



**Health Care**  
Human Resource Sector Council

# ANNUAL REPORT 2022-2023





The Health Care Human Resource Sector Council is committed to working with the health and community care sectors to contribute to a quality, sustainable workforce.

## Our Vision

A diverse, sustainable health and community care workforce

## Our Mission

The Health Care Human Resource Sector Council promotes excellence in human resource innovation and builds capacity through collaboration with stakeholders.

## Values

Integrity – our valued partnerships depend on it

Excellence – demonstrated in the quality of our results

Diversity – initiatives to support safe and welcoming workplaces

Innovation – researching best practices and trends to ensure creative solutions

Collaboration – proactive alliances are a cornerstone of our success

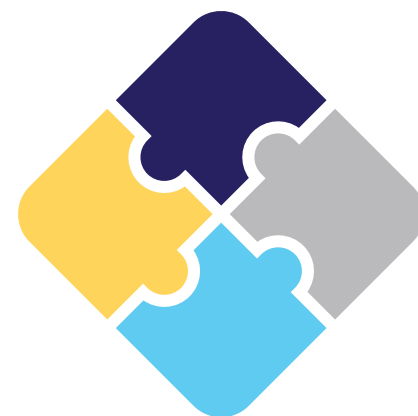
Cultural Competency – everything we do is informed by sector stakeholders

## Sharing to Strengthen

The Council is one of 14 members of the Association of Industry Sector Councils of Nova Scotia (AISC), funded by the Sector Council Program of the Department of Labour, Skills and Immigration. "Sharing ideas, success stories, resources and expertise", AISC's mission is to grow and strengthen a diverse and competitive workforce.



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# Message from the Board Chair

I'm proud to say that I have been involved with this Sector Council since it was first established 24 years ago. As I step away from direct participation, I reflect on its tremendous growth and successes. All of which were made possible through the amazing community of people who have been part of it. Committed Board members, advisory groups, partners, and of course the dedicated Operating Team, have all helped keep our work relevant and dynamic.

The Council has a clear mission and lives its values. Our three-year Strategic Plan (2022-25) gives a framework within which to focus resources and monitor progress.

The Plan includes three strategic priorities in Governance. Over this past year, the Board undertook Board Advancement Planning and developed a succession planning process. You'll see details of that important work on pg 15. Council also supported the Continuing Care Association of NS (of which I'm also Chair) in a review of its governance policies.

Along with that, Council piloted a Leadership Succession Skills Development program in collaboration with CCANS. See that on pg 13, as just one example of how proactive collaboration can support all in the sector.

The Council's role has never been more critical. And it continues to meet the challenges with purpose, energy and innovation. A brand awareness project, initiated this year, will ensure that all stakeholders are more aware of its value and impact.

As this Sector Council moves into its 25th year and beyond, its future is sustainable because it's building on a strong foundation. I look forward to its continuing story!

*Sheila Peck*

Sheila Peck, Chair  
Board of Directors



# Message From The Executive Director

As I review the past year, I'm reminded of how much the Council has been able to accomplish. We have welcomed three new people to our Operating Team, strengthening our capabilities substantially. (See pg 21 for the full Team.) With the Board's direction and strong relationships with our many partners, we've provided both breadth and depth of support for workforce development in Continuing Care and Disability Support.

We have been able to make significant progress toward the objectives identified in our Strategic Plan. Securing three-year core funding to support some of the programming gives stability and allows us to plan forward in an ever-changing environment.

Our initiatives contribute to healthy and welcoming workplaces, and help build capacity within the sectors. Across the province and across sectors, diversity, equity and inclusion were seen as a priority area of need. We now refer to that as DEIA to put more emphasis on Accessibility. Another priority area was to enhance support for mental well-being in sector workplaces.

Our relationship with the Association of Industry Sector Councils of NS, and participation in a number of its committees and projects, has broadened our reach and allowed us to leverage special project funding. You'll see results of some of those projects in this Report.

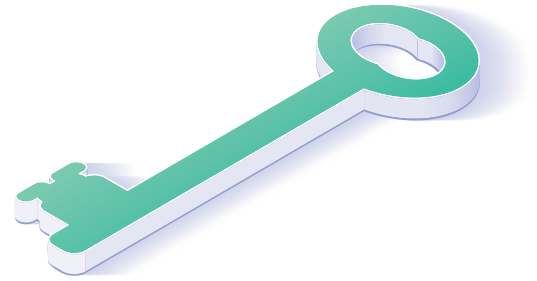
The provincial government has developed key directions for transitioning Disability Support from institutional to community-based options of living and working. This will have a major impact on all in that sector. Council has anticipated this for some time, and already has some training and resources in place, to help make it a smooth transition for organizations and care providers.

