



HEALTH SCIENCES ASSOCIATION  
The union delivering modern health care

# FIGHTING FORWARD

## 2025-2030 Strategic Plan

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## BACKGROUND

Formed in 1971, the **Health Sciences Association of British Columbia (HSA)** represents over 23,000 health science and social services professionals working across 250 hospitals and agencies. These include child development centres, mental health and substance use programs, and transition houses. Beyond negotiating collective agreements for its members, HSA is deeply engaged in key issues such as health care policy, labour rights, occupational health and safety, wage equity, diversity and inclusion, women's issues, and solidarity efforts.

HSA actively promotes and protects public health care in Canada through campaigns and collaborations with like-minded organizations. As a component of the National Union of Public and General Employees (NUPGE), and an affiliate of both the Canadian Labour Congress (CLC) and the BC Federation of Labour, HSA advocates for better working conditions, improved wages, enhanced benefits, and public pensions for all Canadians. This work is underscored by HSA's commitment to advancing equity, supporting progressive policies, and fostering solidarity across movements.

## HSA TODAY

Today, HSA represents members under four public sector collective agreements: the Health Science Professionals Bargaining Association (encompasses approximately 90% of HSA members), the Community Social Services Bargaining Association, the Nurses' Bargaining Association, and the Community Bargaining Association. Additionally, some members work under private-sector agreements.



## DEMOGRAPHICS

The demographic data below illustrates a snapshot of our union's composition.

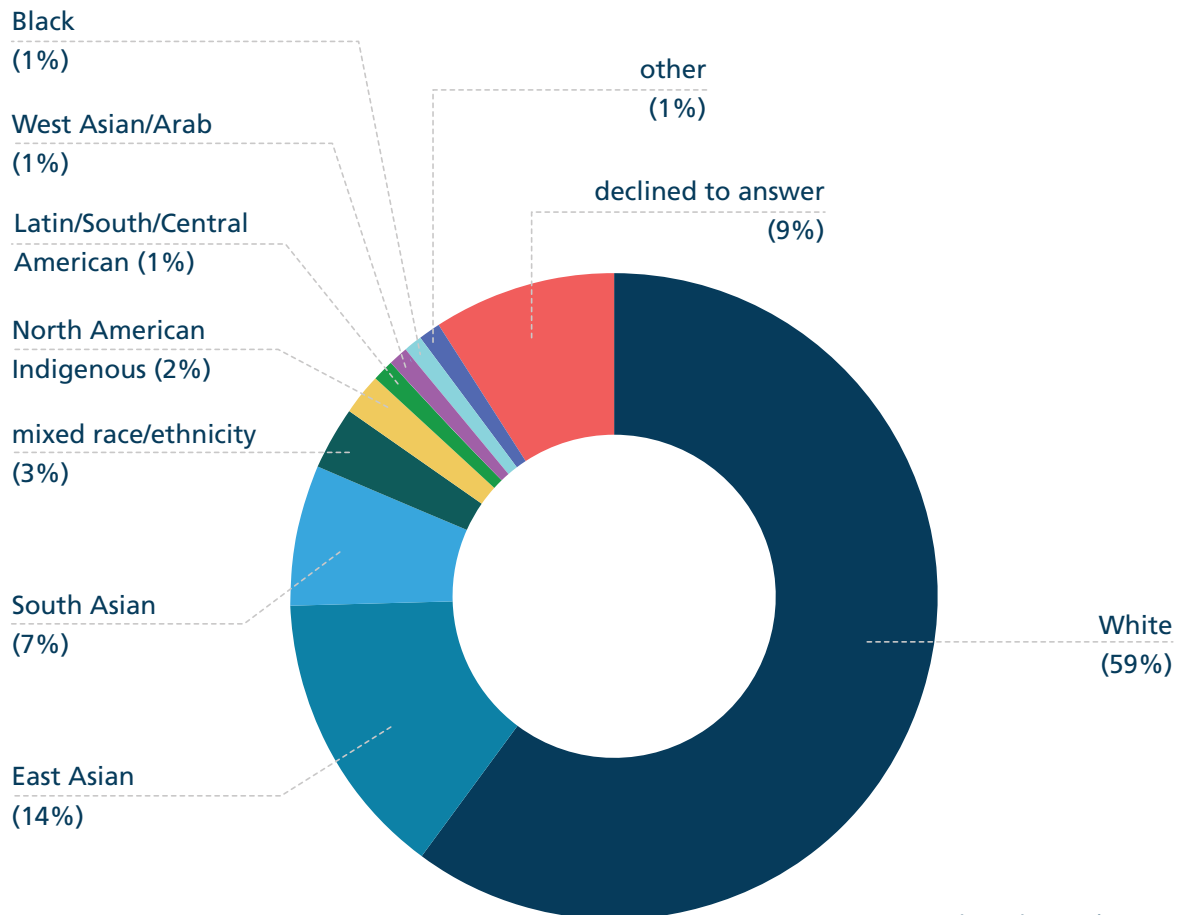
### Gender:



