



Health Care
Human Resource Sector Council

ANNUAL REPORT
2013-2014

MISSION STATEMENT

The Health Care Human Resource Sector Council is committed to providing objective focus, research, innovation and collaborative linkages to assist others in addressing sector-wide health human resources challenges in Nova Scotia.

VISION STATEMENT

The Health Care Human Resource Sector Council demonstrates excellence in health human resource research and innovation in knowledge generation and translation, and is recognized for its contributions resulting in a viable well-trained health care workforce within a quality health care system.

STRATEGIC DIRECTION

- Contribute to a quality, sustainable health human resource.
- Contribute to a skilled and competent, including culturally competent, work force through standardized and accessible training and education.
- Promote viable and respected careers in healthcare.
- Leadership in health human resource research and knowledge transfer.
- Promote the strength of diversity and cultural competency in health care.



Activity Report from the Board Chair and Executive Director

The Health Care Human Resource Sector Council is committed to fostering a collaborative approach between the Board of Directors and Management to fulfill the Council's mandate. To that end, the Chair and Executive Director have jointly prepared this activity report for fiscal year 2013-14.

Through the efforts of the Board Policy and By-law Review Committee, the Council completed a revision of the Board Governance Policies and By-laws to ensure they reflect current and emerging governance and operational requirements of the Association. Thank you to Andrea Leonard, Wade Hynes and Mary Ellen Pittoello for their time and commitment to the process.

2013-14 represented the second year of the Department of Labour and Advanced Education 3 Year Sector Council Pilot Program. The Council's staff received training and support by the Nova Scotia Research Foundation in the development of Logic Models for each of the Council's Strategic Directions relevant to the Sector Council program. The Logic Models will not only serve as evaluation tools for the program, but will also inform strategic planning in the 2014-15 year.

In 2013, the Council's 3 Year Sector Council Pilot Program funding was increased to support the Soteria Strains project, a provincial DHA/IWK Strategy to prevent musculoskeletal injuries (MSIs). The Soteria Strains project is built on an approach to put in place a sustainable program to prevent MSIs related to patient handling. Furthermore, it is the first project in a broader strategy mandated by the Council of CEOs in partnership with Workers' Compensation Board of Nova Scotia, AWARE-NS and the Health Care Human Resource Sector Council to:

- Develop a comprehensive musculoskeletal injury prevention strategy in the DHAs/IWK;
- Facilitate the creation of a stakeholder working group for MSI strategy development; and
- Support the implementation of a MSI prevention strategy across DHAs/IWK and share lessons learned across the Healthcare sector.

As a result of continued funding, the project has been extended through the 2014-15 fiscal year.

A major component of the Council's activities over the past year has been the work of Lisa Purcell, Health HR Navigator in the development of Career Information and Human Resource Tools to support the sector. A total of eight career sheets encompassing 24 health careers were produced as well as four career videos in English and French. The career sheets and videos can be accessed on the Council's website www.hcsc.ca. An environmental scan to ensure the work of the Navigator meets the HR requirements of the sector was conducted through the use of a Needs Assessment Survey, the results of which are also available on the Council's website.


The Council continued its role under Letter of Agreement with AACHHR (Atlantic Advisory Committee on Health Human Resources), as proponent of the five-year Internationally Educated Health Professionals Initiative (IEHPI) project overseen by the Atlantic Connection Steering Committee. For information on the Atlantic Connection project, visit the IEHP Atlantic Connection website www.atlanticcanadahealthcare.com. Working in collaboration with the PEI Health Sector Council and the PEI Association for Newcomers (PEI ANC), the Council supported the development and delivery of the Responsive Leadership for a Diverse Workplace and Responsive Leadership for a Diverse Community programs in Prince Edward Island. This work was used as a foundation for the development and delivery of the Responsive Leadership for a Diverse Workplace—Nova Scotia Continuing and Community Care Employer program.

The Council's success is made possible by the leadership, support and commitment of the Board of Directors and Resource Representatives. This year we bid farewell to long standing members Carrie MacIsaac and Charlene Thomas. Their time and commitment to the work of the Council is sincerely appreciated. Many thanks to Lisa Purcell and Terri Westhaver and to our project partners, stakeholders, government departments and funders whose support is the foundation of the Council's work.

Sincerely,



Caroline Campbell
Chair



Janet Everest
Executive Director

Inclusion Practices for HCHRSC

*by Mohamed Yaffa,
Capital District Health Authority*

In order to formalize partnerships with traditionally excluded communities, we must be proactive, set clear and transparent goals and objectives that aim to empower community members. To ensure the success of each partnership with communities, organizational strategy must take their needs into consideration. Thus, strategic planning must also include a strong community voice that lends itself beyond tokenism.