Looking forward, it's certain that workforce development across the sectors will continue to be challenging. I'm confident that our stakeholder involvement, our outcome-driven approach, and our commitment to growth and renewal will ensure that the Council continues to play a vital role in that development.

*Janet Everest*

Janet Everest  
Executive Director

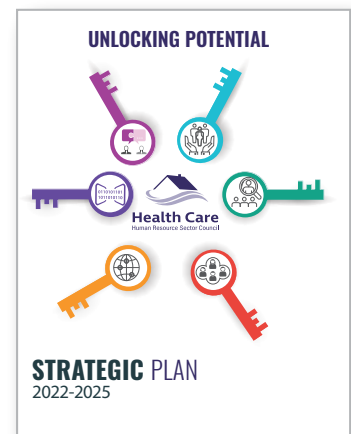




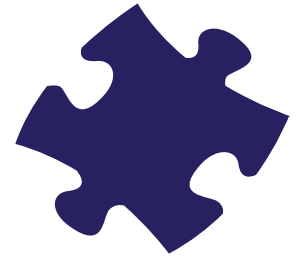
# UNLOCKING POTENTIAL: STRATEGIC PLAN 2022-2025

In 2021, the Council embarked on a comprehensive strategic planning process. Input from its diverse stakeholders contributed to a clear understanding of needs and Council's role in unlocking the potential for a thriving workforce. From that, we developed priorities, objectives and measurable outcomes to guide our work. The Strategic Plan was integral to the Council's core funding proposal to the Sector Councils Program under Department of Labour, Skills and Immigration.

This Annual Report demonstrates results from our first year of implementation. Most of the Council's work supports more than one strategic priority. As well, a number of the priority areas are "cross-cutting", impacting and overlapping the other priority areas (for example, technology), so initiatives are reported in one priority area only.



# HUMAN RESOURCE PLANNING



## WORKFORCE INSIGHTS

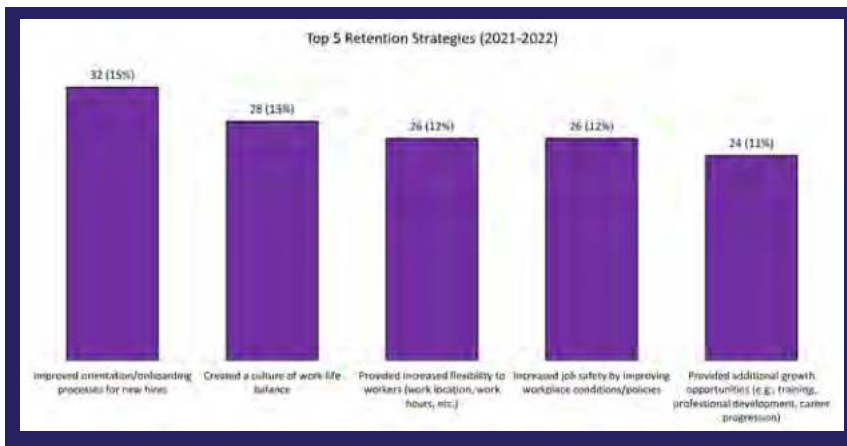
First launched in 2021-22, a comprehensive project is giving the Council timely information on labour market trends to better support employers. The Association of Industry Sector Councils manages the project, which encompasses all 14 sectors across the province. Data collected is compiled and shared through a free online dashboard, accessible to all.

Results show key measures common across all sectors in NS, as well as information specific to Continuing Care and Disability Support. The data shared is valuable in HR planning for all sector employers. For example, the Retention section shows challenges and strategies, as well as why employees left (for 2021-22 respondents, 71.8% retired). Diversity/Equity/Inclusion/Accessibility is also included. In that first survey, 89.7% of respondents were interested in more tools and resources to support DEIA targeted recruitment.

