Specialty areas have a sufficient supply of specialty prepared nurses to meet workforce demands, while transitioning to a new model for practice education and transition to practice.	2019/20
Health Care Assistant workforce strategy	HCA workforce capacity is strengthened and stabilized. A coordinated workforce planning approach is implemented to support the present and future care needs of British Columbians.	2019/20
Nurse Leadership		
Implementation of NPS Priority Recommendations Report	Nurses in British Columbia across all domains of practice (clinical practice, education, research, administration, policy) work to their optimal scope in quality interdisciplinary practice environments.	2020/21



Performance Measures

Divisional Goals	Performance Measures/Targets
Develop a 2020/21 - 2025/26 Provincial Health Workforce Plan	Deliver refreshed five year Provincial Health Workforce Plan with an implementation and monitoring plan.—March 31, 2021
	Quarterly and annual reporting on the provincial health workforce plan in the month following each fiscal quarter and annually in April.
Increased funded seats for key health professionals.	Complete a seat expansion plan for Nursing and Allied Health Education and /or Training - November 30, 2019
Actively manage and lead recruitment efforts related to the Ministry's Strategic Priorities	Streamline and standardized hiring reporting for strategic priority areas - March 2021 and by Period thereafter.
	Issue identification and mitigate on related to hiring into strategic priority initiatives - March 2021 and by Period thereafter.
	Recruitment Action Plan/Workforce Development Plan for Strategic Priority Areas - March 2021.
Development of alternate physician compensation schemes	Complete a Primary Care Compensation Framework for Patient Medical Homes/Primary Care Networks – March 31, 2020

Key Partners and Stakeholders

- Regional Health Authorities
- First Nations Health Authority (FNHA)
- Doctors of BC
- BC Nurses Union (BCNU)
- Hospital Employees Union (HEU)
- Health Sciences Association (HSA)
- BC Government Employee Union (BCGEU)
- Patient Voices Network

- Divisions of Family Practice
- Ambulance Paramedics & Ambulance Dispatchers Bargaining Association (APADBA)
- BC's Regulatory Colleges
- Ministry of Advanced Education Skills and Training
- University of British Columbia
- Nurses and Nurse Practitioners of BC
- Midwives Association of BC
- Health Employers Association of BC

- Provincial Nursing Network
- BC Care Aide & Community Health Worker Registry
- Provincial Nursing and Allied Health Council
- General Practice Services Committee
- Health Match BC
- Principal Nursing Advisors Task Force (National)



Performance Measures

Divisional Goals	Performance Measures/Targets
Provincial management and leadership to improve and protect the health and safety of health care workers	By December 31, 2019, identify a list of health authority sites to implement therapeutic and relational security.
	Implement a provincial psychological health and safety survey in the first quarter of the 2020/21 fiscal year, as well as leading and lagging indicators and targets that have been identified and agreed to.
	Beginning in March 2020, period reporting on the following performance indicators: Number of violent incidents, number of violent incident claims, the type of violent incidents and the amount of time-loss.
Implement the Health Sector Statutes Repeal Act Initiatives	Lead the Bill 47 FBA Working Group - Beginning in October 2019 and Ongoing
	By January 31, 2020 Lead and support the Ministry to develop costing and prepare materials for Treasury Board submissions.
	Work with health authorities, HEABC, key partners and government communications to develop and maintain consistent communications for the public and internal communications to providers, staff etc. - ongoing.
As directed by Government, review of the statutory framework for regulated health professions in BC	<p>Seek government direction once government is established after the election with respect to the statutory framework for regulated health professionals in BC.</p> <p>If government decision is to establish a new framework for regulated health professionals in BC seek to get on cabinet agenda to present a RFL prior to the Spring legislative session.</p>
Implementation of the new health fee for International Students	Develop and send communications to International students and newly enrolled MSP Beneficiaries who are international students - December 31, 2019.
	Establish long term authority to billing international students - March 31, 2020

Performance Measures (cont.)