Since people's loyalty and trust run high when they feel included, enhancing the integration of new members in the workforce is no small feat. However, using flexible "transition-support" systems that lay focus on integration are more suited than defined blanket orientations that focus solely on the process. Integration requires a broader support where people not only learn what to do, but share ownership of the environment through which they absorb and distribute experiences.

True integration requires a continuous willingness to take a fresh look at institutional traditions and structures; hence, action must be taken to name and replace obsolete norms and processes.

What We've Accomplished

Section 1

3 Year Sector Council Funding Pilot Project (2012–2015)

Funded by the Workplace Initiatives Skills and Learning Branch, Department of Labour and Advanced Education, this pilot project continues its progression. Since 2012, this project has proven a focal point of our organization and we are proud of the work to date, and the work to come.

The HR Navigator component dealt with career development activities, including the completion of career videos and pamphlets, available on the Council's website. Meetings were held in March to coordinate employer information sessions, highlighting the Department of Labour and Advanced Education HR resources in 2014–15.

Section 2

Soteria Strains

Soteria Strains is a NS health care strategy for the prevention of musculoskeletal injuries (strains and sprains) related to patient lift, transfer and repositioning. Soteria Strains is led by the IWK/District Health Authorities (DHAs), in partnership with the Workers Compensation Board of NS (WCB) and AWARE-NS. There is a Memorandum of Understanding (MOU) with Annapolis Valley Health (AVH) to provide project management.

We are pleased that all project deliverables are meeting project timelines as we move towards our goal of developing a comprehensive musculoskeletal injury prevention strategy. Funding has been approved by the Department of Labour and Advanced Education for the 2014–15 period to move forward on the Engagement Choicebook and education components of the project.

Section 3

Responsive Leadership for a Diverse Workplace— Nova Scotia Health and Community Service Employers Final Report Summary

In October of 2013, the Health Care Human Resource Sector Council began the delivery of the Responsive Leadership for a Diverse Workplace—Nova Scotia Health and Community Services Employers program. Facilitated by 25-year training professional Alison McEachern, the program was open to employers, senior leaders, frontline managers, supervisors, and coordinators within the health care and community services sectors of Nova Scotia.



The program offers a self-directed approach, allowing participants the ability to explore and grow in a supportive team environment.

Overall, participants were satisfied with the content of the program and planned to implement the learning in their workplace. We anticipate the program will have the following impact on participants; enhanced self-awareness, leadership style, communication and team work skills. Further, this program aims to promote competitive, quality workplaces to enrich recruitment and retention of a diverse, well-skilled workforce.

The Council will explore the opportunity to offer a follow-up session, web-based or in-person to coincide with the three (3) month post evaluation. The Council is also in the process of conducting a survey to determine the most effective presentation model and highest demand areas for two (2) regional deliveries in the 2014-15 fiscal year and is intent on seeking funding for the delivery in the fall of 2014. Finally, the Council is in support of a Diverse Workplace francophone delivery, pan-provincial.

Section 4

IEHP: Atlantic Connection Project

Under letter of agreement with AACHHR to serve as Agent, the Council holds a five-year contribution arrangement (effective April 1st, 2011) with Health Canada to fund the various projects pan-Atlantic under the Atlantic Connection umbrella.

The fiscal year for 2013-14 activity reports and cash flows were completed, submitted and approved by Health Canada in April of this year. Moreover, all deliverables met with project timelines, project plans and cash flows for 2014-15 have been approved by Health Canada and the Letter of Agreement has been prepared and signed by all project planners.

Section 5

Responsive Leadership PEI Health Sector Council (PEIHSC)

Thirteen frontline leaders in the health sector participated in the second delivery of the **Responsive Leadership for a Diverse Workplace Program**. The program took place over a four-day period between October 2013 and January 2014 in Charlottetown, PEI. The overall goal of the program is to provide leaders with the attributes and knowledge necessary for championing a diverse workplace. The Executive Directors of the PEIHSC and the Health Care Human Resource Sector Council were the co-facilitators. The program received positive feedback from the participants.

In addition to the Diverse Workplace Program, the PEIHSC, in partnership with the Health Care Human Resource Sector Council and PEI Association for Newcomers to Canada (PEI ANC), developed and piloted a second program—**Responsive Leadership for a Diverse Community**. The curriculum was adapted from the Diverse Workplace Program, as it addresses a process in which individual learners increase their capacity as leaders to champion cultural diversity in their communities; in doing so, their capacity to integrate and retain IEHPs. The program was piloted in Summerside between January and March 2014. Twelve community leaders completed the program that was facilitated by PEI ANC staff (who will be responsible for future deliveries). The Health Care Human Resources Sector Council served as a consultant for the Diverse Community Project in the capacity conducting needs assessments, wrote preliminary reports to inform the development of a learning plan, provided training of the trainer for PEI ANC.

