

2019-20

**Health Care Human
Resource Sector Council**

ANNUAL REPORT

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CHAIR'S MESSAGE

In writing this year's message, my first thought is one of reflection . This is certainly a time of reflection for me personally, as my time as a member of the Board of Directors of The Health Care Human Resource Sector Council comes to an end .

There have been many changes and growth opportunities for the Council, as demonstrated by the leadership role the Council has taken in supporting human resources in the Nova Scotia Health and Community Care Sectors .

This has been made possible by our partnerships and collaboration with the Department of Health and Wellness, Labour and Advanced Education, our many stakeholders, and the capable direction and leadership of our Executive Director , Janet Everest and her staff.

Our expanded website , with career exploration , leadership , and education courses has made learning so much more accessible to staff and managers in our facilities as well as increasing our visibility to the public .

Having the opportunity to be part of the Council, has made me more aware of value and challenges of other members of the health care teams in the various components of the Health Care Sector. In these unprecedented times of a global pandemic , it is heartwarming to see everyone come together to deliver services by being adaptable , innovative and resourceful .

I feel very secure in knowing the HCHRSC is in the capable hands of Janet Everest, her dedicated staff, and a supportive Board of Directors . Thank you for the opportunity to be part of this journey .

Christine VanZoost
Board Chair 2009-2020

EXECUTIVE DIRECTOR'S MESSAGE

I am pleased to share with you the Health Care Human Resource Sector Council's 2019-2020 Annual Report. The past year's initiatives overviewed in this report, once again demonstrate the Council's commitment to supporting the health and community care sectors through training, career development, human resource planning tools and resources.

The Council's ability to adapt and be responsive to the sector needs would not be possible without our collaborative partnerships, networks and communities of practice, which allow us to be informed and nimble.

In March, the Council setup to provide on line information and resources to the sector in response to COVID-19. We continue to evolve and adapt to the impacts of COVID-19 through virtual delivery of the Nonviolent Crisis Intervention (CPI) training, the Home Support Leadership Program, the Nursing Leadership in Long Term Care (Registered Nurses Professional Development Centre), and The Working Mind program. Our goal is to increase opportunities for care provider engagement through resources and training to meet the ever evolving challenges and opportunities that lay ahead for the continuing and community care sectors.

It has been my privilege to work with the dedicated Members of the Council's operation and project team, the talented consultants who bring their expertise to the Council's projects, our funders and the Board of Directors who bring the sector voices to our work.

I wish to extend a very sincere thank you to Chris VanZoost, who's leadership as Chair of the Board over the past 5 years has overseen the Council's Board and operational direction as we transitioned to meet new and emerging priorities.

The Council will continue to work closely with our partners to leverage their knowledge and expertise to inform our programming and initiatives as we move forward.

Janet Everest
Executive Director

KNOWLEDGE TRANSFER & TRAINING

COLLABORATIVE TRAINING INITIATIVES

Development of a Standardized Nursing Leadership Education Program for Nurses Working in Long Term Care Phase 2 and the Development of Recommendations on Standardized Nurse Orientation Training for New Hires and New-Graduates Entering Long Term

With funding support through the Department of Health and Wellness, Nursing Strategy and input from a sector represented Project Advisory Group (PAG) to the Standardized Nursing Leadership Education Program for Nurses Working In Long Term Care and the Development of Recommendations on Standardized Nurse Orientation Training for New Hires and New Graduates Entering Long Term Care, the projects were undertaken by the Registered Nurses Professional Development Centre (RNPDC) in collaboration with the Health Care Human Resource Sector Council.

Building on the Phase 1 development and piloting of the Nurse Leadership Program by RNPDC in the 2019.20 fiscal year, RNPDC delivered six workshops across the 4 NSHA zones to Nurses in the Long Term Care Sector from September 2019 to March 2020. Recognizing the critical role of the Managers in supporting Nurses attending the program, six corresponding manager/supervisor sessions were held to provide manager/supervisors with the program content and expectations for their support of nurse participants during the program.

Focusing on the complex leadership needs of the long term care sector, the experiential, participatory workshops covered a breadth of topics including: management vs leadership, communication skills/coaching/giving feedback, recognizing and rewarding individual contributions and success, resolving conflict with staff and clients, demonstrating honesty, integrity and confidence, collaboration and team building and contributing to the goals of the organization.