Divisional Goals	Performance Measures/Targets
Interdisciplinary Team-Based Primary Care	By September 30, 2019 the governance framework to advise, support, and guide the development, implementation, and evaluation of TBC will be established.
	By February 28, 2020 the MoH policy direction “Interdisciplinary Team-Based Care” will be refreshed and disseminated to system partners to support a shared understanding of TBC in primary and community care.
	By October 30, 2019, an evaluation framework will be developed to support the successful integration of TBC across primary and community care settings.
Nurse Practitioners	By July 2020, three NP primary care clinics will be established to improve access to primary care services.
	By end of fiscal 2019/20 NPs will be successfully hired into Wave 1 and Wave 2 PCNs to enable the development of strong interdisciplinary primary care teams.
Surgical Services	<p>By February 2020, recommendations to support an adequate supply of surgical first assist providers to deliver safe, quality surgical care and improve efficiencies in surgical care will be developed.</p> <p>By end of fiscal 2019/20, health authorities will fully transition to a consistent model for perioperative education to build the capacity of nurses to deliver quality perioperative care in B.C.</p> <p>By March 31, 2019, an implementation and evaluation plan for the establishment of a model for anesthesia care teams will be developed to optimize anesthesia services and support the achievement of surgical wait time targets.</p>
Health Sector Development	By September 2019 a new model for baccalaureate nursing practice education and transition will be endorsed and initial pilot sites will be implemented in 2020/21 in select areas of practice to better prepare new graduates to respond to the evolving and complex care needs across practice settings.
	By end of fiscal 2019/20, annual forecasting of specialty nursing seats will be completed to ensure a sufficient supply of specialty prepared nurses to meet workforce demands.
	Over fiscals 2019/21, an HCA workforce strategy will be implemented to grow and stabilize the HCA workforce.
Nursing Leadership	By end of fiscal 2020/21, the 50 recommendations from the NPS priority recommendations report will be completed or in progress.



Performance Measures

Divisional Goals	Performance Measures/Targets
Elimination of MSP Premiums	The Medical Services Commission's authority to create a premium obligation is eliminated; In particular the Commission can no longer has the authority to charge BC Residents MSP premiums - Target date: January 2020
	The Medical and Health Care Services Regulation are amended to remove reference to MSP premiums and premium assistance. This includes completing the consequential amendments to Social Development and Poverty Reduction Regulations and BC Emergency Health Services Regulation as well as formalizing the Supplementary Benefits program as the indicator of eligibility for income based programs - January 2020
BC Services Card program	The following projects are completed: Name Mismatch and Enhancements to Attestation for Secondary ID. Target date: March 2020
	Evaluate the options for model removal, and genderless Identification cards. Target date: March 2020
Management and leadership of the Health Sector Workforce and the Beneficiary Services Division	Using the 2020 Workplace Environment Survey results, improve workplace processes and procedures to support employees—Target date 2020 Calendar year.
	During the term of the Divisional Plan, improve information flow from senior managers to staff through: bi-monthly Divisional All-Staff Meetings; weekly Executive Meetings; monthly New Staff Orientation events; and, weekly informal ADM engagement walkabouts within/across the Division— Ongoing. This will be measured through reviewing future Workplace Engagement Survey scores.

Links

[Ministry Service Plan](#)

[Ministry Plan](#)

[Work Environment Survey](#)

[@Work Government Intranet](#)

[Health ePlace](#)

s.14; s.17; s.22

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s.14 ; s.17 ; s.22

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From: [Armitage, Mark W HLTH:EX](#)
To: [Andrachuk, Andrea HLTH:EX](#)
Cc: [Marsh, Jania HLTH:EX](#); [Anderson, Karen HLTH:EX](#); [Howatson, Evan HLTH:EX](#)
Subject: RE: RUSH: Key commitment HHR in LTC doc
Date: December 14, 2020 11:49:19 AM
Attachments: [14 a -HSWBS HHR Strategy in LTC \(003\).docx](#)

Hi Andrea,

I've done my best but am still slightly over. Would note that the document covers 3 items on the mandate letter though.

Mark Armitage MPA BSW

Assistant Deputy Minister

Health Sector Workforce and Beneficiary Services Division | Ministry of Health

1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

From: Andrachuk, Andrea HLTH:EX
Sent: December 14, 2020 10:29 AM
To: Armitage, Mark W HLTH:EX
Cc: Marsh, Jania HLTH:EX ; Anderson, Karen HLTH:EX ; Howatson, Evan HLTH:EX
Subject: RE: RUSH: Key commitment HHR in LTC doc

Thank you very much Mark,

Andrea Andrachuk

Manager, Executive Program Operations

Office of the Deputy Minister

Ministry of Health

From: Armitage, Mark W HLTH:EX <Mark.Armitage@gov.bc.ca>
Sent: December 14, 2020 10:21 AM
To: Andrachuk, Andrea HLTH:EX <Andrea.Andrachuk@gov.bc.ca>
Cc: Marsh, Jania HLTH:EX <Jania.Marsh@gov.bc.ca>; Anderson, Karen HLTH:EX <Karen.1.Anderson@gov.bc.ca>; Howatson, Evan HLTH:EX <Evan.Howatson@gov.bc.ca>
Subject: RE: RUSH: Key commitment HHR in LTC doc
Importance: High

Hi Andrea,

I have reviewed and edited the document as requested – see attached.