The development and delivery of these two Responsive Leadership Programs would not have been possible without the support from Atlantic Connection for IEHPs through funding from the Health Canada, Health Care Policy Contribution Program and the robust partnership with the Health Care Human Resource Sector Council. The PEIHSC would like to take this opportunity to thank both organizations for their role in making these projects a success.

Statements of operations and changes in net assets

	Budget 2014 (\$)	Actual 2014 (\$)	Actual 2013 (\$)
Revenue			
Department of Economic and Rural Development	12,052	10,847	56,940
Department of Health—Federal	–	–	74,070
Health Canada—Federal project administration fees	50,000	50,000	50,000
Department of Health—Provincial	–	–	17,900
Department of Labour and Advanced Education	158,908	151,056	156,313
Other income	26,600	26,600	23,940
Rebate on HST	10,066	64,870	56,694
	257,626	303,373	435,857
Expenses			
Advertising, promotion and printing	27,000	37,796	1,187
Committee expenses	9,100	8,884	7,654
Consultants	68,660	67,132	192,298
Insurance	3,612	1,264	3,255
Interest and bank charges	1,045	794	1,191
Office	4,127	3,941	3,652
Professional fees	14,700	19,699	18,397
Rent	22,890	21,167	21,290
Reports and publications	7,800	3,219	3,008
Salaries and benefits	88,741	84,788	103,781
Staff training	–	779	3,670
Telephone	2,460	2,837	2,547
Travel	2,250	3,967	7,161
	252,385	256,267	369,091
Excess of revenues over expenditures	5,241	47,106	66,766
Net assets, beginning of year		125,650	58,884
Net assets, end of year		172,756	125,650

Board of Directors and Staff

EXECUTIVE MEMBERS

Chairperson

Caroline Campbell

Representing Home Care
Appointed by Victorian Order of Nurses

Vice-Chairperson

Chris VanZoost

Representing Nova Scotia Nurses Union
Appointed by the Nova Scotia Nurses Union

Past-Chairperson

Andrea Leonard

Representing Home Support
Appointed by Home Support Nova Scotia

Treasurer

Shannon McLellan

Representing Community Based Options
Appointed by Nova Scotia Residential
Agencies Association

BOARD MEMBERS

Carl Crouse

Canadian Union of Public Employees
Appointed by CUPE

Carrie MacIsaac

Guysborough Antigonish Strait Health Authority
Appointed by Acute Care/HANS

Dr. Celine White

Doctors
Appointed by Doctors Nova Scotia

Helen Walsh

Nursing Homes/Homes for the Ages
Appointed by CCANS

Janice Jones

Nova Scotia College of Medical
Laboratory Technologists
Appointed by Allied Health Professionals

Mary Ellen Pittoello

Sunset Adult Residential Centre Appointed
by Adult Residential Centres/Regional
Rehabilitation Centre (ARC/RRC)

STAFF

Executive Director

Janet Everest

Administration Co-ordinator

Terri Westhaver

HR Navigator

Lisa Purcell

RESOURCE MEMBERS

Charlene Thomas

Primary Health Care/Pictou County
Health Authority

Cindy Cruickshank

Nova Scotia Department of Health & Wellness

Jamie Hartling

Private Colleges of Nova Scotia

Judy LaPierre

NS Department of Community Services

Kelly Kennedy-Pippy

NS Community College

Kelsey MacLeod

Nova Scotia Department of Labour and
Advanced Education, Workplace
Initiatives Division

Mohamed Yaffa

Capital District Health Authority

Pamela Jones

Nova Scotia Department of
Health and Wellness

Wade Hynes

Workers' Compensation Board
of Nova Scotia

Ann Marie Murdoch

Nova Scotia Nurses Union (Alternate)



BECOME A MEMBER

The Health Care Human Resource Sector Council recognizes that strong ties with our sector stakeholders and partners affords the Council with the opportunity to be guided by and to truly reflect the human resource needs of the sector. Membership is without charge and provides you with the opportunity to receive our quarterly newsletter, lend your area of expertise to project advisory/steering committee(s) on a voluntary basis or through participation in survey/focus groups.

For more information on the Health Cares Human Resource Sector Council projects and activities, visit our website at www.hcsc.ca

To become a member please contact our office at:
(902) 493-3098 | admin@hcsc.ca

Or fax this page to **(902) 445-9572**

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