

Strategic Plan 2024-27

November 23, 2023

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Territorial acknowledgement

The offices of BCCOHP are located on the traditional, ancestral and unceded territory of the Coast Salish and Lekwungen-speaking Peoples, represented today by the Musqueam, Squamish, Tsleil-Waututh, Songhees and Esquimalt Nations.

Acknowledging the territories and the original stewards of these lands is a fundamental responsibility of our organization and in keeping with our commitment to support the provision of safe, effective, culturally sensitive oral health care for people in British Columbia.



Introduction

This is BCCOHP's second strategic plan. It was developed under the leadership of the BCCOHP Board. It builds on the first one-year strategic plan, which was designed to be a foundational document for the development of future plans.

The 2024- 27 strategic plan:

- Captures BCCOHP's unique position within the health care system to promote team-based oral health care, rather than the traditional model of regulating individual profession types.
- Provides clarity and unity around a shared vision for our new organization.
- Is responsive to the changes in the regulatory environment, including the government's modernization recommendations for health professions regulation, the In Plain Sight report, and aligns with the guiding principles in the new governing legislation: the *Health Professions and Occupations Act*.
- Has a strong focus on accountability through demonstrated outcomes.

Language matters

All wording in in this plan is deliberate and precise. We have used clear, accessible and public-friendly language to ensure that it is meaningful to all audiences, especially to the patients and public we serve.



Background

BCCOHP is the first in Canada to regulate the oral health care team. With 16,000 oral health professionals, we are the second-largest health regulator in BC.

BCCOHP was formed on September 1, 2022 through an amalgamation of four dental regulatory colleges. BCCOHP is governed by a 12-member board made up of six oral health professional members and six public members. The Board is responsible for ensuring that the organization's mandate – regulation of oral health care in the public interest – is carried out effectively and efficiently on behalf of the public.

The plan on these pages, and the creation of BCCOHP itself, was informed by several key developments and reports, including an expert report (the Cayton Report), the recommendations of an all-party steering committee for modernizing the provincial health regulatory system, and an independent investigation into racism and discrimination in BC's health care system.

About BCCOHP

We oversee six oral health professional types: certified dental assistants, dental hygienists, dental technicians, dental therapists, dentists and denturists.

We protect the public in three main ways: by ensuring that oral health professionals are able to practise competently; by setting expectations for the delivery of safe and patient-centred oral health care; and by investigating complaints about oral health professionals.

Environmental scan

Political factors:

- Ministry expectation for all health system partners to implement In Plain Sight recommendations
- Changes to international credential requirements for entry to practice in Canada
- New Canadian Dental Care Plan to expand access to care
- Post-pandemic legislation (HPO orders)
- Upcoming provincial (2024) and federal (2025) elections

Technological factors:

- Impact and speed of technology change in optimizing BCCOHP service
- Use of data to drive reporting and risk assessment
- Ensuring privacy and confidentiality of documents and information
- Impact of artificial intelligence potential and risks
- Using virtual screening and other technological enhancements in the delivery of care

Environmental scan

Environmental factors:

- Broad impact of climate change on public health
- Public and OHP perceptions of BCCOHP action may impact reputational risk

Legal factors:

- Impact of HPOA (e.g., changes to governance, superintendent's office)
- UN Declaration on the Rights of Indigenous Peoples (UNDRIP), and *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) as the Province's framework for reconciliation
- Implication of the changes to consumer data and privacy legislation
- Impact of human rights obligations

Environmental scan

Social Factors:

- Increasing population growth outstripping oral health capacity
- Increasing population diversity
- Increasing patient advocacy in care decisions
- Indigenous specific anti-racism
- Socio-economic factors impacting marginalized groups and access to care
- Increased pressure on appearance as a factor in the patient's aspect of care

Economic Factors:

- Impact of increased costs on BCCOHP budgets
- Impact of increased costs for the public and OHPs in accessing and delivering oral health care
- BCDA management of fee guide and the relative opaqueness of fees
- Housing availability / affordability and general cost of living in BC

SWOT analysis

Strengths:

- Second-largest health regulator in BC with unique oversight of all oral health professionals
- Modernized board with strong organizational governance
- Stable financial position with reliable source of revenue
- Strong regulatory performance (e.g., HPRB reviews)
- Adopt an innovative approach to regulation

Weaknesses:

- Legacy colleges' policies and systems not yet harmonized (e.g., four databases) impacts operational effectiveness
- Cultural alignment is ongoing
- Building configuration is still pre-pandemic
- No policy on cultural safety and humility

SWOT analysis

Opportunities:

- Adopt an evidence-based regulatory approach anchored to patient-centred, team-based care
- Anticipate performance standards and governance practices to be used by Superintendent's Office
- Build progressive policies to address access and care equity, and Indigenous specific anti-racism
- Unified OHP quality assurance program
- Influence the wider regulatory environment

Threats:

- Concept of a single health regulator leading to loss of autonomy
- Impact of building ownership on premise strategy
- Cyber-threats

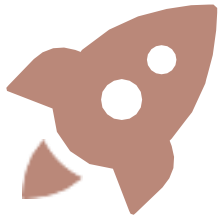


Vision

Reimagined oral health care oversight

Our vision statement is intended to be compelling, aspirational, and concise. We believe that everyone will be able to see themselves in it: oral health care professionals, patients/public and those within BCCOHP.