Please note, I have not discussed the financial numbers with FCS.

Evan – please keep this copy as the latest version of the document.

If there are questions please let me know.

Thanks

Mark

Mark Armitage MPA BSW

Assistant Deputy Minister

Health Sector Workforce and Beneficiary Services Division | Ministry of Health

1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

From: Andrachuk, Andrea HLTH:EX <Andrea.Andrachuk@gov.bc.ca>
Sent: December 14, 2020 9:14 AM
To: Armitage, Mark W HLTH:EX <Mark.Armitage@gov.bc.ca>
Cc: Marsh, Jania HLTH:EX <Jania.Marsh@gov.bc.ca>; Anderson, Karen HLTH:EX

<Karen.1.Anderson@gov.bc.ca>

Subject: RUSH: Key commitment HHR in LTC doc

Hi Mark,

Please find attached the Key Commitment document for edits as discussed in SET.

This has had input from FCS in the financial section.

Many thanks,

Andrea Andrachuk | Manager, Executive Program Operations

Office of the Deputy Minister

Ministry of Health

P: 778-698-8391

C: s.17

email: andrea.andrachuk@gov.bc.ca

From: [Armitage, Mark W HLTH:EX](#)
To: [Andrachuk, Andrea HLTH:EX](#)
Cc: [Marsh, Jania HLTH:EX](#); [Anderson, Karen HLTH:EX](#); [Howatson, Evan HLTH:EX](#)
Subject: RE: RUSH: Key commitment HHR in LTC doc
Date: December 14, 2020 10:20:53 AM
Attachments: [14 a -HSWBS HHR Strategy in LTC.docx](#)
Importance: High

Hi Andrea,

I have reviewed and edited the document as requested – see attached.

Please note, I have not discussed the financial numbers with FCS.

Evan – please keep this copy as the latest version of the document.

If there are questions please let me know.

Thanks

Mark

Mark Armitage MPA BSW

Assistant Deputy Minister

Health Sector Workforce and Beneficiary Services Division | Ministry of Health

1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

From: Andrachuk, Andrea HLTH:EX

Sent: December 14, 2020 9:14 AM

To: Armitage, Mark W HLTH:EX

Cc: Marsh, Jania HLTH:EX ; Anderson, Karen HLTH:EX

Subject: RUSH: Key commitment HHR in LTC doc

Hi Mark,

Please find attached the Key Commitment document for edits as discussed in SET. This has had input from FCS in the financial section.

Many thanks,

Andrea Andrachuk | Manager, Executive Program Operations

Office of the Deputy Minister

Ministry of Health

P: 778-698-8391

C: s.17

email: andrea.andrachuk@gov.bc.ca

From: [Armitage, Mark W HLTH:EX](#)
To: [Anderson, Karen HLTH:EX](#)
Subject: RE: 20201202_KM-QA_PJH_HEU meeting
Date: November 25, 2020 2:28:03 PM
Attachments: [20201202_KM-QA_PJH_HEU meeting.docx](#)

Hi Karen,

I have reviewed the document and provided some comments and edits in the attached copy.

Thanks

Mark

Mark Armitage MPA BSW
Assistant Deputy Minister
Health Sector Workforce and Beneficiary Services Division | Ministry of Health
1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

From: Anderson, Karen HLTH:EX <Karen.1.Anderson@gov.bc.ca>
Sent: November 25, 2020 12:35 PM
To: Armitage, Mark W HLTH:EX <Mark.Armitage@gov.bc.ca>
Subject: FW: 20201202_KM-QA_PJH_HEU meeting
Importance: High

Mark, this request came in yesterday from GCPE, the Premier is having a meeting with the HEU and wanted some 'hot topic' Q&A's which are/were due today at noon. I had Evan's team draft the attached but GCPE would like you to OK prior to sending to PO

Thanks
K

The Premier's Office has asked us for some bullets and QAs for an upcoming meeting the premier has with the HEU.

Our question is, what do you think should be the 'top topics' and what could we include for messaging (I assume COVID response would be high on the list).as well as what we think some Qs would be for a high-level QA. If that makes sense.

We have a deadline of tomorrow noon.