### Age:



### Ethnicity:



HSA's member ethnicity (2024 survey)



HSA is organized into ten geographic regions within BC, each represented by an elected Regional Director who serves on HSA's Board of Directors alongside the President. Over 100 staff members provide essential support in labour relations, bargaining, legal advocacy, occupational health and safety, activist development, member engagement, and government relations, underpinned by operational and administrative staff.

The union's governance structure includes a range of standing and special committees that advise the Board on critical issues. Standing committees include the Finance, Resolutions, Trial, and Executive Committees. Special committees focus on equity and social action, education, governance and policy, occupational health and safety, political action, racial justice, women's issues, and young workers. Following a resolution at the 2024 HSA Convention, three additional committees are being established to focus on gender-diverse members, workers with disabilities, and 2SLGBTQIA+members.



## VISION

A resilient health care and social service workforce serving individuals and communities across BC.

## MISSION

Through solidarity, we advance and defend member rights and interests to promote respectful, inclusive workplaces that center member well-being.





## WHO WE SERVE

HSA represents more than 23,000 public and private sector members in health science and community service professions at over 250 hospitals and agencies. These include workers in acute care, long-term care, and community health, as well as those at child development centres and transition houses across BC.



## WHAT WE DO

1

**HSA is moving health care forward.**

You can count on our members to advance modern health care by using the most innovative and modern tools and techniques.

2

**HSA is an essential part of the modern health care team.**

We work at every level of health care: prevention, diagnosis, treatment, and rehabilitation.

3

**HSA is member-centered.**

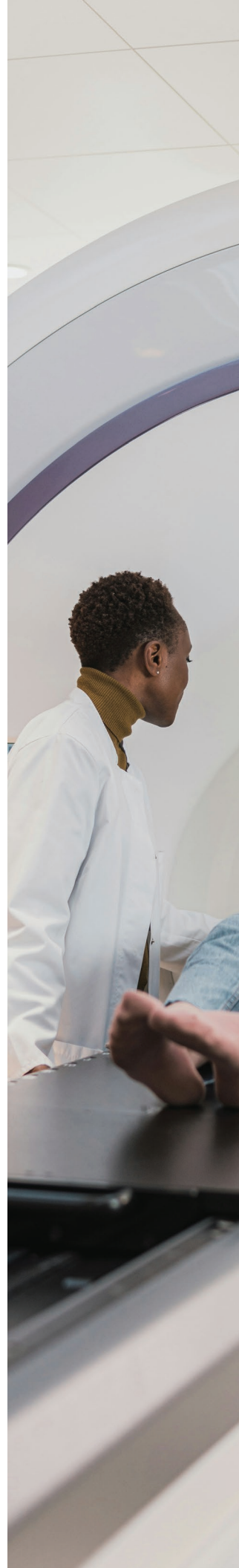
We are committed to equipping and advocating for our members, enabling them to deliver exceptional services within a public health care and social services sector that benefits all British Columbians.