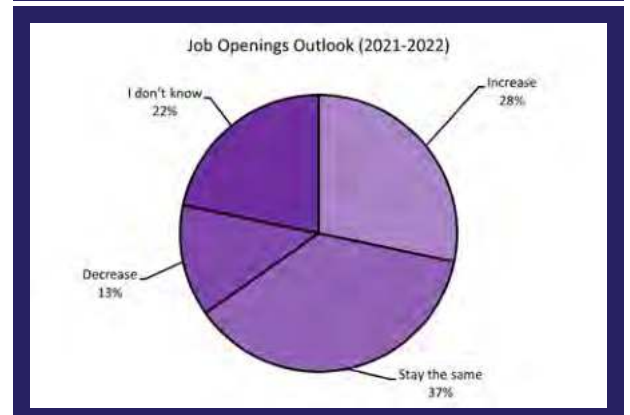
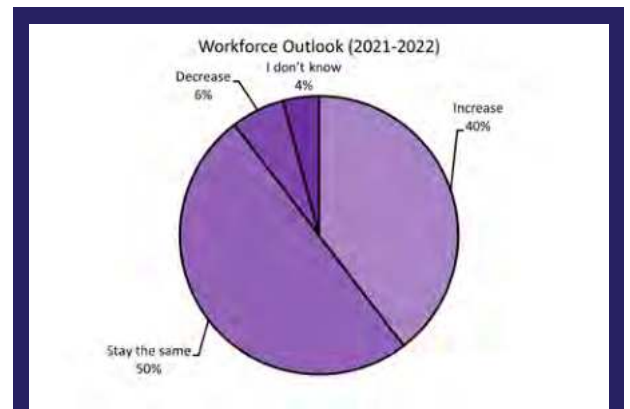
The second survey of sector employers began in November 2022, closing in early May 2023. The goal for the Health Care Human Resource Sector Council was to obtain more than 100 responses. By end of fiscal year, responses surpassed that goal (with completed and 'in progress'). We used primarily an email campaign, along with in-person reminders at events, to market the survey and drive responses.

Once this year's data has been compiled, the latest dashboard will be live at [www.aisc.ca/labour-market-information](http://www.aisc.ca/labour-market-information).

**Funded by:** Association of Industry Sector Councils of NS



\* Percentages reflect all retention strategies



## ORIENTATION AND ONBOARDING

Standardized orientation and onboarding programs have proven to be critical in attracting and retaining a sustainable workforce.

Council has developed resources customized for employers of Continuing Care Assistants in home support and for Long-Term Care Assistants. Both have been piloted and evaluated, and those resources are now available for wide use across the sector.

Building on these, an Orientation and Onboarding Guide for the Disability Support sector was piloted in Fall 2022, with participants from large and small employers, and from across the province. Evaluation was overwhelmingly positive.

These are among the many resources available on our website: [www.hcsc.ca](http://www.hcsc.ca)

The newest orientation resource is designed for RNs and LPNs entering practice in – or transitioning into – long-term care. Led by the Learning Institute for Health Care Providers in collaboration with the Council, and guided by a Project Advisory Group, the program is built on a transition to practice approach. It consists of six modules and a skills day, delivered online. A Preceptor Resource Guide is also provided.

The Phase 1 pilot starts in Spring/Summer 2023, with rollout to long-term care facilities across the province in Winter 2024.

***In partnership with:*** Continuing Care Association of NS, NS Residential Agencies Association, Diverse Abilities NS, Learning Institute for Health Care Providers

***CCAs in Home Support funded by:*** Department of Seniors and Long-Term Care

***Long-Term Care Assistants funded by:*** Department of Labour, Skills and Immigration; Association of Industry Sector Councils

***Disability Support Guide funded by:*** Department of Labour, Skills and Immigration

***Nurse Orientation project funded by:*** Department of Health and Wellness





# ATTRACTION AND RETENTION

## KNOWLEDGE HUBS

Council has been working with a number of partners and Project Advisory Groups since 2020, to develop a set of Knowledge Hub web platforms. The Hubs offer organizations a range of professional development resources to help with recruitment and retention. This kind of shared knowledge also helps facilitate new ideas and opportunities.

With customized content for long-term care, home care, and disability support, each Knowledge Hub shares training videos, website links and other resources. Project Advisory Groups identify best practices and inform content development specific to their sector.

To date, more than 300 resources have been categorized and uploaded. Currently, the focus is on refining content vetting and enhancing user search capabilities.

**In partnership with:** Nursing Homes Association of Nova Scotia, Nova Scotia Residential Agencies Association, Health Association of NS Home Support Network

**Funded by:** Department of Labour, Skills and Immigration



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## DIVERSITY, EQUITY, INCLUSION, ACCESSIBILITY



In the Strategic Plan, Diversity/Equity/Inclusion/Accessibility was identified as a priority area. Considerable progress has been made already, in meeting our objectives.

Council hired a DEIA Liaison in September 2022. Zoe Hawkins has a particularly relevant and valuable background for this position. Building on that, she completed the first part of a Certificate in Inclusive Leadership intensive course and will complement that in June with the Train the Trainer component.

Employers recognize the impact that the DEIA focus can have on creating a welcoming environment and retaining a sustainable workforce. Council now offers DEIA training for front-line staff around unconscious bias, privilege, microaggressions and allyship. We're also developing training for senior leaders with a focus on cultural competence and inclusive hiring, recruitment, orientation and onboarding.