The successful transition to professional practice of nurses into the Long-Term Care sector has been recognized as a key priority for the retention and recruitment of nurses. Within a transition to practice approach, orientation is a critical component requiring structure to support the transition of new nurses, and also includes preceptorship and ongoing practice development within the context of care.

The Registered Nurses Professional Development Centre (RNPDC) with support for the Health Care Human Resource Sector Council (HCHRSC), based on a literature review, environmental scan and review of existing orientation and transition to practice models, developed recommendations for a Standardized Nurse Orientation Program.

In the 2020-2021 fiscal year, RNPDC will begin development of the Standardized Nurse Orientation Program incorporating the recommendations from each Phase.

COLLABORATIVE TRAINING INITIATIVES (CONTINUED)

VON Non-Violent Crisis Intervention Project



Workplace violence is an occupational health and safety hazard that can cause physical and emotional harm. The Department of Health and Wellness recognizes violence in the workplace as a safety issue for healthcare professionals. The Healthcare Human Resource Sector Council (the Council) in collaboration with VON embarked on a joint venture to deliver one-day NVCI training to VON staff throughout the province.

The Department of Health and Wellness funded this collaborative initiative through the Canada-Nova Scotia Home and Community Care and Mental Health and Addictions Services Funding Agreement.

NVCI is a program licensed by the Crisis Prevention Institute (CPI) <https://www.crisisprevention.com>.

In the 2019.20 fiscal year, four VON staff trained as Certified NCI® Instructors through the Crisis Prevention Institute. 17 NVCI® programs were delivered to 301 VON staff across the four VON districts, a total of 136 training hours. Participant evaluations and feedback were overwhelmingly positive.

COUNCIL TRAINING INITIATIVES

Central Zone Home Support Leadership Program

With funding support through the Department of Health and Wellness Continuing Care Branch, in October and November 2019, Alison MacEachern facilitated delivery of the Home Support Leadership Program in the Central Zone with 17 participants. This was the final of 4 pan provincial deliveries in all Nova Scotia Health Authority Zones.

To develop content for three follow up sessions to assist participants in refreshing or building on identified skills from the first deliveries, a needs assessment was conducted through survey of all past participants. The first follow up session scheduled for March 2020 was postponed due to COVID-19 and as a result of the changing training environment, the focus of the program moved to development of an on line delivery model for fall 2020.