Karen Anderson
Executive Assistant to
Assistant Deputy Minister, Mark Armitage
Health Sector Workforce and Beneficiary Services Division
3-1, 1515 Blanshard Street
Victoria BC V8W 3C8
PO Box 9649, STN PROV GOVT,
Victoria, BC V8W 9P4
250 952 3166 office
250 952 3131 fax

From: Shepherd, Brent GCPE:EX <Brent.Shepherd@gov.bc.ca>
Sent: November 25, 2020 12:28 PM
To: Anderson, Karen HLTH:EX <Karen.1.Anderson@gov.bc.ca>
Cc: Lawrie, Hannah GCPE:EX <Hannah.Lawrie@gov.bc.ca>
Subject: FW: 20201202_KM-QA_PJH_HEU meeting

Hi Karen,

Evan and his team have provided their usual awesome level of input.

I think Mark should see this before we send it to the PO..

Thanks,

Brent

From: Howatson, Evan HLTH:EX <Evan.Howatson@gov.bc.ca>
Sent: November 25, 2020 12:19 PM
To: Alston, Kendal HLTH:EX <Kendal.Alston@gov.bc.ca>
Cc: Shepherd, Brent GCPE:EX <Brent.Shepherd@gov.bc.ca>; Fernando, Leah HLTH:EX <Leah.Fernando@gov.bc.ca>
Subject: Re: 20201202_KM-QA_PJH_HEU meeting

Brent, Looks good, sounds like ppe or that level of ppe won't be needed but I'll leave it to you
Thanks
Evan

On Nov 25, 2020, at 9:50 AM, Alston, Kendal HLTH:EX

<Kendal.Alston@gov.bc.ca> wrote:

Hi Evan,

Please see attached for your review. I have gone through Brent's document and have made some minor revisions. Over to you for review before Brent sends it forward.

Kendal

Kendal Alston BA, MA, MBA(candidate)

A/Director, Labour Relations and Special Initiatives
Health Sector Workforce and Beneficiary Services Division
Ministry of Health
Phone: 778-698-9182 | Cell: **s.17**

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<20201202_KM-QA_PJH_HEU meeting.docx>

From: [Armitage, Mark W HLTH:EX](#)
To: [Pokorny, Peter HLTH:EX](#); [Twyford, Philip HLTH:EX](#)
Cc: [Cross, Gordon HLTH:EX](#); [Howatson, Evan HLTH:EX](#)
Subject: RE: Bill 47, next steps
Date: March 1, 2021 8:07:51 AM

s.13; s.17

Mark

Mark Armitage MPA BSW
Assistant Deputy Minister
Health Sector Workforce and Beneficiary Services Division | Ministry of Health
1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

From: Pokorny, Peter HLTH:EX <Peter.Pokorny@gov.bc.ca>
Sent: March 1, 2021 8:05 AM
To: Twyford, Philip HLTH:EX <Philip.Twyford@gov.bc.ca>
Cc: Armitage, Mark W HLTH:EX <Mark.Armitage@gov.bc.ca>; Cross, Gordon HLTH:EX <gordon.cross@gov.bc.ca>
Subject: Re: Bill 47, next steps

s.13; s.17

Peter Pokorny
Associate Deputy Minister
Corporate Services
Ministry of Health
(778) 698-8046

On Mar 1, 2021, at 7:28 AM, Twyford, Philip HLTH:EX
<Philip.Twyford@gov.bc.ca> wrote:

Peter;

s.17

Philip

Philip Twyford, CPA, MBA, C.Dir
Assistant Deputy Minister and Executive Financial Officer
Finance & Corporate Services Division
Ministry of Health
(c) (250) s.17

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From: [Armitage, Mark W HLTH:EX](#)
To: [Pokorny, Peter HLTH:EX](#); [Twyford, Philip HLTH:EX](#)
Subject: FW: Bill 47 - Master Contract Inventory
Date: February 28, 2021 7:19:39 AM
Attachments: [Master Contract Inventory.xlsx](#)
[2021-02-12 - Privileged and Confidential Briefing Note - Bill 47 Working Group.pdf](#)

Fyi – please let me know if you have concerns.

