

Community Social Services Employers' Association of BC

ANNUAL REPORT

2017





OUR VISION

To be a leader in human resources and labour relations, and a trusted advisor to our membership and government for the community social services sector of British Columbia.

OUR GUIDING PRINCIPLES

- We value the work of our member agencies and recognize the contribution members make to their communities and to the people they serve.
- We deliver quality services in a professional manner with honesty and respect.
- We facilitate a positive and productive labour relations environment within the social services sector.
- We work collaboratively with our members and government, value member input and support, and promote open and honest communication.
- We are committed to best practices and seek to develop innovative solutions to labour relations and human resources issues.
- We are a multi-employer association, accountable to balance the interests of member agencies and government to achieve our mandate.
- We believe employees are our most important resource and support them to be the best they can be.

About the Community Social Services Employers' Association of BC

The **Community Social Services Employers' Association of BC** (CSSEA) provides human resources, labour relations, research and knowledge management, and collective bargaining services to approximately 200 members and 80 associates throughout the province ranging in size from under 10 employees to more than 600 and collectively employing more than 17,000 people.

Created in 1994 and based in Vancouver, CSSEA is the accredited bargaining agent for members and negotiates three sectoral collective agreements.

CSSEA members deliver a wide array of services to the people they support across BC in three service divisions:

- Aboriginal Services (AS)
- Community Living Services (CLS)
- General Services (GS)

Government and members rely on CSSEA to be a leader in human resources and labour relations in the community social services sector. Through stakeholder consultation and collective bargaining, CSSEA endeavours to build constructive and collaborative relationships with members, government, employees and unions, while continuing to attend to evolving membership needs.

CSSEA comprises four departments that deliver services to members and associates:

- Human Resources and Labour Relations (HRLR) Services
- Research and Knowledge Management
- Communications and Events
- Corporate Services

HRLR Services delivers consistent, reliable and trusted advice on human resources and labour relations issues. The team provides collective agreement negotiation and administration services, third-party representation (mediation, arbitration and human rights), disability management, and training and skills development.

Research and Knowledge Management collects and analyzes sectoral compensation and workforce data, conducts research on external compensation and benefits, manages the sector's job classification system, provides costing services during collective bargaining, and oversees information technology infrastructure, systems and website maintenance.

Communications and Corporate Services inform external stakeholders and internal clients and are responsible for communications, database maintenance, event planning, member and associate management and governance administration.

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Board Chair Message

Reflecting on the past year in the community social services sector, two words come to mind: accomplishment and transition. As we continue to enjoy labour stability yielded from our historic five year collective agreements and comparability money that closed the gap with community health and education, the sector is ready to look forward. Particularly, we are setting our sights on 2019 collective bargaining to address challenges like recruitment and retention and to ensure that the valuable services we provide throughout the province are enhanced and remain uninterrupted. Foremost among our preparations will be the election of the 2019 Bargaining Committee at this year's AGM. Sectoral accomplishments from the last round of bargaining included the Economic Stability Dividend, Comparability and Classification Anomaly Wage Increases and employer-friendly language, which closed part of the gap, but we need at least one more successful round of bargaining to achieve our goals. A constant in the sector is the challenge with insufficient funding, particularly the absence of funding for even modest management salary increases. The result is a shrinking wage gap between bargaining and non-bargaining unit staff and the difficulty in finding and keeping skilled managers and supervisors.

The Board and Panels have been integral to making CSSEA successful and committed to improving the social services sector at large. I would also like to acknowledge the work of CSSEA's staff, particularly the Consultants who are the face of the organization and provide invaluable advice and consultation to organizations every day; the Research and Knowledge Management department, which has played a significant role in increasing the profile of the sector with our external stakeholders and government; and our CEO, who has provided leadership and vision for CSSEA and the sector. I would particularly like to highlight the role of CSSEA in supporting the membership during data-related discussions with funders and government, and for the informative agency and sectoral reports produced each year.

The health and safety objectives of the CSS WorkSafeBC Pilot Project is another area that has benefited the sector, as it laid the foundation for healthier workplaces and reduced rates, which are already being observed. As the project moved into Year 2, sector-

specific resources have been developed with deeper insights into workplace injuries and effective return to work strategies.



I also want to recognize the excellent efforts of our Joint Union/Management committees. I applaud staff, volunteer members, government and the Community Social Services Bargaining Association for all the work they undertook on the following committees:

- Benefits Committee
- Benefits While on Certain Leaves of Absence Committee
- Classification Committee
- Classification Tech Group
- Disability Committee
- Joint Training Committee
- Labour Adjustment and Education Fund (LAEF) Committee
- Precarious Work Committee
- Sector Committee
- VACFSS Workload Committee

Members can also be proud of CSSEA's continued efforts to promote and honour the sector through the valuable BC Community Social Services Awards of Excellence, presented in collaboration with Telus. Now in its third year, the initiative recognizes employees' contributions and promotes the commendable work being done in the social services sector. As the Awards continue to grow, our goal is to bring added exposure and media awareness of our agencies and the vital role they play in delivering quality services to British Columbians.

As year two of my term as Chair comes to an end, I look back with a sense of pride on the many accomplishments the Board has achieved. It is with this pride that I welcome a new Board and with great optimism that I wish them continued success in collaborating with our CEO to build on the successes of collective bargaining and emerge even stronger.

A blue ink signature of Janice Barr.