## ABOUT THE STRATEGIC PLANNING PROCESS

In 2024, the **Health Sciences Association** undertook a comprehensive strategic planning process to shape its priorities and vision for 2025–2030. The process, developed in partnership with Roots & Rivers Consulting, centered engagement and collaboration to reflect the diverse needs of HSA members. The planning process began with a review of past strategies and organizational data, followed by an extensive engagement phase. This included interviews with board members, staff, and external partners, focus groups with members from across regions and professions, an online survey with nearly 900 member responses, and a virtual town hall to validate emerging themes with members. Insights from these efforts informed strategy sessions with the board and staff to refine goals and align them with member feedback.

This strategic plan is the result of rigorous consultation and a shared commitment to addressing key issues such as fair compensation, equity, member engagement, and workforce sustainability. It serves as a clear roadmap for HSA's advocacy and action over the next five years.





## 2025-2030 GOALS AND OBJECTIVES

This section outlines the goals, objectives and success measures for the Health Sciences Association between 2025 and 2030.

### Priorities

The following priorities will be the pillars of our work in the coming years:



**Amplify Advocacy  
and Political Influence**



**Champion  
Workforce  
Sustainability**



**Advance Equity,  
Diversity, and Inclusion**



**Strengthen Member  
Engagement and  
Communication**



## AMPLIFY ADVOCACY AND POLITICAL INFLUENCE

Strengthen HSA's voice as a leading advocate in the health care and social services sectors, driving meaningful change for members and elevating their contributions in the broader field.

1

### **Bold advocacy:**

Take a proactive and assertive stance in collective bargaining and political advocacy to advance members' interests and influence legislative outcomes.

2

### **Elevate public awareness:**

Highlight the critical contributions and diverse identities of our membership, raising the union's profile and fostering greater respect and recognition for allied health professionals with a focus on underrepresented groups, including equity-denied groups, remote/rural communities, and underrepresented professions.







**3 Forge strategic partnerships:**  
Strengthen relationships with government, the Ministry of Health, and external organizations to align on policy goals, expand influence, and support initiatives like career laddering and prioritizing equity.

**4 Launch targeted campaigns:**  
Engage in political and public awareness campaigns to address wage parity, health care system improvements, and workforce development while empowering and supporting members to take an active role in lobbying efforts.



# 5

## **Strengthen resilience against political shifts:**

Develop safeguards and strategies to protect the union's advocacy efforts and strive for continuity regardless of changes in government.



## **SUCCESS LOOKS LIKE:**

- We have influenced legislation and policies that improve members' work and lives.
- We are a trusted voice among policymakers, shaping health care and social service decisions.
- We are widely recognized by the public, partners, and members for our commitment and success in advancing member priorities.
- We build and maintain strong, respected partnerships with government and employers to drive change.
- There is increased awareness of the role that professions represented by HSA play in the health care and community social services systems.



## CHAMPION WORKFORCE SUSTAINABILITY

Advocate for fair compensation, equitable benefits, and sustainable work practices to support a resilient workforce.

1

### **Prioritize health and safety in workplaces:**

Advocate for policies, practices and legislation that protect members' health and well-being, prioritizing their ability to perform their roles safely and effectively.

2

### **Advance fair and equitable compensation:**

Advocate for competitive wages and equitable compensation structures that address pay disparities across professions, qualifications, and roles, while working towards wage alignment with inflation and cost of living.





### **3 Expand and modernize benefits:**

Advocate for comprehensive and inclusive benefits packages that support mental health, flexible work arrangements, expanded definitions of family, and the diverse needs of all members.

### **4 Address workforce shortages and burnout:**

Advocate for recruitment initiatives, retention strategies, and balanced workload practices, including equitable staffing ratios, to prevent burnout and prioritize sustainable work conditions.







