



MIDWIVES ASSOCIATION  
*of* BRITISH COLUMBIA



## Executive Director

Executive Profile Presented By

THE  
**DISCOVERY**  
GROUP

## **The Midwives Association of British Columbia (MABC) is the provincial professional association for Registered Midwives.**

MABC is dedicated to promoting and advancing the profession of midwifery, advocating for the ongoing development of midwifery services, and supporting our members in providing excellent care to families across the province and the roughly 10,000 midwifery births in the province every year.

### **The MABC's objectives are to:**

- Promote the profession of midwifery within the province of British Columbia.
- Advocate for the ongoing development and enhancement of midwifery services.
- Provide continuing education opportunities for its members.
- Provide professional services including program management to its midwives.
- Support midwifery education programs which are provincially available, broad based, accessible and affordable.
- Represent the interests of midwives and the profession of midwifery.

Since regulation in 1998, midwives in British Columbia have grown from a small group of dedicated professionals to a vital part of the BC health care system. **Midwives currently deliver more than 25% of all babies born in the province and that number is anticipated to grow in the coming years.** Midwives are stabilizing sexual, reproductive and newborn care in many communities, and this vital contribution is especially crucial in rural, remote, and First Nations communities.

Midwives and the MABC have made remarkable strides in recent years, reflecting the incredible growth and progress of our profession. As we continue this momentum, there are exciting opportunities ahead to further strengthen and expand our impact. Building on the transformative work of the past, we look forward to advancing even more meaningful change.

MABC now seeks an experienced and visionary **Executive Director** to lead MABC into this exciting future. Reporting to the Board of Directors, the Executive Director will be responsible for the overall leadership, strategic direction, and operational management of MABC.

### **This is a compelling opportunity for an experienced leader to:**

- Leverage and engage the passion and calling that member midwives feel for their work;
- Balance the need to engage with healthcare systems, authorities, and governance, with the fundamental life-changing work of midwives;
- Build community among MABC membership and ensure MABC's value is felt and shared;
- Help galvanize the strategic direction for MABC's future.

## Information for Candidates

This search is being led by Midwives Association of British Columbia's search partner, Christoph Clodius at The Discovery Group.

If you or someone you know is interested or curious, please be in touch. We welcome questions and enquiries to [christoph@thediscoverygroup.ca](mailto:christoph@thediscoverygroup.ca).

### Application Timing and Selection Process:

All submissions should be received by March 19, 2025. Please apply to Christoph with a cover letter/expression of interest and resume/CV, together in a single document.

*Early submissions are encouraged and will be evaluated on an ongoing basis.*

We expect a start date in spring 2025, depending on the new Executive Director's transition period.

### Compensation & Benefits:

This position has a salary range of \$155,000 - \$170,000 depending on experience and skills of the selected candidate.

The MABC offers a comprehensive benefits package which includes employer-paid extended health and dental coverage, RRSP employer match program, Professional Development support and 4 weeks holidays and up to 10 flexible wellness days annually.

### Location:

The MABC's office is located in Burnaby and we ask that the ED be in the office at least 50% of the time. Some travel throughout the province is required.

### Territory Acknowledgement:

With great respect, we acknowledge that MABC's office is located on the unceded territories of the hən̓qəmin̓əm̓ speaking peoples – x̱məθḵəy̱əm (Musqueam), and sel̓íl̓wítulh (Tsleil-Waututh) Nations, and the S̓k̓w̓x̓w̓ú7mesh-ulh Sníchim speaking peoples - S̓k̓w̓x̓w̓ú7mesh Úxwumixw (Squamish Nation) whose historical relationships with the land continue to this day.



## Equity, Diversity & Inclusion

The MABC recognizes the dignity and worth of every person and is committed to creating an environment that is safe, accessible, inclusive and respectful of members, Board Members, Staff and the British Columbia public.

MABC is committed to diversity, equity, and inclusion. Studies show that women, people of color, and underrepresented groups may hesitate to apply unless they meet every qualification. If this role excites you but you don't check every box, we encourage you to apply—you may be the perfect fit for this or another opportunity. Your unique skills and experiences matter to us.

### **The MABC is committed to embracing diversity by fostering equity and inclusion through:**

- Developing policies, protocols, programs and services that seek to eliminate systemic barriers and promote inclusion in every facet of our work;
- Understanding, accepting and increasing diversity within the Association, staff, and clients of midwifery care;
- Respecting and valuing everyone for their contribution, celebrating peoples' differences and providing equality of opportunities for all;
- Indigenous Midwives Council of BC: Supporting the expansion of local, culturally safe and appropriate reproductive, sexual and newborn care services in Indigenous communities throughout BC to bring birth closer to home and back into the hands of their clients, Indigenous birthing people, families, and communities.