Janice Barr, CSSEA Board Chair

CEO Message

2017 has been another exciting year in building on the successes of 2014 bargaining, finding new value-added opportunities for our members and establishing CSSEA as the data repository for the social services sector. We are currently in year two of our three-year Strategic Plan and its four goals provide an ideal framework to review the achievements of the last 12 months:

Goal One: Continue to enhance our status as the trusted advisor to members and government on HR and LR issues in the sector

CSSEA's data collection efforts have been a cornerstone of our operations for the last five years and continues to be a significant factor in our strengthening of trust with both members and government. Our role as the data repository for the sector has been further enhanced by government contracting data collection for over 700 agencies that, together with CSSEA's nearly 200 members, comprise the social services sector. This data forms the base of our recruitment and retention strategy and enabled CSSEA to make an effective case for Comparability and Classification Anomaly Wage Increases. I expect our strength in this area to play an important role in the next round of bargaining, particularly in persuading PSEC of the need to address the problems that the lack of targeted funding for management positions is causing for our members. In addition, our enhanced data capabilities has allowed us to quantify the shortfall for Non-Provincially Funded Programs and to propose solutions. Similarly, it has informed CSSEA's work in the past year to address the challenge with the Employment Specialists classification. More importantly the data has assisted CSSEA and the Community Social Services Bargaining Association (CSSBA) to determine the allocation of Comparability and Classification Anomaly Wage Increases that came into effect on April 1, 2016 and will continue to do so for 2018.

Goal Two: Continue to explore new added-value services

In addition to our long-term relationship with Telus as the sponsor of the BC Community Social Services Awards of Excellence, CSSEA is pleased that Vancity has recently become a conference sponsor. We are excited about the new relationship and are actively exploring potential banking strategies that will benefit the membership.

Management development, particularly the nurturing of tomorrow's leaders, is an area we have invested considerable efforts into. 2017 saw the last intake to our Executive Coaching Program, made possible by a partnership with the International

Coaching Federation – Vancouver Chapter, and bringing the total number of participants over the past three years to 82.

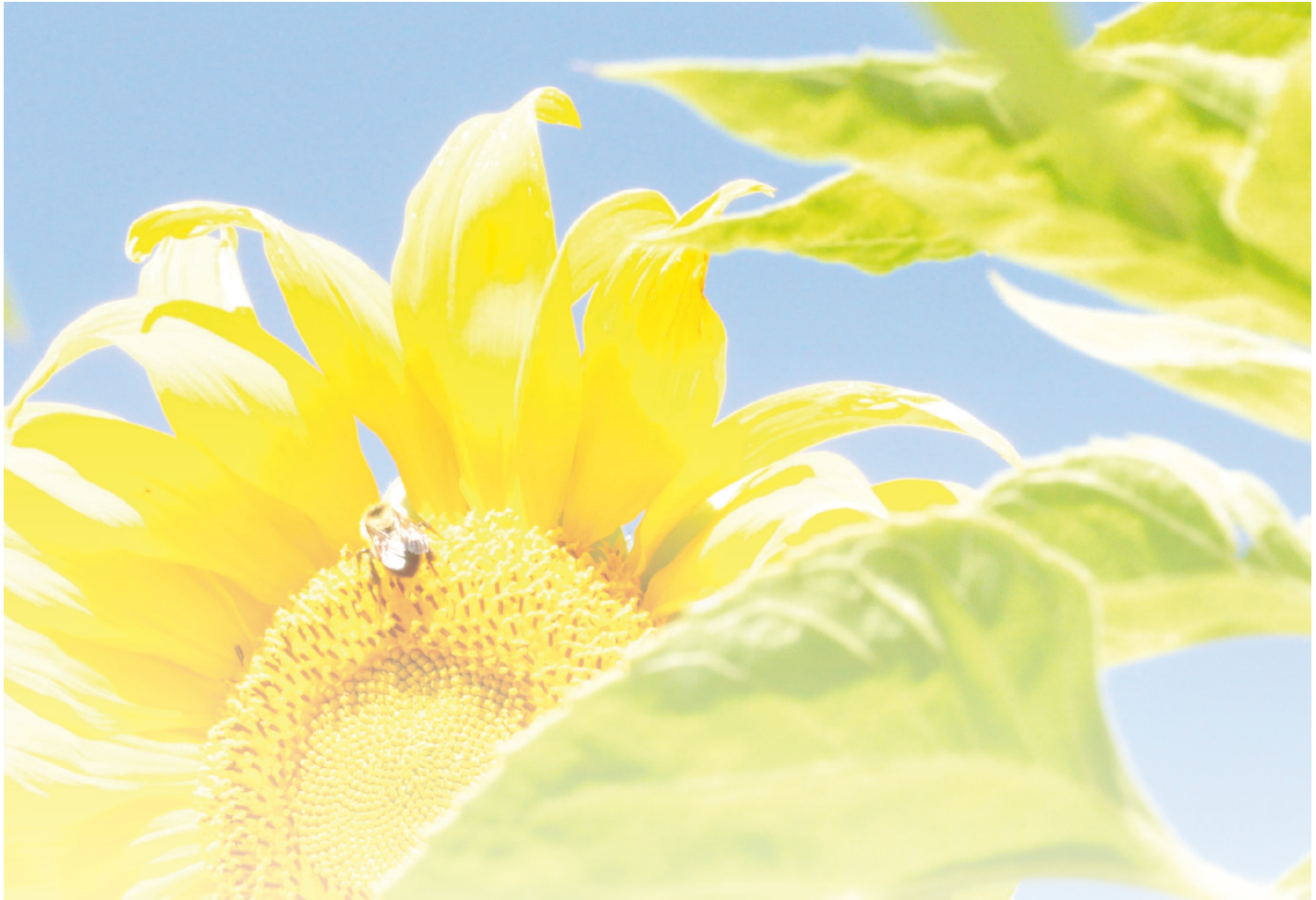


The CSS WorkSafeBC Pilot Project has also proven to be highly valuable, as it produced a number of deliverables gleaned from direct collaboration with 26 employers. Members involved with the project have brought forward issues, case studies and examples of best practices that will contribute to the creation of sector-wide resources. The quality of work coming from this innovative partnership has no doubt contributed to its renewal for a third year.