Thanks

Mark

Mark Armitage MPA BSW
Assistant Deputy Minister
Health Sector Workforce and Beneficiary Services Division | Ministry of Health
1515 Blanshard St., Victoria, B.C. | T: 250-952-3519

s.14; s.17; s.22



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-

From: Cooke, Amanda HLTH:EX <Amanda.Cooke@gov.bc.ca>

Sent: Thursday, February 25, 2021 8:03 AM

To: Dean Levangie <deanl@heabc.bc.ca>; Howatson, Evan HLTH:EX <Evan.Howatson@gov.bc.ca>; Woodward, Elaine HLTH:EX <Elaine.Woodward@gov.bc.ca>; Ken Casorso <ken.casorso@fraserhealth.ca>; 'Morrison, Michael' <Michael.Morrison@VIHA.CA>; timothy.cox@vch.ca; Sabrina Aujla <saujla@phsa.ca>; Anna Bozac PHSA <anna.bozac@phsa.ca>; Wayne Balshin <wayne.balshin@vch.ca>; Jennifer Nuttall <Jennifer.Nuttall@heabc.bc.ca>; Matt Prescott <MattP@heabc.bc.ca>

Subject: Bill 47 - Master Contract Inventory


Hi everyone,

Please find a copy of the revised Master Contract Inventory attached to this email. There have been some reformatting/minor edits to this version this week but if there are further changes required, please advise as soon as possible.

To that end, there are 3 tabs – the pivot table is showing filtered data. Please review the data tab for a more complete view as well as the notes tab. If any changes are required, please yellow highlight the line on the data tab (or to the notes tab) and indicate what changes are needed.

Thank you,

Amanda Cooke

Policy Analyst | Labour and Agreements Branch |
Health Sector Workforce and Beneficiary Services Division |
Ministry of Health | Phone: 778-698-9775 

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s.14 ; s.17

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s.14 ; s.17 ; s.22

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Withheld pursuant to/removed as

s.14 ; s.17

Page 42 of 47

Withheld pursuant to/removed as

s.14 ; s.17 ; s.22

Wages

From: Peter.Pokorny@gov.bc.ca
To: Twyford, Philip HLTH:EX <Philip.Twyford@gov.bc.ca>
Sent: December 11, 2020 7:23:34 AM PST

I'm pretty sure s.13; s.17
s.13; s.17

Can this be pulled together for Monday?

Thanks,
Peter

Peter Pokorny
Associate Deputy Minister
Corporate Services
Ministry of Health
(778) 698-8046

RE: s.13; s.17

From: Peter.Pokorny@gov.bc.ca
To: Robinson, Jon PREM:EX <Jon.Robinson@gov.bc.ca>
Sent: February 22, 2021 3:44:40 PM PST

Ji Jon – Yes, let's discuss. Copying Crystal to help find us some time.

Thanks,
Peter

Peter Pokorny
Associate Deputy Minister
Corporate Services
Ministry of Health
(778) 698-8046

From: Robinson, Jon PREM:EX <Jon.Robinson@gov.bc.ca>
Sent: February 22, 2021 3:32 PM
To: Pokorny, Peter HLTH:EX <Peter.Pokorny@gov.bc.ca>
Subject: s.13; s.17

Hello Peter,

I am reaching out on behalf of Donna Sandford and Christina Zacharuk here in the Premier's office regarding s.13; s.17
s.13; s.17 I will be leading the file for our office.

Do you have time for an initial call early this week to touch base and discuss the path forward?

s.13; s.17

Let me know when works, or if I should be discussing with someone else. Tomorrow or Wed is preferable for me.

Thanks,
Jon

Jon Robinson | Executive Director
Planning and Priorities Secretariat
Office of the Premier
Cell: 250-893-4538

a1 HLTH B2021 Caseload App.pdf

From: Peter.Pokorny@gov.bc.ca, Pokorny, Peter HLTH:EX
<Peter.Pokorny@gov.bc.ca>
To: Stephen Brown <Stephen.Brown@gov.bc.ca>, Brown, Stephen R HLTH:EX
<Stephen.Brown@gov.bc.ca>
Sent: February 23, 2021 5:12:26 PM PST
Attachments: a1 HLTH B2021 Caseload App.pdf

Peter Pokorny
Associate Deputy Minister
Corporate Services
Ministry of Health
s.17

Page 46 of 47

Withheld pursuant to/removed as

s.13 ; s.17

FW: HLTH Budget Recommendations

From: Peter.Pokorny@gov.bc.ca
To: Gold, Crystal HLTH:EX <Crystal.Gold@gov.bc.ca>
Sent: February 24, 2021 4:00:52 PM PST
Attachments: a1 HLTH B2021 Caseload App.pdf

Can you please print attachment? Thanks

From: Twyford, Philip HLTH:EX <Philip.Twyford@gov.bc.ca>
Sent: February 23, 2021 5:08 PM
To: Pokorny, Peter HLTH:EX <Peter.Pokorny@gov.bc.ca>
Subject: HLTH Budget Recommendations

As requested