The concept of reimagining points to the possibilities that result when expertise within and outside of the organization converges in the service of modern regulation that promotes team-based oral health care. The vision also honours the four dental colleges that came together to create a single regulatory body for oral health professionals.



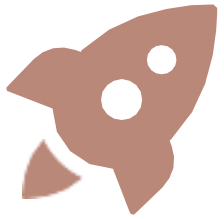
Mission

The mission offers neither the future focus of the vision, or the emotional impact of values. What it does offer is clarity about what we do, and why it matters.

In developing the mission, we knew it was critical to:

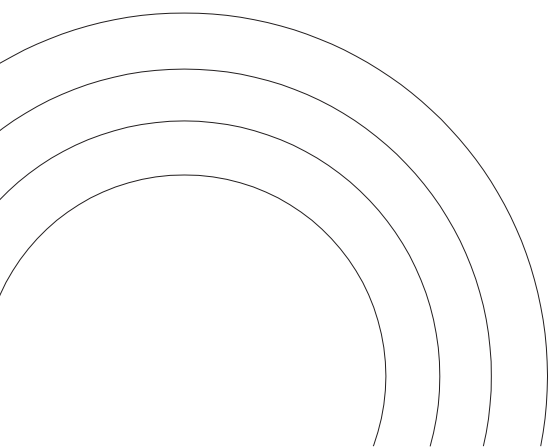
- *identify the value we deliver for the public*
- *promote health equity and ensure that everyone feels safe in accessing oral health care*
- *measure our impact*
- *work collaboratively within BC's wider health care system*

At the core of BCCOHP's mission and the statements that support it is regulatory leadership.



Mission

To safeguard the public from harm and discrimination by diligently overseeing safe, competent, ethical, and team-based oral health care, ensuring trustworthiness in our regulatory practices





Values

Values are fundamental. They articulate what BCCOHP stands for, which in turn drives our behaviour, actions and results. Values are the glue that holds the organization together.

Our starting point for the values development was to focus on individual words and concepts, including both the values that reflected BCCOHP's desired culture, as well as the cultural elements from the legacy colleges that should be carried over into BCCOHP. But we didn't want to stop there, because the real power of BCCOHP's values lies not in words, but in actions.

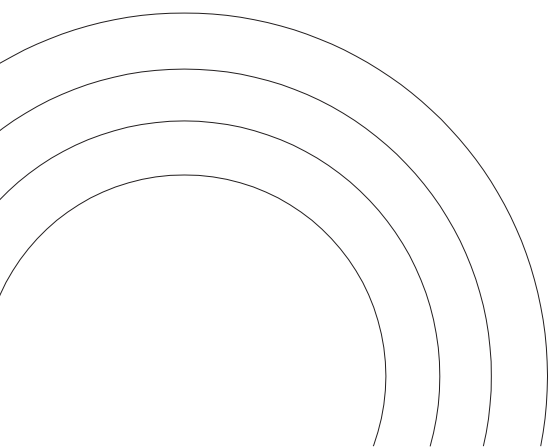
The values that we identified were then clustered and themed, and built out into four discrete statements that set out our commitments in every aspect of our work.



Values

We do what we say

We are committed to achieving meaningful outcomes for patients and the public, and to being transparent about our work and its impact.

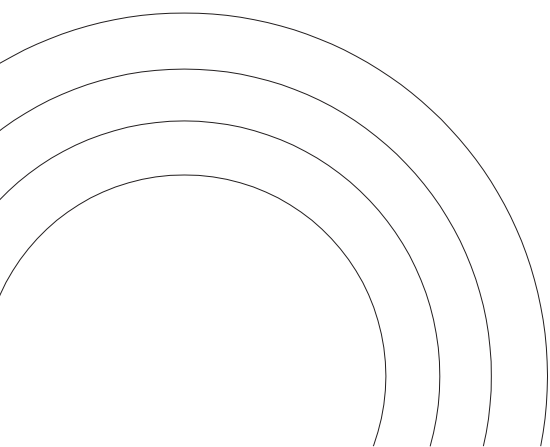




Values

We put people first

We recognize that the most important resource in delivering our mission is the diversity and knowledge of people: those who do the work of regulation, the professionals we regulate, and the patients and public we serve.