Finally our partnership with Ernst & Young has enabled CSSEA to develop effective strategic plans and position ourselves to be at the forefront of progressive organizational management.

Goal Three: Continue to provide excellent core services

CSSEA has continued to improve the depth and range of HR Practitioners Meetings, tackling topics like cyber security, human rights and discipline in the last year. We have also made our meetings more accessible to those outside the Lower Mainland, by broadcasting them live via webinar; sharing presentations on our website; and having our Consultants travel to the Okanagan and the Kootenays to deliver regional training sessions. Key HRLR resources were updated and enhanced this year, most notably the Employers Interpretation Manual, which is now available on our website and can be searched by article. The manual is intended to facilitate the implementation of the General Services and Community Living Services Collective Agreements and as such, is a valuable everyday tool for HR practitioners and Executive Directors. CSSEA has also partnered with the provincial Employers' Advisers Office (EAO) to assist members with their WorkSafeBC appeals reviews and training. The EAO has set up a confidential e-mail address exclusively for CSSEA members and has committed to working with CSSEA to ensure we partner in managing active files. We also continue to work jointly with the CSSBA and this year, have updated the Early Intervention Program Policies and Procedures manual. The manual is the product of months of collaboration and clarifies roles and issues that will assist the employers, unions, disability management providers and employees with the Mandatory Early Intervention Program.



Goal Four: Maintain excellent member relations

We continue to pursue opportunities to meet and listen to members' concerns. I am frequently a guest speaker at the BC CEO Network and Federation of Community Social Services of BC events and our staff regularly visit regions outside the Lower Mainland, in addition to offering education and training sessions via webinar.

CSSEA has also partnered with HEABC to offer additional education sessions for our members; the first two that were offered this past spring were fully subscribed in a matter of days. CSSEA's Community Social Services Awards of Excellence, presented in partnership with Telus, remains the centrepiece of our efforts to recognize and celebrate members' achievements and is now in its third year. We have incorporated the awards ceremony with the AGM and Conference program

to give it more coverage and greater awareness. This year's conference will be taking place in Kelowna, marking our first return to the Okanagan since 2012 and allowing us to provide the opportunity to connect with members in the Interior who may find attending conferences in Vancouver financially difficult. We have launched a member-focused column in our newsletter entitled *The Sector Spotlight*, which profiles members for stories of impact and innovation. CSSEA is also proud to purchase art from our member agencies and in doing so, promote the wonderful initiatives undertaken in the social services sector.

Gentil Mateus, CEO

Our Members

CSSEA members are social services employers contracted and funded by the provincial government to provide a range of community social services. Primarily not-for-profit agencies, member organizations range in size from under 10 to more than 600 employees and collectively employ approximately 17,000 people throughout British Columbia.

CSSEA Members Must Meet the Following Criteria:

- Have a unionized component
- Receive at least 50 per cent of total agency funding from provincial ministries and/or authorities through ongoing, direct service contracts
- Receive at least 50 per cent of provincial contract revenue from non-health ministries or authorities
- Receive at least \$250,000 from provincial ministries and/or authorities for the unionized component
- Have a community of interest within the community social services sector

Services Provided by Members

The contract services delivered by members focus on support and care programs for a wide variety of valued British Columbians. Services include:

- Residential and day support programs for persons with disabilities
- Crisis intervention programs
- Transition houses and residential transition care
- Counselling and life skills programs
- Emotional behaviour therapy
- Counselling for sexually abused persons and their families
- Respite care homes for persons with developmental disabilities
- Job readiness and community integration services
- Literacy and language skills programs
- Immigrant settlement support programs

Members and Associates by Division

Divisions	Members	Associates
Aboriginal Services	6	6
Community Living Services	97	11
General Services	94	65
Total	197	82

Members and Associates by Region

Regions	Members	Associates
Kootenays	18	6
Lower Mainland	70	36
North	26	7
Thompson Okanagan	27	11
Vancouver Island	56	22

Members and Associates by Union Affiliation

Union	Members	Union	Members
BCGEU	125	HSA	18
BCNU	2	SEIU	1
CLAC	2	UFCW	2
CSWU	1	USA	3
CUPE	38	Total	212*
HEU	20		

* Some members have more than one certification.



Our Associates



CSSEA associates are organizations that have a community of interest within the community social services sector but do not meet the criteria to be CSSEA members. Associates access CSSEA services and resources on a fee-for-service basis. Associate organizations are unionized and non-unionized employers from each of the three membership divisions.

Services Provided to Associates

In an effort to provide flexible expertise that caters to the diverse needs of our associates, we offer three levels of service.*

Consulting Services and Collective Bargaining Package (\$10,000/year), which includes:

- Collective Bargaining**
- Human Resources
- Labour Relations
- Job Classifications
- Compensation Analysis
- WorkSafeBC Appeals
- Other HRLR Services
- Sector Surveys and Reports
- Regional Training Session
- Preferred Rates from Partner Service Providers
- Access to CSSEA's Annual Fall Conference
- HRLR Templates, Resources and Best Practices Materials
- HRLR Email Alerts

Consulting Services Package (\$5,000/year) which includes:

- Collective Bargaining at the rate of \$125/hour plus expenses and applicable taxes
- Human Resources
- Labour Relations
- Job Classifications
- Compensation Analysis
- WorkSafeBC Appeals
- Other HRLR Services
- Sector Surveys and Reports
- Regional Training Session
- Preferred Rates from Partner Service Providers
- Access to CSSEA's Annual Fall Conference
- HRLR Templates, Resources and Best Practices Materials
- HRLR Email Alerts

Subscription Services Package (\$150/year), which includes:

- Access to CSSEA's Members' Only Website for Human Resource/Labour Relations (HRLR) Templates, Resources and Best Practices Materials
- HRLR Email Alerts
- Preferred Rates from Partner Service Providers
- Access to CSSEA's Annual Conference
- Additional Services Offered at Competitive Rates:
 - Collective Bargaining at the rate of \$175/hour + GST
 - HRLR Services at the rate of \$150/hour + GST
 - Job Classifications and Compensation Analysis at the rate of \$100/hour + GST
 - WorkSafeBC Appeals at the rate of \$150/hour + GST

* Full terms and exclusions of the various levels of service are available by contacting CSSEA.