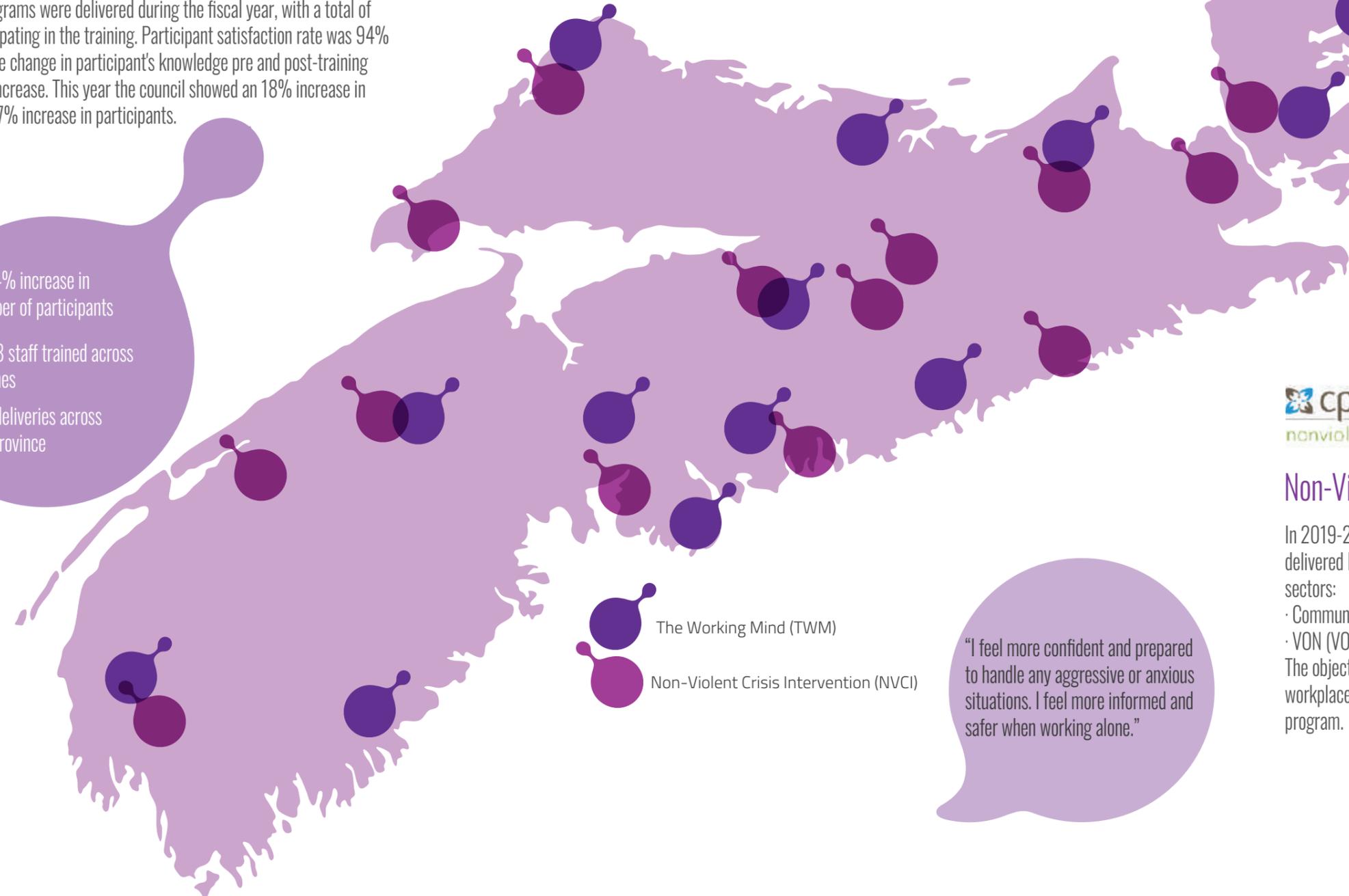
DELIVERING TRAINING ACROSS THE PROVINCE



The Working Mind (TWM) Program

Thirty-three programs were delivered during the fiscal year, with a total of 458 staff participating in the training. Participant satisfaction rate was 94% while the average change in participant's knowledge pre and post-training showed a 51% increase. This year the council showed an 18% increase in deliveries and a 7% increase in participants.

- 164% increase in number of participants
- 848 staff trained across 4 zones
- 55 deliveries across the province



Summary of Training

- 17 NVCI® sessions delivered
- 301 staff trained
- Delivered 136 training hours
- Delivered NVCI® in all four VON districts across the Province

"I feel more confident and prepared to handle any aggressive or anxious situations. I feel more informed and safer when working alone."



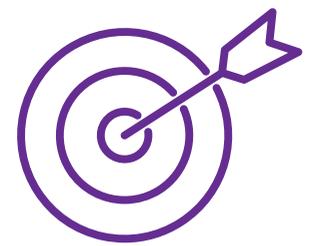
Non-Violent Crisis Intervention (NVI) Program

In 2019-2020, the Healthcare Human Resource Sector Council coordinated and delivered Nonviolent Crisis Intervention (NCI®) training programs to the following sectors:

- Community Care Sector (long term care and home support agencies)
- VON (VON staff)

The objective of both projects was to support organizations in addressing workplace violence through the delivery of the Nonviolent Crisis Intervention® program.

ONGOING INITIATIVES IN 2019-2020



Home Support Training Fund

In September 2019, the Department of Health and Wellness Continuing Care Branch allocated funding to support Organizational Training in the Home Support Sector.

The fund is administered by the Health Care Human Resource Sector Council and is open to Home Support Organizations funded through the Department of Health and Wellness.

The purpose of the funding is to support organizations in:

- Fostering skills that will support practices in client care, improve productivity and quality of work life
- Innovation in recruitment and retention
- Support leadership and staff development to meet the needs of the sector
- Adapt to new technology, equipment, or work processes
- Foster workplace diversity
- Other training that benefits an organization and that is not typically funded through other Department of Health and Wellness programs.