Here are just a few examples of the support we've been able to provide:

### DEIA Day of Learning

As a forum for increasing DEIA competency across the sector, Council held its first DEIA Day of Learning on Dec. 8, 2022 in Truro. The 46 participants represented long-term care, home support and disability support. A smudging ceremony performed by a mother and daughter duo from the Mi'kmaw Native Friendship Centre set the tone for the day.

The morning was spent with Ann Divine as keynote speaker and Unconscious Bias facilitator. Ann is founder and CEO of Ashanti Leadership and Development Services, and an advocate for those who are deemed invisible and voiceless.

Participants broke into World Café Style conversation groups for the afternoon. Members of the LGBTQ+, Black Nova Scotian, and Indigenous communities were invited to lead table discussions, along with representatives from the Department of Labour, Skills and Immigration; The Immigrant Serving Association of Nova Scotia; and Health Association Nova Scotia.

More Days of Learning are in the planning stage for all four zones across the province.



***"The content was on point and not too packed".***

***"Thank you for opening a brave space for tricky conversations".***





Ann Divine

## Front-line training

As part of Nova Scotia's international recruitment efforts, MacLeod Group was able to hire more than 60 health care workers from Kakuma Refugee Camp in Kenya. Management recognized that training of their current front-line staff was a priority before the arrival of their new recruits.

Council organized two days of sessions in early February, for 43 staff members at MacLeod's Mahone Bay facility. In addition to training in specific topics like unconscious bias, an earlier recruit from Kakuma was invited. She spoke about her experience coming to rural Nova Scotia, and ways in which staff could create a welcoming workplace and community.

These sessions were recorded, to be shared with all other staff at Macleod Group facilities. Followup from Council includes DEIA leadership training for management teams in the Eastern and Western zones later in 2023.

## From needs assessment to ongoing support

For R. K. MacDonald Nursing Home, in Antigonish, the first step was an Environmental Scan to determine the current DEIA understanding among staff. From there, Council assisted in writing their DEIA Charter outlining goals and intentions.

Two days' training was then scheduled for front-line staff, with similar topics to the MacLeod Group: race relations, unconscious bias, microaggression, privilege and the importance of allyship.

Council will continue to provide support to senior leadership at R. K. MacDonald and others. Training evaluation helps us tweak the content, and we will continue to offer in-person sessions for front-line staff, especially. We are also looking at ways to broaden our reach, with Orientation and Onboarding packages and identifying DEIA resources to be included in Knowledge Hubs.

*DEIA Liaison position funded by:* Department of Labour, Skills and Immigration (Sector Council Program funding)

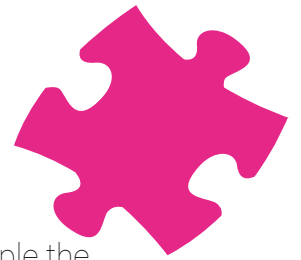
*DEIA Day of Learning funded by:* Association of Industry Sector Councils of NS (Special Projects)



***"Looking forward to our new co-workers."***



# TRAINING



## MENTAL WELLNESS IN THE WORKPLACE

Workplaces can play an essential part in maintaining positive mental health, giving people the opportunity to feel productive and maintain social bonds. Yet they can also be stressful environments that contribute to mental health challenges and illnesses.

No workplace is immune from these risks. According to the Mental Health Commission of Canada, 70% of working Canadians are concerned about the psychological health and safety of their workplaces, and 14 % don't think theirs is healthy or safe at all. In any given year, one in five people in Canada will experience a mental health problem, and about 30 % of short and long-term disability claims in Canada are attributed to mental health issues.

The Council offers a number of programs to support mental wellness in the workplace.

### The Working Mind

The Working Mind is delivered virtually in two versions: one for managers/supervisors/leaders and one for all other employees. This program is designed to encourage mental health conversations, decrease stigma, strengthen resilience, and provide resources for support.

Since Council first offered The Working Mind in 2018, more than 1,700 workers have participated, from Continuing Care and Disability Support. The move to instructor-led virtual training in 2020 has broadened accessibility, saved participant travel time, and is more cost-effective.

In this fiscal year, 268 people participated, from 30 facilities/agencies across the four provincial health zones. Evaluation results show a high rating for both content and delivery method. Participants indicated a variety of takeaways and ways in which they intend to apply what they learned.