** Travel costs and expenses not included

HRLR Services



Bargaining Services

While the sectoral agreements are not due to be re-opened for another year, there has nonetheless been plenty of activity in other rounds of bargaining as CSSEA staff provided bargaining expertise to associate members with individual collective agreements. CSSEA negotiated on behalf of a wide range of employers including:

- **Living Well Home Care:** Successfully negotiated its first collective agreement
- **Portland Hotel Society:** Negotiations currently ongoing with its two unions
- **LJ Christmas Manor:** Successfully concluded negotiations
- **Nisga'a:** Successfully concluded negotiations
- **Gitxsan nation:** Negotiations to get underway soon
- **First Nations Health Authority:** Negotiations currently ongoing with its two federal unions

CSSEA's aim in representing these employers is to ensure the best chance of success for expeditious, cost-effective, and responsive collective agreements that support sustainable budgetary and operational practices at associate level members.

HR Practitioners Meetings

CSSEA continues to facilitate connections between HR practitioners from member agencies by providing them with educational opportunities and keeping them informed about developments in the sector through the hosting of quarterly HR Practitioners' Meetings. This past year, three meetings were held in Vancouver where HR professionals gathered in person and remotely via webinar. Meetings were also held outside of the Lower Mainland in Kelowna, Castlegar, and Cranbrook. Topics covered included:

1. Resources available to assist employers with managing WorkSafeBC claims from the Employers' Advisers Office;
2. Improving cyber-security at small organizations;
3. Human rights in BC; the complaints process and update on selected topics;
4. Labour relations pitfalls and processes in BC;
5. How to respond to grievance and hearing disclosure requests from the union;
6. Understanding and working with an aging workforce; and
7. Updates on the CSS WorkSafeBC Pilot Project.

Grievances

Over the past year, staff at CSSEA continue to act as counsel in relation to a high volume of hearing work. From October 2016 to October 2017, there were 143 matters referred to hearing. The breakdown of the top 5 types of issues referred to hearing were:

Top 5 Grievance Issues

68 Cases on Discipline: and Discharge	9 Cases on Jobs: Posting and Selection	9 Cases on Wage rates	8 Cases on Harassment and Discrimination	7 Cases on Hours of Work
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Cases of Interest

Whether Higher Rates of Pay are Maintained Upon a Newly Certified Employer Applying the Full Monetary Provisions of the Sectoral Agreement. This grievance concerned whether employees who were newly certified and who were paid wage rates higher than found in the sectoral collective agreements were entitled to maintain their higher wage rates, at the point in time when all of the monetary provisions of the collective agreement begin to apply to the employees (4 months after the Order In Council designating the Employer as a member of CSSEA). It was not disputed that other monetary benefits found in the Collective Agreement such as the Municipal Pension Plan, health benefits, vacation, and sick leave provisions would apply in full to the newly certified employees, but only whether the Wage Schedule would also apply in full to employees who were paid higher wage rates prior to certification.

Despite the wording of MOA #3 on New Certifications, the Wage Schedule indicating that only employees on staff as of April 2004 would be entitled to wage protection, and evidence of past practice of the bargaining agents showing that wage protection is not required by the parties under the Collective Agreement, Arbitrator Pেকেles found that the clear wording of Section 8.3 of the Maintenance Agreement provided for wage protection when jobs at newly certified employers were being evaluated in accordance with the JJEP. As a result, the Award directed that employees paid higher than the Wage Schedule would be wage protected upon implementation of the monetary provisions of the Collective Agreement under MOA #3.

Whether Employers Must Pay for the Renewal of Class 5 Driver's Licences for Employees Who are Required to Drive as

Part of their Work Duties. This was a policy grievance filed by the CSSBA asserting that Class 5 driver's licence renewal fees ought to be paid by the employers when they require employees to drive automobiles in the course of their work duties. The Bargaining Association based its assertion on a 2012 arbitration award of Vince Ready, who ruled that Class 4 driver's licences and certain associated costs must be paid for by employers who require employees to hold a Class 4 licence.

Arbitrator Pেকেles ruled that employers are required to pay for Class 5 driver's licenses when employers require proof of licensure, despite assertions by CSSEA that this case was different than the one concerning Class 4 driver's licenses. Particularly, employers do not require the Class 5 as a required qualification but rather that employees confirm only that they hold a valid license as required by the *Motor Vehicle Act*. In addition, overwhelming sectoral practice since 1999 was consistent with an interpretation that employers do not pay for the driver's license. CSSEA filed an appeal of the decision.

Selection Process – Article 24.3. The unions filed another policy grievance taking issue with the way some employers around the province applied the selection clause. One common claim made under the grievances is that employers place too little weight on seniority when they assess applicants for supervisory positions. The weight that should be accorded to seniority in selection decisions for supervisory positions, along with potentially other related interpretive issues, was initially referred to mediation to find a resolution, but has now been referred to full arbitration as the bargaining agents were not able to find enough common ground to resolve the many matters in dispute. The various matters in dispute will be heard by Arbitrator Chris Sullivan. Hearing dates commence in Spring, 2018.

New Societies Act

With the new Societies Act coming into effect last November, publicly-funded societies, including CSSEA and a majority of our membership, are now subject to new accountability measures. The Act allows greater flexibility for organizations to create governing bylaws based on their unique characteristics and the needs of the communities they serve. As part of CSSEA's transition, several administrative amendments were made to our existing Constitution and Bylaws. CSSEA's Board of Directors endorsed all proposed housekeeping changes at its March 2017 meeting and they will be presented to the membership at the 2017 Annual General Meeting.