In pursuit of these goals, the MABC adheres to both the British Columbia Human Rights Code and the BC College of Nurses and Midwives' Code of Ethics which prohibit discrimination on the basis of "race, colour, ancestry, place of origin, religion, political beliefs, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, or age.

## About the Midwives Association of British Columbia

**Vision:** Strengthening Midwifery and Transforming Healthcare.

The MABC currently represents 472 (including non-practicing) registered midwives, including 12 Indigenous midwives, in BC. As the professional association that represents Registered Midwives in BC, we align priorities with the membership base, moving in a direction that supports MABC members in their practices and continuing to advance the profession.

### History & Accomplishments

The Midwives Association of BC was founded in 1982 with a mission to advance the role and sustainability of midwifery care and to develop and expand these services across British Columbia.

For British Columbia, the official recognition and integration within the health care system came with the milestone proclamation of the Midwives Regulation Act and the establishment of the College of Midwives in 1995. By 1998, midwifery had become an autonomous and publicly funded profession within the province.

Since pre regulation, the profession has seen consistent growth, expanding from 47 registered midwives in 1998 to approximately 400 by 2023. Seeking to further solidify the integration of midwifery within the public healthcare framework, 2023 also saw the College of Midwives amalgamate with the College of Nursing Professionals, forming the B.C. College of Nurses and Midwives (BCCNM).

Over time, the scope for midwives working in British Columbia has expanded, integrating such skills as IUD insertions, labor inductions and surgical assist for caesarean sections. Taking direction from their membership and building on the achievements of those who have advocated for greater recognition and responsibilities for midwives within the healthcare system, MABC continues to seek improvement and expansion.

In 2023 MABC achieved a significant milestone with the ratification of a pivotal agreement with the Ministry of Health for the Midwifery Main Agreement (MMA) 2022-2025. This precedent-setting agreement addressed the critical and immediate needs of midwives as well as providing a pathway for growth of the midwifery profession. This included recognition of the overhead costs of midwifery practice, improvement to the Group RSP program, the launch of a fully funded health benefits program, along with supporting members through the complex structure of some MMA clauses.

The MABC is currently establishing a plan and team for the next round of contract negotiations, which is anticipated to begin in spring 2025.

## The MABC's Vision for the Future

The MABC's vision for sexual, reproductive, and newborn services is a future where midwifery is fully integrated into the healthcare system, with midwives recognized as essential and primary providers of these services across all communities in British Columbia. MABC's mission driving this vision is to support midwives in a way that promotes the development, role, and sustainability of midwifery, resulting in accessible and high-quality care for all families.

### Care for Everyone:

- Refugee & Immigrant Families, accessible care in your language
- Indigenous Families, a circle of care
- LGBTQIA2S Families, client-centered care
- Rural & Remote Families, care closer to home

## MABC Programs:

MABC supports members throughout BC with various programs and initiatives, that include:

### Rural Midwifery Locum Program:

MABC launched the Rural Midwifery Locum Program (RMLP) to support the sustainability of rural midwifery in BC in 2012. The initiative aims to assist midwives in taking necessary breaks from practice by establishing a pool of locum midwives who can provide short-term coverage in rural and remote communities across the province.

### The Continuing Midwifery Education (CME) Fund:

This education fund provides support to midwives in their continuing competencies and educational needs through the coordination of the Midwifery Emergency Skills Program (MESP), the Continuing Professional Development (CPD) Educational Stipend, and the Leadership Bursary. The CME fund is also used to develop and maintain the BC RM Ref App, an app developed to support registered midwives in their prescribing needs. The fund also supports 100 subscriptions to GynZone, which is a web and app-based program that delivers live conferences and webinars, online courses and educational videos. Lastly, the fund supports subscriptions to Science Direct, a platform that grants members with access to online medical journals, such as the Journal of Obstetrics and Gynaecology Canada (JOGC).

### Midwifery Emergency Skills Program (MESP):

The BC College of Nurses and Midwives (BCCNM) stipulates that registered midwives require recertification in emergency skills every two years. The MABC helps coordinate the delivery of the in-person portion of the MESP by advertising workshops, delivering emergency skills equipment and registering attendees.

### Continuing Professional Development (CPD) Educational Stipend:

The educational stipend assists MABC members in meeting their continuing professional development requirements by subsidizing some of the costs associated with courses including; attending workshops, conferences and seminars, buying textbooks, and more.