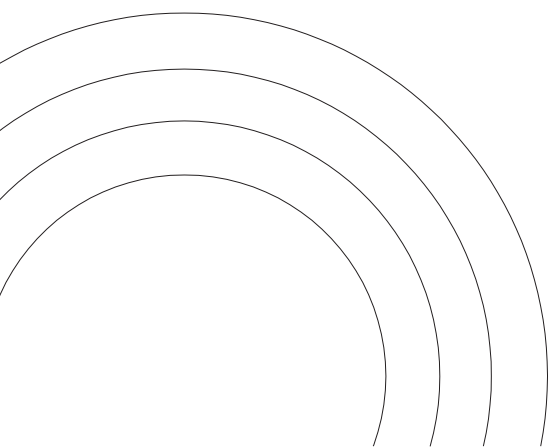




Values

We get it done

We build credibility and trustworthiness through the quality of our regulatory work, while approaching new challenges with openness and curiosity.

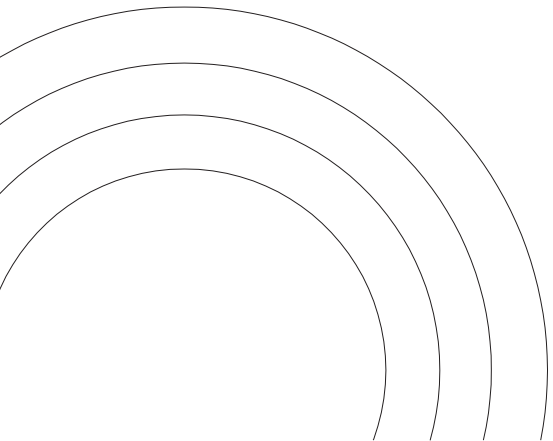




Values

We take the long view

Through continuous improvement, we use our influence to make a positive impact today and in the future.





Strategic Focus

There are four areas of focus that have been prioritized by the Board for BCCOHP's 2024-27 strategic plan. They are informed by a recognition that the health care system must be culturally safe and humble in order to achieve health equity, the new Health Professions and Occupations Act and government and public expectations about what it means to be a modern regulator, and modernization of core regulatory functions under the BCCOHP banner.



Strategic Focus

Regulatory leadership

2024-27 GOAL:

Identify strategic opportunities within regulatory modernization, including seamless transition to new governing legislation.

Initiatives

- Prepare for and implement the principles and requirements of the *Health Professions and Occupations Act* to better protect the public and facilitate good governance.
- Collaborate and engage with the public and other health care system partners to strengthen the delivery of safe, competent and ethical health care by the professionals we regulate.
- Implement a risk-based and data-led approach to regulatory decision-making and measurement of performance outcomes.



Strategic Focus

Cultural safety and humility

2024/27 GOAL:

Uphold inherent Indigenous rights and promote reconciliation through the regulation and delivery of oral health care.

Initiatives

- Embed cultural safety and humility and Indigenous specific anti-racism in all aspects of governance and operations and eliminate barriers to Indigenous people accessing BCCOHP
- Set expectations for Oral Health Professionals that supports the delivery of culturally safe and humble oral health care
- Ensure shared decision-making with Indigenous peoples, including recruiting and retaining Indigenous board, committee and staff members



Strategic Focus

Health equity

2024-27 GOAL:

Prevent harm and discrimination in the provision and regulation of oral health care.

Initiatives

- Build a safe and inclusive organizational culture that upholds anti-racism and anti-discriminatory principles and measures
- Identify and remove college policies and practices that perpetuate discrimination
- Implement regulatory processes that foster meaningful and respectful communication between oral health professionals, patients and the public
- Support oral health professionals to take action on health equity and discrimination



Strategic Focus

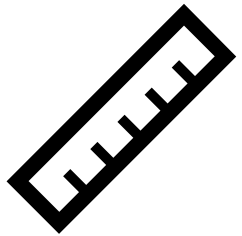
Modernized regulatory functions

2024-27 GOAL:

Unify core regulatory functions and establish patient-centred standards that prioritize patient safety and promote the public interest.

Initiatives

- Implement a single registration system and public register
- Establish a quality assurance program for all oral health professionals
- Develop ethical principles, professional and practice standards for all oral health professionals



Measuring impact

Accountability through measurement

The Strategic Plan 2024-27 represents a significant investment of resources to articulate and then deliver the vision, mission and priorities. We will track and report our performance in various ways, including:

- Progress against our strategic focus goals and initiatives through regular reporting to the Board and within the annual report.
- Measuring public experience and perceptions through our Voice of Patient research study and sharing the results with oral health professionals to enhance the delivery of safe, effective competent team-based oral health care.
- Effectiveness of the core regulatory functions – registration, quality assurance and complaints – in addition to financial and operational performance measures.

What's next

This strategic plan is a starting point.

The content in these pages reflects many hours of engagement, review, research and discussion. All of BCCOHP's work will be anchored by this plan, and it will be reflected in everything from the projects we pursue to the way we allocate our resources.

This strategic plan is responsive to changing expectations of what it means to be a modern regulator, and will be brought to life through our people, our activities, and through the experiences of those who interact with us. It will be used to inform our branding and engagement activities and will be used to build awareness of BCCOHP as a regulatory leader.