Finance, Research and Knowledge Management

Compensation Comparability and Classification Anomaly

CSSEA has continued to work with the CSSBA on the distribution of Comparability and Classification Anomaly Wage Increases in order to support our collective commitment to closing the wage gap with comparator classifications in community health. The 7.5% in comparability and classification anomaly adjustments over three years are part of the 2014-2019 Collective Agreements, which included 11.5% in total wage increases, as well as Economic Stability Dividends. The April 1, 2017 Comparability and Classification Anomaly Wage Increase included a 2.5% increase for 98.3% of all full-time equivalents (FTEs). Other highlights include:

- Wage target met for Step 4 Program Coordinator 1 Grid Level 12A and Volunteer Coordinator Grid Level 12A, and as such increases will only be applied to steps 1 to 3.
- Wage target met for Steps 2 to 4 for Crisis Line Coordinator Grid Level 13A and as such increases will only be applied to Step 1.
- Paraprofessional Grid Level 15P classifications will receive an additional \$1.00 per hour in addition to the 2.5% wage increase.
- Paraprofessional Grid Levels 17P, 18P, 19P and 20P classifications will receive additional \$0.65 per hour in addition to the 2.5% wage increase.

Compensation and Employee Turnover Survey (C&ETS)

In 2016, we recorded our highest ever data collection participation rate, as 86.5% of our members –including all of our largest agencies – participated in the Compensation and Employee Turnover Survey. We estimate that the information collected captured 92.5% of the total FTE.

In 2017, we held data orientation sessions in nine cities: Cranbrook, Kamloops, Kelowna, Nanaimo, Prince George, Surrey, Vancouver, Victoria, as well as newly added location, Dawson Creek. We also visited member agencies in Castlegar, Duncan, Terrace and Williams Lake, and held one-on-one meetings for agencies unable to attend in person.

As of September 15, 2017, we have received surveys from 76% of our members, our best response rate ever for this time of the year. At our current rate, we are poised to match or even exceed last year's record participation rate as well as FTEs captured. These numbers can be attributed to our team diligently connecting with individual members, offering assistance in completing surveys, and actively following up.

Non-Union / Non-CSSEA Data Collection

In 2016, approximately 143 of the largest non-union social services agencies funded by the province of BC have been invited to complete the Compensation and Employee Turnover Survey. 107 of 143 non-union social services agencies responded to the survey yielding a participation rate of 74.8%.

In 2017 approximately 741 non-union social services agencies were invited to complete the Compensation and Employee Turnover Survey. As of September 15, 2017, we have received surveys from 480 non-CSSEA agencies yielding a participation rate of 71.2%.

CSSEA is collecting the survey data on behalf of government, leveraging the capacity and cost-effectiveness of our existing data collection process. The ability to obtain both member and non-member data is beneficial for the sector at large, as it paints a balanced picture of the sector as a whole in BC.

Joint Job Evaluation Plan (JJEP)

CSSEA, together with the CSSBA, completed a review of 62 benchmark descriptions, making revisions and updates to eight, while creating four new benchmarks. The Joint Job Evaluation Plan benchmark document was released to members in February, 2017.

In total, 133 job classification reviews from 68 agencies was completed in the past year.

By Region	Agencies	Jobs Reviewed
Kootenays	6	12
Lower Mainland	27	67
North	13	18
Thompson	11	22
Vancouver Island	11	14

By Division	Jobs Reviewed
Aboriginal Services	2
Community Living Services	43
General Services	83

By Union	Jobs Reviewed
BCGEU	93
HSA	13
CUPE	11
UFCW	7
HEU	4

Social Services Workforce Information System (WFIS)

The strength of our data collection systems has made it possible for the Research and Knowledge Management department to offer more to members by way of reports.

WFIS ONLINE REPORTS

1. Agency Pyramid
2. Funding Profile
3. Benefits Participation and Family Status
4. Paid Sick Leave Days per FTE
5. Paid Sick Leave Days Per Employee
6. Total Compensation Comparison
7. Total Compensation Cost
8. Total Compensation Cost Annual Trend
9. Agency Specific Reports for Health for those required to report to HSCIS

CSSEA PUBLICATIONS

1. Executive Director Salary Report
2. Management & Excluded Salary Report
3. Non-Union Salary Report
4. Employee Turnover Report
5. Employee Turnover Report by Region (**New**)
6. Employee Turnover Report by Classification
7. Agency Specific Employee Turnover Report
8. HR Metrics Report
9. Agency Specific HR Metrics Report (**New**)
10. CSSEA Fact Book (**New**)

Computer Assistance Program

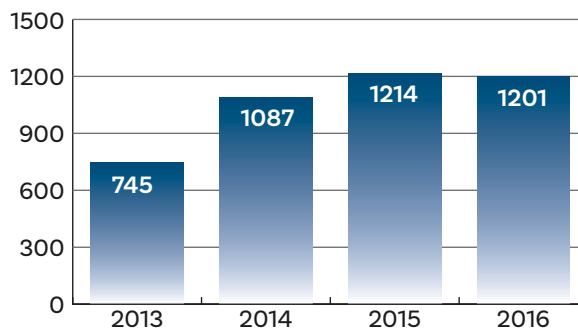
CSSEA continues to support members in need of updated technology by providing, at no charge, refurbished computer hardware donated from our corporate partners. In the past year, we distributed 14 desktop computers, laptops, monitors and a fax printer to non-profit agencies around the province. This brings our four year total to over 200 items distributed. Given the ongoing need for equipment and to promote the sustainability of this important initiative, we continue to actively promote the program to current and new corporate contacts.