### Leadership Bursary:

Cultivating midwifery leaders is essential for the growth, success, and development of the profession. MABC recognizes the importance of education in supporting and helping to prepare midwives to step into leadership roles from a place of confidence and competence through the establishment of the Leadership Bursary. 2023 was the Leadership Bursary's inaugural year, with five successful applicants selected and \$5,000 awarded to support them in leadership training between 2022-2024. In 2024, six applicants were selected and awarded up to \$5,000 to support them in leadership training between 2023-2025.

### BC RM Ref App:

The BC RM Ref App, an app developed to support BC midwives in their prescribing needs, continues to be updated to reflect changes in midwifery practice.





## Indigenous Midwives Council of BC:

As the registered society working alongside the IMCBC, the MABC provides practical support for their work, including financial reporting, membership engagement etc.

Midwifery means something a little different in Indigenous communities. The Indigenous Midwives Council creates spaces for learning and sharing so they can build strong, happy, and healthy communities in a way that reclaims midwifery as a tradition.

### It aims to:

- Support BC's Indigenous midwives in their work;
- Nurture aspiring midwives on their learning pathway; and
- Help Indigenous people and communities access the care of midwives.

Recent years have brought unprecedented opportunities for the growth of Indigenous Midwifery and the expansion of culturally safe and relevant sexual and reproductive healthcare for Indigenous communities.

The historic gains during the MMA contract negotiations have positioned the Indigenous Midwives Council of BC with the support of the MABC to function as leaders and partners in health planning for Indigenous perinatal services. The Renewable Indigenous Midwifery Fund has allocated \$2.5 million, specifically targeting the expansion, sustainability, and support of Indigenous midwifery projects, programs, practices, and models of care.



### Advancements have included:

- **Funding:** Allocating funds to advance Indigenous midwifery programs is crucial for IMCBC's growth and effectiveness. Through the Renewable Reconciliation Fund it ensures continuity among Indigenous midwives, their community partners, and key stakeholders.
- **Strategic Plan Objectives – Leadership:** IMCBC is making efforts to reprioritize shared goals with key stakeholders, a crucial step for aligning objectives and resources. A historic Memorandum of Understanding (MOU) with the MABC has been signed to outline a relationship that provides mutual support and growth while continuing to promote Indigenous autonomy over the provision of services to Indigenous communities. This includes prioritizing Indigenous midwifery in MABC's strategic plan.
- **Scope:** IMCBC is reclaiming the responsibility to support Indigenous self-determination in reproductive and sexual healthcare and wellness by working to expand the scope of Indigenous midwifery. These additions specifically support ongoing education and cater to community specific traditional practices weaved amongst various models of care.
- **Support Network:** IMCBC is strengthening its support network by enhancing its internal structure. This includes increasing the number of co-chairs, introducing an Indigenous Projects Director (IPD), and solidifying allyship between MABC and key stakeholders to ensure a unified approach.
- **Education:** IMCBC is implementing several educational initiatives to enhance the knowledge and skills of Indigenous midwives. This includes streamlining Indigenous verification processes at UBC, beginning at the BCCNM, and IMCBC to reduce harm, as well as strengthening connections with the UBC Indigenous Student Coordinator.
- **Indigenous World Views:** IMCBC's objectives include enhancing cultural competency and humility within healthcare services by advocating for Indigenous Cultural Safety, Cultural Humility, and Anti-Racism programs as prerequisites to Registered Midwifery practice at the BCCNM.
- **Culturally Relevant Education and Support:** IMCBC, alongside the MABC is developing and providing culturally relevant educational resources and support mechanisms to enhance Indigenous midwifery knowledge, practice, and understanding across British Columbia for non-Indigenous midwives as modes towards reconciliation and potential allyship.

## Strategic Plan 2025 - 2030

The MABC's Strategic Plan for 2025-2030 outlines a clear path forward to strengthen the role of midwives in British Columbia's healthcare system. This plan builds on recent successes, such as income increases supporting the costs of overhead, enhanced benefits, and dedicated resources for Indigenous midwifery, and sets the course for addressing ongoing challenges while maximizing midwifery's contributions to sexual, reproductive, and newborn care across the province.

At its core, the strategic plan drives towards the ultimate goal of an integrated, sustainable midwifery care system that provides equitable and high-quality care across BC.

**This goal is achieved by three primary five-year outcomes:**

1. Increased integration and recognition of midwives as primary care providers with expanded roles and responsibilities, leading to greater access to care and improved health outcomes across BC.
2. Increased professional cohesion and alignment, so that partnerships and collaborations will increase, leading to better health and experience outcomes for people served.
3. Increased cultural equity within the profession, so that Indigenous midwives are supported to reclaim and grow their scope of practice, and BIPOC midwives are supported to thrive in the profession, resulting in better access to culturally safe and community-centered care, and improved health outcomes.