*Funded by:* Department of Seniors and Long-term Care



***“Mental health is as important as physical health and should be given the appropriate attention.”***



### Mental Health First Aid

Mental Health First Aid is new this year. Just as physical first aid is administered to an injured person before medical treatment can be obtained, Mental Health First Aid supports a person experiencing a mental health decline or potential crisis, until appropriate treatment is found or the crisis is resolved.

Debbie Stewart and Morah MacEachern, our Working Mind facilitators, were trained as MHFA facilitators through the Mental Health Commission of Canada. They then piloted the instructor-led virtual program with 23 participants from three organizations representing long-term care, home care and disability support. Each employer chose its “MHFAiders” based on the unique needs of the organization. Participants were given a printed reference guide and will regularly receive updates.

MHFA is an international program proven to be effective, and is included in the Public Health Agency of Canada’s Best Practices. Peer-reviewed studies published in multiple countries show that program participants increase their knowledge of symptoms and risk factors of mental health problems; increase their confidence to help someone experiencing a mental health crisis; and can identify appropriate professional and self-help resources.

Pilot participants gave an extremely high rating for the program content and the facilitators.

*Funded by:* Association of Industry Sector Councils of NS



***“This is so important to our workplace!  
People are going through so much these days and  
need a safe place/person to talk to.”***



## Contagious Resilient Leadership

More than 17,000 Nova Scotians relied on home care services in a 2021 study, and the numbers have grown since then. Home support workers often feel isolated and invisible, and it’s critical to protect them from burnout and job stress.

All people feel the impacts of stress and hardships -- it’s how they rebound from these hardships, ie their resilience, that influences their success. Positive emotions can broaden awareness, and promote creativity and new ideas. Positivity also helps foster social bonds that in turn build our personal resources to cope with challenging situations.

Resilience training helps, with a focus on awareness and self-development. Contagious Resilient Leadership goes a step further, showing how our attitude is “contagious”, affecting others’ mindsets around us.

The CRL program was piloted with 179 participants in home support organizations across the province. From participant response, it’s clear that the program was of benefit in both short-term knowledge and long-term behaviour. The program impacted three job outcomes in particular: collaboration, managing setbacks and innovative problem-solving. The top three benefits participants identified were that staff will “feel heard”, will have reduced sick time, and will have better working relationships.

As a result of feedback, an accompanying workbook was developed, to help leaders share the training with their teams. We also identified the need for an “age lens”, with tips on how to create an emotional connection between age groups (eg many CCAs are younger people working with older clients).

The CRL program was expanded to include long-term care in Winter 2023.

**“... the messages presented are so relevant and important. Anyone would benefit from it”**

**“I would absolutely recommend this workshop to my co-workers because as caregivers, it is so important to change the way we view stress, to prevent burnout”**

**Developed by:** Dr. Heidi Weigand, a Dalhousie University faculty member, researcher and consultant  
**Funded by:** Department of Seniors and Long-Term Care

## SUPPORTING SAFETY IN THE WORKPLACE

### Nonviolent Crisis Prevention

The Council offers Crisis Prevention Institute programs to Continuing Care and VON employees.


The foundation program, Verbal Intervention, is suitable for all employees. It is offered via instructor-led technology, which makes it easily accessible and cost-effective. The enhanced program, Nonviolent Crisis Intervention, is delivered in person, and is designed for staff who may be at higher risk of experiencing a crisis.


This training can make all the difference, in helping staff recognize crisis potential and giving them the strategies they need to de-escalate a situation safely and with care for all involved.


Feedback is overwhelmingly positive. Learners consistently rate content, facilitators' knowledge, and delivery methods high.


**In collaboration with:** VON Nova Scotia  
**Funded by:** Department of Seniors and Long-Term Care


**“VON nurses and home support workers are daily at risk of being in aggressive and violent situations... the NVCI training gives them essential skills needed to keep them safe.”**


- 

856 staff from Continuing Care and VON
- 

Certified CPI™ Instructors delivered 87 training sessions
- 

3,576 training hours delivered
- 

137 RNs  
 162 LPNs  
 389 Direct Care Providers (CCA, LTCA, RSW, PSW)  
 138 Other (Operations/Management, Support, Environmental Services, etc.)
- 

48 organizations from all four zones
- 

96% of participants indicated they agreed/strongly agreed with the evaluation statements  
 (Training objectives, program content, learning platform, facilitator's knowledge, participant participation)

## Training and Participant Supports

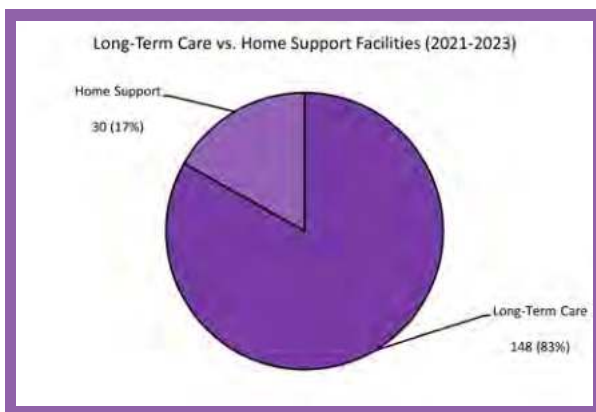
Council administers a number of training funds within two main categories: the Safety Training and Education Fund for Continuing Care, and Home Support Training Funds. Back-fill staffing and related expenses like travel are covered in most disbursements.