Early Intervention Program

CSSEA has been active in communicating to members about the Community Social Services Early Intervention Program (CSSEIP), given our recent update of the Policies and Procedures guidelines, which outline the goals, objectives, responsibilities and policies of the program. The program is a mandatory component of the 2014-

2019 Collective Agreements and is a collaborative effort between CSSEA, the CSSBA and the sector's three disability management providers (Great-West Life, Acclaim Ability Management Inc. and the Disability Management Institute). While 2016 showed a marginal decrease in long-term disability (LTD) claims, the overall trend towards increased EIP cases since the program's inception shows it is being utilized as envisioned.

Number of Early Intervention Program cases handled:



Centralized Maintenance Drug Dispensing (PostScripts)

We are pleased to see the steady growth of the PostScripts pilot, as additional agencies have joined the cost-saving initiative this year. This centralized drug dispensing service for members requiring ongoing maintenance medications is the first of its kind, allowing us to reduce dispensing and drug markup fees and arranging for drugs to be delivered directly to employees' homes. We remain the only sector to offer a choice of three benefit providers – CSBT, the Federation Association Benefit Plan and HBT – and therefore allow members the flexibility to select their benefit provider of choice.

Preferred Pharmacy Network

We are also proud to implement the Preferred Pharmacy Network (PPN) for Pacific Blue Cross (PBC) members. This partnership between PBC and nine of the province's leading pharmacy retailers has allowed members to benefit from lower prices and dispensing fees, making drugs more affordable. PPN offers value pricing on specialty high-cost drugs, up to 100-day prescription refills – thus saving money on dispensing fees – and assistance in applying for coverage for drugs that require special authorization. It is an innovative model that allows for cost savings and sustainability of drug benefits for all.

Communications and Awards of Excellence

Regular and transparent communications with members continue to be a priority of the communications department. Publications like the monthly *CEO Update* provide succinct and newsworthy remarks that keep members apprised of internal operations, government and funding-related news, important deadlines and professional development offerings. More substantive communications continue to be augmented by *CSSEA Info*; however, concerted efforts have been made to simplify language and maximize clarity when calls to action are required. The quarterly newsletter, *CSSEA News*, still draws a loyal readership and results in strong engagement with the membership. In an attempt to build on that engagement and fulfill CSSEA's strategic objective of providing opportunities for members to get to know each other, we recently added a new regular newsletter column, *The Sector Spotlight*. This column highlights stories of impact and innovation in the sector, thus allowing fellow members to learn of new projects, initiatives and business ventures that can potentially be incorporated into their own service delivery models. The column has been a great opportunity for CSSEA to engage directly with members and to shine a light on the impressive work being done in the sector. Members who would like to be featured are encouraged to get in touch.

Website

With a majority of members now connected electronically, CSSEA is striving to make information available online, where access is instantaneous. This technological shift was most notable with the launch of CSSEA's full conference website, effectively replacing a paper brochure. We were pleased to see that a majority of members surveyed at the conference agreed the website was 'Excellent' or 'Very Good,' and that they felt the online registration process was 'Excellent' or 'Very Good.'

CSSEA's main website also continues to be a focus, with staff engaged in regular meetings to address and, when necessary, troubleshoot links or update files. While the latest news, publications and job postings continue to stay up-to-date, considerable work has been devoted to re-vamping other resource-rich pages, notably the Members Homepage. With the addition of all available HR Practitioners' Meetings presentations, all past AGM presentations and the Employers Interpretation Manual by article, members now have at their disposal a range of valuable professional development and operations-related resources. We will continue to consult our website analytics and tweak pages to ensure functionality and usability.

AGM and Conference

The AGM and Conference continues to draw members from across the province who are interested in participating in association business and obtaining cost-effective professional development. The 2016 event drew 203 attendees and offered 11 varied workshops, ranging from effective business communications, leadership, new technologies, respectful workplaces, and more. While traditional workshops continue to form the core of our conference, we are excited to offer in 2017 a keynote address with internationally recognized speaker, Mark Brand; an HRLR-focused plenary session; and an experiential workshop on Aboriginal reconciliation, among others. Our continued effort to innovate conference offerings is intended to draw more attendees and resultantly, allow stronger networking opportunities.

Community Partnerships

2016-2017 marked the second year in our three year alliance agreement with Telus. We have greatly appreciated Telus' support, which includes attendance at the trade show, sponsorship of the BC Community Social Services Awards of Excellence and contribution of a volunteer judge to the External Judging Awards Panel. We look forward to continuing to promote Telus as a technology partner in our sector, both at our conference and through our various communications channels, such as online and in *CSSEA News*. The past year has also included outreach to other community partners, including ComVida Corporation, Diversified Rehabilitation Group and the Ministry of Children and Family Development as first-time exhibitors at our conference. Looking ahead, we are also very excited to welcome Vancity and BC Housing as first time sponsors of the 2017 AGM and Conference.

BC Community Social Services Awards of Excellence

Once again, the Awards of Excellence have proven to be an inspirational and celebratory event that pays particular tribute to the impressive work being done at all levels across our sector. The second annual awards attracted 16 high caliber nominations across the four categories. We congratulate our 2016 awards recipients:

Rising Star - **Alysia Woelbern**, Outreach Worker at Chimo Community Services Society in Richmond

Hero - **Nancy Gauvin**, Associate Director of Employment Services at Chilliwack Society for Community Living



Alysia Woelbern, recipient of the 2016 Awards of Excellence Rising Star award



Nancy Gauvin, recipient of the 2016 Awards of Excellence Hero award



Colleen Lucier, recipient of the 2016 Awards of Excellence Leader award



Lois Wynne, recipient of the 2016 Awards of Excellence Legend award

Leader - Colleen Lucier, Executive Director of Lii Michif Otipemisiwak Family and Community Services in Kamloops

Legend - Lois Wynne, Executive Director of Sea to Sky Community Services Society in Squamish

CSSEA is also grateful to the members of the Shortlisting and Judging Committees, who volunteer their time to review all nominations and offer critical insights during the selection process.

