



April 18, 2018

Honourable Thomas Cromwell
TCromwell@blg.com

Dear Mr. Cromwell,

I am writing to you in response to your letter to me of February 28, 2018 where you, in your role as independent monitor, reported on government's progress in implementing or giving effect to the recommendations in the Ombudsperson's Report Misfire: The 2012 Ministry of Health Employment Terminations and Related Matters.

On behalf of the BC Public Service, thank you once again for the thoroughness with which you have undertaken your role. As we near completion of our work to address the Ombudsperson's 41 recommendations, I, along with my executive colleagues across the Public Service, assure you of our ongoing commitment to hold ourselves accountable and ensure this work results in lasting and meaningful changes across the Public Service.

In your second monitoring report, in addition to acknowledging the work done to date to move forward on the Ombudsperson's recommendations, you raise some ongoing concerns and specific questions. In the following pages I will respond to each of these recommendations in turn.

R21(a)

The Office of the Comptroller General has now completed and made publicly available the 2018/19 Investigation and Forensic Unit Professional Development Framework and Plan. Both the Professional Development Framework and Plan and the revised Investigation and Forensic Unit Policy and Procedures Manual posted last fall highlight a renewed focus on the importance of administrative and procedural fairness in investigations.

R24

Thank you for your considered feedback on the Health Access Suspension Guidelines. The guidelines have been revised to reflect the gaps you noted in your report and posted to government's publicly accessible website.

R33

As you note in your second monitoring report, extensive efforts have been made in the Ministry of Health to address this recommendation. I am pleased to provide an update on this work.

Since the release of the Ombudsperson's Misfire report a year ago, the Ministry has focused on three distinct phases of work.

The first phase in organizational reconciliation involved a thorough review and response to the Misfire report by openly discussing the facts laid out in the report, accepting responsibility for the events described, and inviting staff to share their thoughts. To achieve this, all employees were invited to attend meetings hosted by the Deputy Minister and other members of executive during which the findings of the report were outlined and the Deputy Minister formally apologized for the events described by the Ombudsperson, including specifically the impact it had on individuals in the Ministry. Employees were offered the opportunity to voice their concerns and express their feelings. Direct access to counseling resources and supports was offered to all employees.

During the second phase, the Ministry undertook a collaborative process to engage with individual employees across the ministry to create, together, a concrete plan that addresses the concerns raised by employees throughout the consultation process. The goal of this approach was twofold: to ensure each person has the opportunity to participate in every step of the journey to organizational reconciliation and the co-creation of a vibrant workplace; and to chart a path toward re-establishing respectful professional relationships with employees and contractors. The deliverables, objectives and outcomes are described in detail in the report we have shared with you. In the coming weeks, it will be shared, first with Ministry of Health employees and then more broadly by posting it on government's publicly-accessible website.

The third phase will involve implementing, monitoring and evaluating the plan through to March 2019.

This comprehensive and inclusive approach to positive organizational change represents a transparent and sincere effort to learn from the mistakes of the past and build a healthy work environment where each individual feels respected and valued as an important contributor to the work of the Ministry.

R35

On March 8, 2018 Minister of Health Adrian Dix announced the Ministry's new research strategy Putting our Minds Together: Research and Knowledge Management Strategy. The strategy outlines the Ministry's plan, with timelines and milestones, to address the gaps identified through consultation with the research community and other stakeholders in response to recommendation 34 in the Misfire report. We continue to be grateful to the research community for their tireless work and unwavering determination to tackle the health system's most complex and pressing health challenges.

R39

The Public Service thanks you for your constructive feedback on the BC Coroners Service Release of Information Policy. We have developed a second document, Headquarters Electronic Disclosure Policy, to provide more specific guidance to the Chief Coroner in exercising their discretion to release information.

In conclusion, though the work of the Public Service to deliver on the Ombudsperson's 41 recommendations is nearly complete, the events described in the Misfire report will not and must not be forgotten. They serve as an important reminder of the impact each of us has on our colleagues, and of our responsibility to treat each other with professionalism and respect. The systemic changes we have made as a result of the Ombudsperson's thorough and definitive report will better equip the Public Service to meet the standards of integrity we must expect of ourselves. I take very seriously my responsibility to ensure that the Public Service continues to work diligently to ensure such events cannot ever happen again.

In keeping with the Public Service's commitment to transparency in our work on the Ombudsperson's recommendations, this letter will be posted to government's website [here](#).

Yours sincerely,



Don Wright
Deputy Minister to the Premier, Cabinet Secretary
and Head of the Public Service