Council was able to fund almost \$200,000 in requests for the Home Support Training Funds this year, with 10 organizations benefiting.

**Funded by:** Department of Seniors and Long-Term Care

## Continuing Care Safety Training and Education Fund

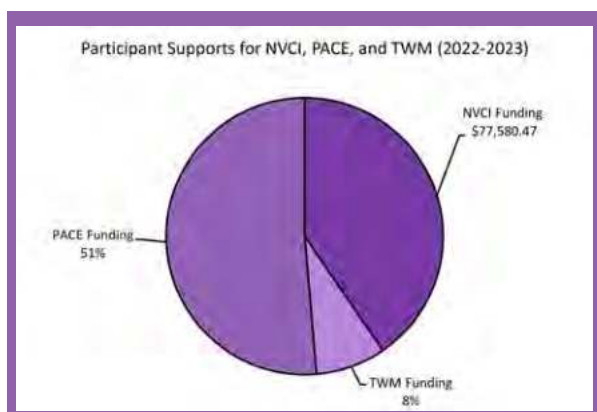
Almost \$2-million from this fund was invested in organizations across the province this year. Gentle Persuasive Approaches continues to be the most requested funding from long-term care facilities. For home support organizations, the most requested was Joint Health and Safety Committee training.



\* Funds allocated in 2021-22 were extended into disbursements through 2022-23

## Participant Supports

The largest disbursement totals this year were for NonViolent Crisis Intervention and PACE (a safe patient handling and mobility program), followed by The Working Mind.



## LEADERSHIP TRAINING

### Leadership for Nurses

The Nurse Leadership program, designed for RNs and LPNs in long-term care, is offered three times each year, through a blended learning format. Participants complete self-directed modules on their own schedule and then join a virtual classroom session.

With guidance from a Project Advisory Group, content is based on national leadership benchmarks and evaluation ensures that it continues to be responsive in both process and outcomes.

In Fall 2022, 37 nurses and 23 managers participated. An additional 40 nurses and 22 managers registered in January 2023.

**Developed by, and delivered in collaboration with:** Learning Institute for Health Care Providers  
**Funded by:** Department of Health and Wellness

### Leadership for Home Support

A consultant was contracted by Northwood Home Care last year, to conduct an impact level, performance and learning needs assessment for leadership.

From the results, a customized virtual program was designed and delivered to 54 participants in three cohorts. The resource materials, simulations and delivery were all rated very effective.

“**“Learned a lot, and will definitely use the tools.”**”

**Facilitated by:** McEachern and Associates Inc.

**Funded by:** Home Support Leadership Fund administered by the Council

### Leadership Succession Skills

The Continuing Care Association of NS includes nursing homes, home care agencies and residential care facilities. When members identified the need for leadership succession training for their organizations, the Council collaborated with CCANS to design a program for skills development and peer support. A condensed version was presented to the CCANS Board of Directors, and feedback incorporated.

**In collaboration with:** Continuing Care Association of NS



# GOVERNANCE



The Strategic Plan identified three priorities in Governance: Council's effectiveness, efficiency and sustainability. All programs and projects are continuously evaluated to ensure effectiveness. The wide acceptance of instructor-led virtual training has helped us work more efficiently, as has our pursuit of synergies with the Association of Industry Sector Council and others.

The Board of Directors recognized that sustainability, especially succession planning, was an area which required immediate attention. The planning process began in April 2022. In addition to a review of existing bylaws and policies, a Board Advancement Plan was drawn up, outlining key stewardship responsibilities and risks.

From this, a Board Competency Profile was developed to identify the right mix of skills and experience needed at the Board table. What's expected of volunteer boards today by far surpasses the standards even five years ago, especially in the uncertain and complex environment of our sectors.

Recruiting the right people who can also commit time outside their already-hectic schedules is challenging. The Council has been extremely fortunate in the dedication of its Board members and other volunteers, and that needs to be sustained in the long term. A number of approaches were identified to help with this.