## Strategic Plan 2025 - 2030

These five-year outcomes are advanced by a series of two - to three-year outcomes, each driving progress with a holistic and systemic theory of change:

1. Increased confidence in new elements of midwives' practice scope - between midwives and with other health regulators and professionals - is crucial for successful integration into the broader healthcare system.
2. Optimized capacity so that midwives are practicing to their full scope, with expanded roles in areas such as sexual and reproductive health, leading to more comprehensive and integrated care for families across BC.
3. Increased workforce resilience with an increase in the number of practicing midwives - particularly in underserved areas, for intrapartum care, and for complex cases - allowing for better distribution of services and reducing the workload and burnout experienced by midwives.
4. Increased leadership in the sector, including from IBPOC midwives, will contribute to better integration and decision-making in healthcare, and increasing the profession's visibility and influence.
5. Increased business skills, so that midwives are well-equipped for sustainable practices. Interpersonal challenges within the profession stemming from needs in these areas and burnout will be reduced, ultimately resulting in decreased attrition.
6. Increased institutional memory and capacity will improve decision-making, advocacy, and transparency, leading to a more resilient and effective association that is better integrated into the broader healthcare system.

The plan also notes key outputs, including areas of focus for contract negotiation and advocacy, detailed to enable the strategic directions and target outcomes. An evaluation and implementation plan outlining key metrics and resourcing priorities for success in these strategic directions.

*The full Strategic Plan will be available on MABC's [website](#) soon, or reach out for more info.*

# Executive Director: Position Summary

## Key Responsibilities & Accountabilities

Specific responsibilities and accountabilities of this position include but are not limited to:

### Strategic Leadership and Advocacy

- Partner with the Board of Directors to implement the MABC's 2025 – 2030 strategic plan and annual operational goals.
- Serve as the primary spokesperson and advocate for MABC, representing the organization in negotiations with the Ministry of Health and other partner agencies.
- Participate and observe 2025's MMA negotiations in order to help support implementation and future year negotiations.
- Build and maintain strong relationships with government officials, healthcare partners, and community organizations to advance the interests of midwifery in BC.

### Organizational Management

- Inspire and empowering staff and teams, build and nurture an organizational structure that empowers staff to excel and grow, creating an environment where creativity and collaboration thrive.
- Provide leadership and direction to a team of approximately 20 staff members, including 5 direct reports.
- Ensure compliance with all legal, regulatory, and ethical standards applicable to the organization.

### Financial Stewardship

- Develop and manage MABC's annual budget in collaboration with the Finance Director and Board of Directors.
- Ensure prudent financial management and accountability throughout the organization.
- Oversee the implementation of a new membership dues structure, coming in 2025.

### Member Services and Programs

- Guide the development and implementation of programs and services in support of MABC's diverse membership.
- Oversee the management of key initiatives, including the Rural Midwifery Locum Program, Rural Start-Up Grant Program, Midwives Emergency Skills Program, and Midwives Protection Program.
- Ensure the ongoing professional development and support of midwives across the province.

### Board Relations

- Cultivate a collaborative working relationship with the Board as well as with the IMCBC Board.
- Provide regular reports and updates to the Board on organizational performance, challenges, and opportunities.

## Qualifications and Skills

### The ideal Executive Director should possess or demonstrate:

- Significant senior leadership experience in a healthcare-related or social profit organization.
- Knowledge and experience of the BC healthcare system and/or midwifery practice is highly desirable.
- Success in advocacy, government relations, partner management, and consensus-building among diverse stakeholders.
- Experience in a leadership capacity of a member-based organization would be a strong asset.
- Strong financial acumen and experience managing complex budgets.
- Excellent communication and interpersonal skills.
- A proven track record in strategic planning and organizational development.
- Bachelor's degree or an equivalent combination of education, training, and community engagement; an advanced degree in healthcare administration, business, public policy, or related field would be most welcome.
- Experience working with Indigenous communities and a commitment to cultural safety and humility.
- Strong change management abilities and experience; can prioritize and focus; brings people along with changes.
- Ability to travel throughout the province as needed.