## 5 **Promote flexible and sustainable work practices:**

Advocate for flexible hours, equitable compensation for shift workers, and targeted support for working parents, rural workers, and members from equity-denied communities to ensure work-life balance.

## 6 **Plan for long-term sustainability:**

Implement internal succession planning strategies to strengthen the union's resilience and future-proof leadership at the board and senior management levels.

## SUCCESS LOOKS LIKE:

- Fair compensation and comprehensive benefits are consistently advocated for and achieved, ensuring they reflect the cost of living and members' professional contributions.
- Advocacy efforts prioritize equitable access to benefits, including robust health and mental health supports, for all members.
- Progress is made toward wage parity and equitable compensation across all professions, fostering fairness and unity within the membership.
- Workplaces are fully staffed as a result of targeted advocacy, helping to reduce shortages, address waitlists, and improve service quality.
- Members experience reduced overtime and increased ability to take time off, contributing to their well-being.
- We see a measurable reduction in sick and stress leave, creating healthier, more sustainable work environments.
- Retention rates improve as members feel valued, supported, and empowered to stay in their roles.
- Patients experience improved care and outcomes while local communities thrive with the support of a resilient workforce.



## ADVANCE EQUITY, DIVERSITY, AND INCLUSION

Strive to address ongoing systemic barriers to equity, diversity, and inclusion within HSA and across all professions and promote equity and belonging.

1

### **Expand equitable recruitment:**

Develop and implement strategies within collective agreements to attract and retain a diverse workforce of health care and allied health professionals to promote representation in our sector that reflects the communities we serve.

2

### **Advanced support for families in collective agreements:**

Advocate for enhanced parental leave, flexible scheduling, and provisions that recognize and support diverse family structures, enabling professionals to balance their careers and personal lives effectively.





3

**Foster equitable representation:**

Ensure members from smaller professions and equity-denied groups are actively supported and represented in union decisions, leadership, and initiatives.

4

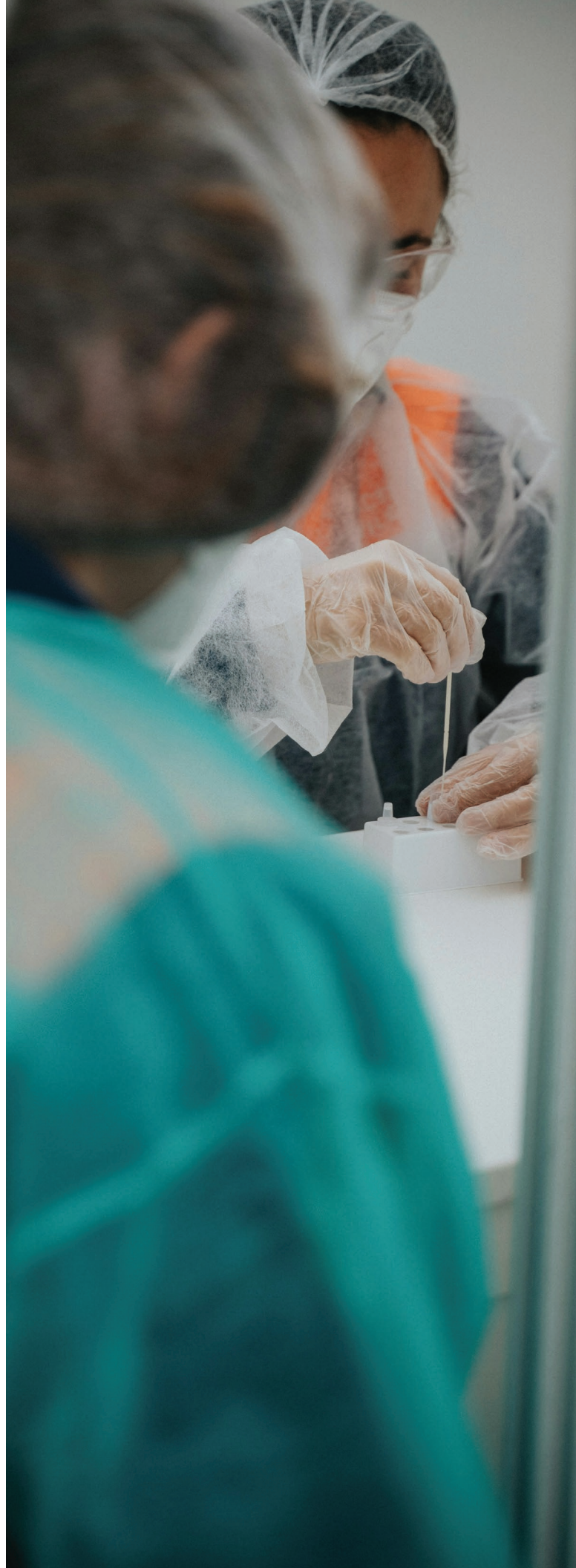
**Create inclusive spaces and processes:**