Shortlisting Committee

- Diane Entwistle, Okanagan Boys & Girls Clubs
- Tammy Khanna, Independent Living Housing Society of Greater Victoria

- Vicki Kipps, Maple Ridge/Pitt Meadows Community Services
- Doris Sun, CSSEA
- Ellen Tarshis, Community Living Victoria
- Lilla Tipton, Inclusion Powell River Society
- David Wilkins, Telus

Judging Committee

- Doug Campbell, Ernst & Young LLP
- Warren Carr, Telus
- Christian Codrington, Forum HCM
- Randi Mjolsness, former Assistant Deputy Minister, MCFD (retired)

Community Social Services WorkSafeBC Pilot Project

Year two of the Community Social Services WorkSafeBC Pilot Project recently wrapped up, yielding a number of significant outcomes. The pilot, a partnership between CSSEA, the Federation of Community Social Services of BC (The Federation), WorkSafeBC and the Community Social Services Sector Innovation & Sustainability Roundtable, aims to reduce the number of workplace injuries, overall claim duration and the associated costs of workplace incidents by cultivating safe and healthy workplaces. It was launched in April 2015 to address challenges experienced in the sector and to reduce the length and costs of workplace injury claims.

To fully understand the issues members are faced with, the project engaged 26 employers — 13 with positive experience ratings and 13 in high surcharge situations — and worked closely with all to identify cost drivers, types of claims, cost of claims, types of injuries and employee injury time loss.



Pilot Project Streams

The project consisted of three areas of focus:

1. Best Practices - Occupational Safety And Health, And Disability Management:

This involved developing a comprehensive Occupational Safety & Health and Disability Management program based on best practices gleaned from the Pilot through analyzing employers' WorkSafeBC experience ratings.

2. Classification Units Review:


Six of the most common classification units (CU) were reviewed and rate making structure of the community social services sector was completed to determine possible cost savings, including differential analysis of union and non-union settings. The possibility of having community social services employers form a majority in one or more CU was also explored.

3. Review of Accreditation and the WorkSafeBC COR Program:

A comparison analysis between existing sectoral accreditation processes such as Commission on Accreditation for Rehabilitation Facilities (CARF) and Council on Accreditation (COA) versus the WorkSafeBC COR Program was conducted to determine if there is equivalency with WorkSafeBC requirements.

Year 2 (2016-17) Accomplishments

- All 26 employers remained actively involved on a volunteer basis. Detailed cost drivers were continuously identified for each agency including an in-depth analysis of the types of claims, identifying the cost of claims, identifying historical injuries and assessing overall employee injury time loss.
- 13 employers were engaged on a one-on-one basis to discuss strategies to implement best practices across the sector. Follow-up on action plans was conducted in conjunction with third party benefit providers based on employers' individual challenges and opportunities.
- Mini projects involving return to work, disability management and agency policy review were developed and implemented; a review of WorkSafeBC's Employer Safety Planning Tool Kit and an examination of CU were also performed.
- Prevention resources and materials were developed with WorkSafeBC on acts of violence and overexertion for the community social services sector; training and education were coordinated with WorkSafeBC.
- Opportunities were explored on how to optimize and access WorkSafeBC resources for our sector; a forum on fostering collaboration between the sector and WorkSafeBC on injury prevention initiatives was also completed.

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- A WorkSafeBC Consultation Rate Webinar, which included 88 employer participants, was conducted.
 - Presentations were delivered at various CSSEA HR Practitioners' Meetings and at regional levels in the Lower Mainland, Okanagan, Kootenays and Vancouver Island areas. Updates were also regularly presented to the CSS WorkSafeBC Check-In Committee, BC Government Innovation and Sustainability Roundtable, CSSEA HR Regional Groups, the BC CEO Network and the Community Social Services Bargaining Association (CSSBA).
 - Strategies on how to improve access to the WorkSafeBC COR Program were developed.
 - Year Two Pilot Project Report was completed.

Year 3 (2017-18) Goals

Due to the successes achieved in the first two years, the project was extended for a third year, with the following deliverables expected:

- Continued engagement with all 26 pilot employers – particularly the 13 struggling employers – on injury prevention, return to work and disability management. CU reports will be sent to all 26 pilot employers and follow-up will be periodically conducted.
- Resources such as the **CSS Employer's Health & Safety Handbook and the Community Social Services Injury Prevention (Recover at Work) Road Map** will be presented and distributed to the sector.
- As 2018 WorkSafeBC rates are implemented, the pilot will continue to communicate with members on the migration process to ensure they are in the correct CU.
- The pilot will be working with the BC Municipal Safety Association to obtain WorkSafeBC Certificate of Recognition Auditors training and to further explore how to improve access to the WorkSafeBC COR Program for the CSS Sector. The intent of the Pilot will be to serve as a COR resource for the sector and to encourage employers to undertake the program.
- The pilot will work with project sponsors, unions and stakeholders to develop a sustainability strategy and to support the dissemination of best practices developed by the Pilot; other recommendations that support occupational health and safety in the sector will also be developed.
- A final Pilot Project Report will be completed in mid-2018 to capture all activities, outcomes and deliverables accomplished by the project.

Financial Statements

The following are excerpted highlights from CSSEA's audited financial statements. The complete document is available by contacting CSSEA's office.

