

Understanding BCCNP's 2020-23 Strategic Plan

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Never has the spotlight of government, the media, and the public been focused on health professional regulation as it has in the past few years. Expectations of transparency, a desire for information at one's fingertips, and the pressure for perfection in resource-constrained environments has made the work of regulators more challenging—and more interesting.

Additionally, the health care environment is in a constant state of change and our regulatory approach needs to reflect that reality. If we are going to fulfill our mandate to protect the public as efficiently and effectively as possible, we can not sit back; we must be ready to act.

It is within this context that I'm proud to share our Strategic Plan 2020-23 – the first for the BC College of Nursing Professionals. The Strategic Plan is the culmination of months of research, reflection and engagement with government, nurses, educators, other regulators, as well as our own staff. The Strategic Plan 2020-23 outlines the bold vision we have set for our new organization, in order to meet the challenges of regulating within an increasingly complex health care system.

The insights I have shared below are a companion to the Strategic Plan. I hope they will provide useful context as you review the plan.

Our Vision

Our vision, **“Safe, ethical, person-centered care for everyone”**, is the reason that each and every staff member, committee member and board member works with, and at, BCCNP. It is what drives us as an organization and as individuals.

The *Health Professions Act* directs all health profession regulators to protect the public; in 2019, we think our role is more nuanced than that. We want the health care received by everyone in British Columbia to be safe, we want it to be ethical, and we want it to centre on the person—no matter who you are.



Our Purpose

Following on from our vision, we detail our role: **“We regulate nursing professionals to protect the health and well-being of the public”**.

There are three things we do well: we establish and promote standards, we take action if those standards are not met, and we collaborate with the broader health care system. We must never lose sight of our purpose, but we must always find ways to optimize and recalibrate the way we work, so we can move closer to our overarching vision of **“safe, ethical, person-centered care for everyone”**.

Our Principles

We have outlined some core principles to guide us in carrying out our mandate.

The **protection of the public** is top of mind for us as a regulator, but we must also think about the specific way we want to achieve that aim. In this plan, we commit to a **right-touch regulation** approach and more clearly highlighting our continued efforts to reduce harm using **evidence** and **risk-based** approaches.

We also commit to **collaborating** and regulating in alliance with, the broader health care **system**, all while seeking to maintain a **principle-based approach** that better reflects the changing complexity of practice environments.

We exist to protect the public, and we see opportunities to seek and implement their **feedback** into the work we do. We also believe that we can help create feedback-rich environments for nurses so they can continue to evolve as professionals.

The final principle I want to highlight is **cultural safety and humility**. We cannot regulate without a commitment to cultural safety and humility on three levels: contributing to a safe practice environment; ensuring our processes and our space are safe for all, and; as a collection of individuals who all need to embark on a journey of humble learning.

Through these principles, BCCNP will challenge past approaches to regulation and create a new path to ensure we are maximizing our impact.

Our Strategic Direction and our Strategic Goals

Reinforce our foundations and shape systematic change

BCCNP must be a driver of system change, not merely an observer—or worse, a resistor—of change. We acknowledge the task before us; we have set some big, bold strategic goals for the organization to achieve.



We need to be **nimble and better integrated**. We need to optimize the organization to find economies-of-scale and do more with fewer resources. We must support regulatory reform and be a catalyst for **collaboration**. We must focus on our **culture** and most importantly, the **people** in our organization; the talented regulatory professionals of BCCNP make it possible to protect the public. We need to achieve **operational excellence** to give our people the tools and environment needed to flourish and achieve all that is set out in this strategic plan. Finally, we need to **engage effectively with the public in a meaningful way**—it is the public whom we serve, and we need to make sure we truly understand their expectations, not just assume.

We understand that BCCNP's first Strategic Plan lays out a bold path for every person who works at the college. We are confident in the leadership, the board, the committees and most importantly the staff who make it possible to regulate the nursing profession in British Columbia.

We are confident over the next three years that BCCNP will take a giant step towards **safe, ethical, person-centered care for everyone**.