Build committees and initiatives that champion diverse member needs while fostering unity, solidarity, and equitable decision-making across the union.

5

**Strengthen leadership representation:**

Ensure leadership roles are accessible to all, with targeted support and pathways for members from equity-denied groups to meaningfully participate in and influence decision-making processes.





6

**Address systemic barriers:**

Develop and implement specific, measurable strategies to dismantle systemic obstacles preventing equity-denied groups from accessing leadership opportunities, resources, and professional growth.

7

**Strengthen EDI education and practices:**

Provide ongoing training to raise awareness of equity issues and embed an EDI lens into all union work and initiatives.

**SUCCESS LOOKS LIKE:**

- Union leadership reflects the diversity of its membership, with equitable representation from all professions and equity-denied groups.
- Systemic barriers limiting access to opportunities and leadership roles are identified, addressed, and measurably reduced.
- Members report feeling included and valued, with diverse perspectives actively influencing decision-making processes.
- Committees and initiatives effectively foster inclusion, integration, and support for members across all groups and professions.
- EDI training and principles are consistently applied across all union activities, with members and staff demonstrating increased awareness and inclusive practices.



## MEMBER ENGAGEMENT AND COMMUNICATION

Build and nurture trust and transparent, effective bidirectional engagement with members.

1

### **Enhance communication and transparency:**

Foster trust by delivering clear, timely, and responsive communication on key union decisions, with a focus on bargaining and member priorities.

2

### **Increase inclusive member involvement:**

Build equitable feedback systems and participation opportunities that actively prioritize engagement with equity-denied groups, smaller professions, underrepresented members, and non-HSPBA members, ensuring all voices are valued and heard.



3

**Streamline access to union resources:**

Simplify processes and provide clear, user-friendly guidelines to ensure members can easily access union services, support, and resources.

4

**Strengthen regional and in-person connections:**

Expand dynamic engagement methods and increase the union's presence in remote and isolated areas, providing more opportunities for the union and its leadership to connect directly with members.



5

**Foster leadership and mentorship:**

Develop mentorship programs and leadership initiatives to build members' capacity to take on active roles within the union and strengthen solidarity.

6

**Advance labour education:**

Deliver labour education opportunities to strengthen members' understanding of union rights, advocacy, collective action and solidarity, while supporting professional growth through supplementary development resources.

**SUCCESS LOOKS LIKE:**

- HSA membership grows, with more members actively participating in union activities, training, and leadership roles.
- Members report increased satisfaction and a stronger sense of connection and solidarity with the union through surveys and feedback.
- Member feedback is effectively gathered, tracked, and integrated into decision-making processes to reflect their priorities.
- Union-led training programs are accessible and impactful, and equip stewards and members to engage meaningfully in their workplaces and the union.
- HSA strengthens relationships with affiliates and external partners, amplifying its collective influence and impact.



***“Our fingerprints  
don’t fade from the  
lives we touch.”***

—Judy Blume





*This strategic plan was developed with  
the support of Roots & Rivers Consulting.*