### Additionally, we seek a leader who has:

- Visionary leadership abilities and a strategic mindset; can grasp the interactions of relationships, policy, and operations and map them out to move MABC forward.
- Exceptional mission alignment; a passion for midwifery, advancing midwifery, and improving sexual, reproductive and newborn health care.
- Resilience and adaptability, with the ability to navigate complex healthcare landscapes.
- Exceptional empathy and emotional intelligence; understands the heart at the work of midwives and MABC staff.
- Leadership abilities that include a focus on goals and accountability; an empowering style to support employees and board members alike; a confident delegator and facilitator.
- The ability to set, communicate, and maintain boundaries; assertive and direct, yet never confrontational.
- Decisive; takes responsibility for, and ownership of decisions.
- A history of fostering a culture of collaboration; a strong listener and transparent communicator; works to understand midwives' motivations and passions; an iterative style that reports back and makes people feel heard, understood, and valued.
- A true people person; inclusive, cordial, friendly, approachable, and kind.
- Strong ethical foundation and commitment to equity, diversity, and inclusion.
- Commitment to anticolonial and antiracist practices; understands the historic and cultural importance of matrilinear cultures.
- Creativity, thoughtfulness, and enthusiasm to innovate.
- Presentation and speaking skills to be the 'face' of MABC; a confident and relational networker.

## Board Bios

### Adrienne Carruthers

I've been a midwife for 12 years, and it's a calling. I want everyone (the Ministry of Health, the public, all of our stakeholders) to see midwifery the way I do - as a model of best practice in primary health care delivery. I hold dual registration as an RM and RSW and through this I provide mental health support to folks in the perinatal period. I have an MSW from UVIC, as well as a Bachelor of Health Science in Midwifery from McMaster and sit on the board of the Canadian Association of Midwives, and the CAMEd Accreditation Council, am an Adjunct Professor at UBC where I teach first year midwifery students counselling skills. I live and work on the traditional territories of the Lekwungen peoples, now known as Victoria BC.

### Lisa Delorme

I am a Registered Midwife and began attending births as a doula since 1998 and have been practising since 2014. I love the transformational power of the childbearing years for the pregnant person, family, community and newborn. I have a Master of Science in Midwifery and am a Registered Chartered Herbalist. I am originally from Saskatchewan but live in the unceded and ancestral təmɣ'úlaʔx' of the non-extinct Sinixt Nation.

### Rhonda Stephens

I came to this work from a longstanding passion to support expecting families, that I was finally able to realize after raising my own family, so I've been a registered midwife since 2011.

My career prior to midwifery was in banking, where I held progressively responsible positions.

I received my Bachelor of Midwifery from UBC and have an Associate of Arts in Psychology, with emphasis on infant and child psychology. I am a first-generation white settler on my mother's side, and lucky enough to live on the traditional and unceded territory of the Snuneymuxw people, colonially known as Nanaimo. I have lived on Vancouver Island since 2003.

### Ekpale Rosesandra

I have been a midwife since 2012 and in Canada since 2024. I worked in Ghana with the Christian Health Association and with the Mental Health Authority, as well as an efacilitator of Ghana Health Services and preceptor for the University of Cape Coast. I have a certificate for completion on the IEMBP for UBC, a Bachelor's Degree from the University of Development Studies, a Diploma from Kwame Nkrumah University of Science and Technology, and am awaiting graduation for an MPhil in Nursing from the University of Cape Coast.

## Board Biographies

### Kazuko Hiroe

I have been a registered midwife since 2021. I was drawn to midwifery because I believe - and have experienced firsthand - in the lasting impact that informed and dignified care has on individuals, families and communities. Midwifery keeps me engaged, humble and continually learning. My work includes being a IBCLC lactation consultant; Clinical local Lead for ROAM; Midwifery representative for Squamish Perinatal Leadership Committee. I hold a midwifery degree from UBC, IBCLC certification, Surgical Assist for Caesarean section certification, Induction and Augmentation of Labour certification, and Midwifery STI Screening & Treatment. I have lived and worked on the ancestral lands of the Squamish Nation for the last 20 years.

### Laura Shankel

I have worked in Corporate Finance and Accounting for most of my professional career, including accounting and bookkeeping for a local art studio. I have so much respect for midwives - they are skilled professionals who also have care and compassion for other people, and I joined MABC because I wanted to be part of an organization or governing body where I can add value by using skills and experience in both finance and leadership. The core values of MABC are aligned with my own values. I have a Bachelor's Degree in Anthropology, a Certificate in Public Relations, and I'm a Chartered Professional Accountant (CPA).





## Navigating complex challenges for social profits

The Discovery Group is an international consulting firm dedicated to the social profit sector. We believe that social profit organizations can change the world. Since 2017 it has been our mission to help social profits across the globe achieve their vision and elevate community impact. We work side-by-side with our clients to help them envision change, determine how to make it happen, and put the necessary tools and skills in place for success.

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