Statement of Financial Position

March 31, 2017, with comparative information for 2016

	2017	2016
FINANCIAL ASSETS		
Cash	\$ 283,707	\$ 31,658
Term Deposits (note 3)	1,182,700	1,432,700
Accounts receivable	52,955	41,096
	\$ 1,519,362	\$ 1,505,454
LIABILITIES		
Accounts payable and accrued liabilities (note 4)	172,177	236,833
Deferred revenue (note 5)	189,152	135,328
Obligations under capital leases (note 6)	77,896	33,828
	\$ 439,225	\$ 405,989
Net financial assets	1,080,137	1,099,465
NON-FINANCIAL ASSETS		
Tangible capital assets (note 7)	128,288	65,077
Prepaid expenses	47,014	40,253
	\$ 175,302	\$ 105,330
Commitments (note 6)		
Accumulated surplus (note 8)	\$ 1,255,439	\$ 1,204,795

Approved by CSSEA's Board of Directors

Statement of Operations and Accumulated Surplus

Year ended March 31, 2017, with comparative information for 2016

	2017		2016
	(Note 2(j))		
REVENUE	Budget	Actual	Actual
Provincial government funding	\$ 2,569,255	\$ 2,531,426	\$ 2,531,426
Fees	454,399	379,794	379,794
Interest	29,000	27,976	27,976
	3,052,654	2,942,058	2,939,196
EXPENSES (note 9)			
Human Resources and Labour Relations	\$ 1,333,369	\$ 1,000,148	\$ 1,409,725
General	1,006,255	989,419	868,218
Research and Knowledge Management	648,989	674,664	534,309
Membership	231,457	208,026	218,986
Bargaining	12,781	19,157	17,932
	3,052,654	2,891,414	3,049,170
Annual deficit	-	50,644	(109,974)
Accumulated surplus, beginning of year	\$ 1,204,795	\$ 1,314,795	\$ 1,314,769
Accumulated surplus, end of year (note 8)	\$ 1,204,795	\$ 1,255,439	\$ 1,204,795

Board and Panels

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Community Living

David Young, Vice Chair
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Fernando Coelho, Treasurer
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British Columbia

Rod Santiago
Abbotsford Community
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Bernadette Spence
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Family Services Society

Colleen Spier
Island Métis Family and
Community Services Society

Lilla Tipton
Inclusion Powell River Society

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Ministry of Social Development
and Social Innovation

Chris Rathbone
Public Sector Employers'
Council Secretariat

**GOVERNMENT AUTHORITY
REPRESENTATIVE**
Seonag Macrae
Community Living BC

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and Community Services
Society

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Haida Child and Family Services
Society

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Lii Michif Otipemisiwak Family &
Community Services Society

Judy Smith
La Société de les Enfants Michif
(Métis Family Services)

Karen Wainwright
Haida Child and Family Services
Society

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Community Living

Lilla Tipton
Inclusion Powell River Society

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Society

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Sanjay Gulati
Mission Community Services
Society

Deborah Joyce
District 69 Family Resource
Association

Vicki Kipps
Maple Ridge/Pitt Meadows
Community Services

Rod Santiago
Abbotsford Community Services

David Young
Sources Community Resources
Society

Joint Committees — Employer Representatives

SECTOR COMMITTEE

Gentil Mateus, CSSEA
(Co-Chair)
Eric Peraro, CSSEA
Anne Campbell, CSSEA
Mark Slobin, CSSEA
Nicole MacIsaac, CSSEA

BENEFITS COMMITTEE

Gentil Mateus, CSSEA (Co-Chair)
Eric Peraro, CSSEA
Mark Slobin, CSSEA
Chris Rathbone, PSEC
Fernando Coelho, posAbilities
Association of British
Columbia
Jill Westlake, Developmental
Disabilities Association of
Vancouver-Richmond
David Young, Sources
Community Resources
Society

BENEFITS WHILE ON CERTAIN LEAVES OF ABSENCE COMMITTEE

Anne Campbell, CSSEA
(Co-Chair)
Eric Peraro, CSSEA
Liz Barnett, North Shore
Disability Resource Centre
Association
Tony Laing, Penticton
and District Society for
Community Living

CLASSIFICATION TECH GROUP

Eric Peraro, CSSEA
Mark Slobin, CSSEA
Karen May, CSSEA

CLASSIFICATION COMMITTEE

Eric Peraro, CSSEA (Co-Chair)
Gentil Mateus, CSSEA
Mark Slobin (Tamina Mawji as
backup), CSSEA
Karen May, CSSEA

Christine Baerg, Westcoast
Child Care Resource
Centre
Tanya Behardien, Penticton
and District Community
Resources Society
Melanie Fleming, The Victoria
Cool Aid Society
Jill Westlake, Developmental
Disabilities Association of
Vancouver-Richmond

Terri Nakayama, Central
Okanagan Child
Development Association
Tim Veresh, PLEA Community
Services Society of British
Columbia
Bouwe Wierdsma, posAbilities
Association of British
Columbia
Lois Wynne, Sea to Sky
Community Services Society

Joint Committees — Employer Representatives

DISABILITY COMMITTEE

Gentil Mateus, CSSEA
(Co-Chair)
Eric Peraro, CSSEA
Anne Campbell, CSSEA
Nicole MacIsaac, CSSEA
Fenella Boase, North Shore
Disability Resource Centre
Association

Stephanie Green or
Doug Tennant, Semiahmoo
House Society
Jill Westlake, Developmental
Disabilities Association of
Vancouver-Richmond

JOINT TRAINING COMMITTEE

Vanessa Wong, CSSEA
(Co-Chair)
Doris Sun, CSSEA
Kathryn Oswell, Western
Human Resource Corp.
Melanie Fleming, The Victoria
Cool Aid Society

LABOUR ADJUSTMENT AND EDUCATION FUND (LAEF) COMMITTEE

Sara Grujin, CSSEA (Co-Chair)
Kathryn Oswell, Western
Human Resource Corp.

PRECARIOUS WORK COMMITTEE

Anne Campbell, CSSEA
(Co-Chair)
Tammy Khanna, Independent
Living Housing Society
Corinne Barton, Langley
Association for Community
Living

VACFSS WORKLOAD COMMITTEE

Mark Slobin, CSSEA (Co-Chair)
Bernadette Spence, VACFSS
Paul Hucul, VACFSS
Jeremy Bara, VACFSS



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