Succession planning for the Executive Director is also key to leadership continuity. An ad hoc committee was formed to develop an Executive Director recruitment process, and an Emergency Succession Plan.

Board development and education, as well as evaluation, will be ongoing.

**Facilitated by:** Carla Anglehart, Leadership and Governance Specialist

## BUILDING BRAND AWARENESS

Identified as a key objective in the Strategic Plan, a brand awareness project was initiated this year. A marketing company was contracted to first conduct an assessment of the Council's current profile in the sectors. From that, in consultation with the Operating Team, new visual concepts and descriptors were developed to support an increased understanding of Council's role. Feedback from the Board of Directors and stakeholders was incorporated at several stages, to determine the most effective visual design and brand elements.

This rebranding, and an accompanying marketing campaign, will better reflect Council's mandate and will ensure that all stakeholders are more aware of its value and impact. The new look will be launched in conjunction with 25th anniversary celebrations in 2023-24.



# PARTNERS AND COLLABORATORS

The Council ensures that its initiatives complement the work of other organizations and contribute to the sustainability of the sector workforce. Our programs are successful because we partner with government, stakeholder representative groups and employers.

## Funding partners this year included:

- Department of Community Services
- Department of Health and Wellness
- Department of Labour, Skills and Immigration
- Department of Seniors and Long-Term Care
- Workers' Compensation Board of Nova Scotia
- Association of Industry Sector Councils of NS

## Project partners include:

- Continuing Care Association of NS
- Diverse Abilities NS
- Health Association of Nova Scotia
- Nova Scotia Residential Agencies Association
- Nova Scotia Works
- Nursing Homes of Nova Scotia Association
- Learning Institute for Health Care Providers
- VON Nova Scotia

## Board of Directors Representation

Continuing Care Assistant Program Advisory Committee  
Continuing Care Association of Nova Scotia  
Diverse Abilities Nova Scotia  
Home Support Network (Health Association of Nova Scotia)  
Nova Scotia Nurses Union  
Nova Scotia Residential Agencies Association  
Nova Scotia Registered Health Professionals  
Nursing Homes of Nova Scotia Association  
Workers Compensation Board of Nova Scotia  
Department of Community Services  
Department of Labour, Skills and Immigration



## Stakeholder and Resource Partners

The following organizations inform the Council's work through participation on advisory groups and knowledge transfer.

Aware-NS  
Barefoot Facilitation Inc  
Carla Anglehart  
Closing the Gap  
Continuing Care Association of NS  
Continuing Care Branch, Department of Health and Wellness  
Continuing Care Council (HANS)  
Cove Guest Home  
Disability Support Program  
Dykeland Lodge  
Futureworx  
Gem  
Gen Z Research Inc  
Department of Health and Wellness, Health Workforce Planning  
Home Support Network (HANS)  
Inverary Manor  
Inverness County Home Support Society  
Katie Wagner  
Learning Institute for Health Care Providers  
MacLeod Group  
Mountains and Meadows Care Group  
Northwood  
NS College of Nursing  
NS Community College  
NS Health, QEII  
NS Nurses Union  
NS Residential Agencies Association  
Nova Scotia Works  
Nursing Homes of NS Association  
Oakwood Terrace  
Peopleworks  
R. C. MacGillivray Guest Home  
Shannex  
Townsend Estates  
VON Nova Scotia  
Windsor Elms  
Wynnpark Villa  
Yarmouth Argyle Home Support Services



# NEXT STEPS



Moving into the second year of our Strategic Plan, next steps include:

- continue to explore how the Workforce Insights analysis can support the sectors
- move forward on the rebranding and associated marketing plan to ensure all stakeholders recognize the Council's role and impact
- roll out the piloted resources for nurses transitioning to long-term care
- build on the momentum to expand DEIA Days of Learning and training for front-line staff and senior leaders.
- ensure relevance and sustainability of all ongoing and new programs and projects

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## SECTOR COUNCIL CLIPBOARD

an update from Health Care Human Resource Sector Council

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Keep updated on how Council can help support your workforce development.

Sign up now for Council Clipboard, a newsletter published three times/year.

See past issues among the many resources on our website: [www.hcsc.ca](http://www.hcsc.ca)



# FINANCIALS

<b>Health Care Human Resource Sector Council</b>		
<b>Statement of operations and changes in net assets</b>		
Year ended March 31	2023	2022
<b>Revenues</b>		
Grant revenue		
Department of Health and Wellness	\$ 337,905	\$ 1,445,657
Department of Seniors and Long Term Care	1,467,214	-
Department of Community Services	20,011	-
Association of Industry Sector Councils – LMI	147,227	85,218
Department of Labour, Skills and Immigration	<u>271,211</u>	<u>239,700</u>
	2,243,568	1,770,875
Interest revenue	<u>44,271</u>	<u>13,636</u>
Total revenues	<u>2,287,839</u>	<u>1,784,511</u>
<b>Expenditures</b>		
Administration	9,904	7,846
Advertising, promotion and printing	50,294	80,653
Amortization	2,139	1,504
Committee	77,000	73,574
Consultants	447,524	535,880
Insurance	3,079	2,779
Interest and bank charges	2,055	1,932
Office	72,453	17,818
Participant support fee	40,840	63,814
Professional development	20,578	14,609
Professional fees	19,025	25,740
Rent	69,865	61,600
Salaries and benefits	345,496	313,212
Telephone	5,179	4,139
Training Fund	1,063,071	554,538
Travel	<u>7,179</u>	<u>10,831</u>
	2,235,681	1,770,469
Excess of revenues over expenditures	<u>\$ 52,158</u>	<u>\$ 14,042</u>
<hr/>		
Net assets, beginning of year	\$ 306,366	\$ 292,324
Excess of revenues over expenditures	<u>52,158</u>	<u>14,042</u>
Net assets, end of year	<u>\$ 358,524</u>	<u>\$ 306,366</u>

# BOARD OF DIRECTORS

*Joe Brown*

Joe Brown, Resource Representative  
Appointed by: Dept of Labour, Skills and Immigration

Ashlee Doyle, Past Chair  
Appointed by: Home Care Network

Janet Everest, Ex Officio  
Executive Director

Lynette Fenton, Vice-Chair  
Appointed by: Workers' Compensation Board of NS

Stephen Gillis  
Appointed by: CCA Program Advisory Committee

Barry Jack, Treasurer/Secretary  
Appointed by: NS Residential Agencies Association

Michele Lowe  
Appointed by: Nursing Homes of NS Association

Sheila Peck, Chair  
Appointed by: Continuing Care Association of NS

Jen Rossetti  
Appointed by: NS Nurses Union

Joe Rudderham  
Appointed by: Diverse Abilities NS

Mark Williams  
Appointed by Allied Health Professionals



*Michele Lowe*



*Mark Williams*



*Ashlee Doyle*

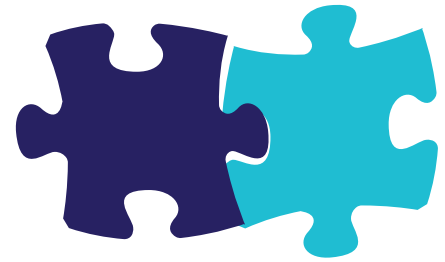
*Sheila Peck*



*Lynette Fenton*



# OPERATIONAL TEAM



## Executive Director

Janet Everest

## Financial Assistant

Joanne Jones

## Marketing and Administrative Co-ordinator

Catherine Martin

## Administrative Support

Jane Zvonarova

## DEIA Liaison

Zoe Hawkins

## Labour Market Analyst

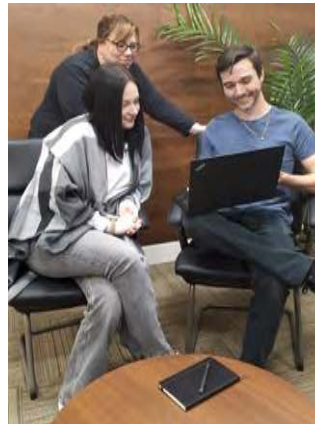
Joshua Dort

## Project Co-ordinators

Morah MacEachern

Debbie Stewart

Millie Colbourne (To December 2022)



*Catherine, Jane, Josh*



*Debbie*



*Morah*



*Team Planning Session*



*Joanne, Morah*



*Zoe* 21



*Janet*

# THE HEALTH CARE HUMAN RESOURCE SECTOR COUNCIL

... has become a "go-to" centre for training and resources to build a sustainable workforce and healthy, diverse workplaces

... facilitates collaboration among the many sector stakeholders, to build capacity.

... is truly representative and objective in all of its work. By bringing different perspectives to the table, we broaden understanding across the sector and ensure an alignment with province-wide priorities.

... is outcome-driven. Responding to emerging needs, we interpret trends, research best practices and facilitate solutions.

... demonstrates responsible financial stewardship and accountability. Operational and project budgets are monitored monthly, with regular reports to the Board of Directors and funders.

...is committed to ongoing growth, innovation and renewal.

## CONTACT US

Health Care Human Resource Sector Council

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@HRSectorCouncil

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Tel: 902 835-1455