Safe Patient Handling Mobility (SHM/PACE)

As part of the Year-2 investments in the Workplace Safety Action Plan for the Health and Community Services sectors, targeted funding was made available to help support the delivery of the PACE (Pre-Mobility Risk Assessment tool/Safe Patient Handling Mobility Program) being delivered by AWARE-NS in 2019-20 to cover the costs of backfill staffing coverage and related funding (ie. mileage reimbursement) to organizations with participants in the program.

The Council developed and manages an online registration for participant support reimbursement and tracking of claims 'live' on the Council's website www.hcsc.ca

More information on the PACE program is available on the AWARE-NS website www.awarens.ca

Development of an Orientation and On Boarding Resource for Employers of CCA's in Home Support

Through stakeholder consultation, the Council identified the need for easily accessible resources to support organizations in the Nova Scotia home support sector with an aim of increasing retention in the sector.

The function of new employee orientation introduces a new employee to the organization, its policies, the coworkers and the job itself. Its characteristics include introducing the employee to the company's culture, roles and responsibilities, job description and other important things an employee will need to know.

Several strong themes were identified through consultation that are unique to the home support work environment:

- Though there are many orientation resources, few are specific to the unique needs of the home care sector who face the challenges of shortages and retention rates that impact the level of care.

- Every home is a different workplace with its own set of challenges, both physical and psychological.
- Home Support Nurse Leaders often supervise employees at a distance. Staff work in sometimes remote locations, far from a central office and are often supervised at a distance.

With funding support through the Department of Health and Wellness, Continuing Care Branch and with the support of a Project Advisory Group represented by sector stakeholders, the Council worked with Consultants, PMA Workforce Development Solutions in identifying sources of existing orientation resources and providing input on the orientation and onboarding materials to ensure the resource truly reflects the needs of the sector.

The completed resource will be available on the Council's website and will be piloted and evaluated during 2020-21.

UPCOMING INITIATIVES FOR 2020-21

An Orientation and Onboarding Resource for Employers of Long-Term Care Assistants in the Nova Scotia Long Term Care Sector Project

The Long-Term Care Assistant (LTCA) role supports the work of the Continuing Care Assistants (CCA's). The LTCA contributes an important role within the health care team. They are responsible for providing assistance with daily routines to residents, clients.

A well-planned orientation and onboarding process is beneficial for both the new employee and the organization.

The Orientation Resource will:

- Increase resources in the long-term care sector to integrate LTCAs into their work environments.
- Identify key components and tools of consistent Orientation practice that supports LTCAs transferrability through sector organizations.
- Provide easily accessible resources to develop effective orientation programs with support through the Health Care Sector

Development of a Workforce Retention and Recruitment Strategy for Nova Scotia's Continuing Care Sector

Among the recommendations in its January 2019 report, the Minister's Expert Panel on Long-Term Care recommended the creation of a provincial retention and recruitment strategy for the sector. Given the inherent interdependency between long-term care (LTC) and home support services, it is necessary to include both LTC and home support in such a strategy.

The Project Approach is 2 Phases:

Phase 1:

- Identify and catalogue existing retention and recruitment strategies already in use by employers;
- Identify potential alternative retention and recruitment strategies that may be relevant to the Nova Scotia Continuing Care context through a Canadian focused literature review;
- Synthesize the effectiveness of these strategies.

Phase 2:

- Based on the work for Phase 1, recommend a set of continued, modified, and new strategies to improve retention and recruitment of HHR;
- Determine employer, union, professional, and government perspectives on the relative feasibility and appropriateness of these strategies;
- Incorporate into final report detailing recommended model, communication plan and resources to incorporate model into Nova Scotia Continuing Care Sector.

STAKEHOLDER ENGAGEMENT

TRAINING NEEDS ASSESSMENT

The Council distributed a Training Needs Assessment to Continuing Care organizations across the province in February 2020. The results identified a need for continued training of both The Working Mind (TWM) and Nonviolent Crisis Intervention (NVCi) to assist with meeting the needs of our stakeholders.

WESTERN ZONE EMPLOYER ENGAGEMENT SESSIONS

The recruitment and retention of Continuing Care Assistants (CCAs) in the Western Zone Continuing Care sector was identified by the Department of Labour & Advanced Education as requiring further exploration.

In response, the Health Care Human Resource Sector Council hosted two one-day sessions to engage Continuing Care (Long Term Care and Home Support sector) Employers in the Western Zone in discussions to identify human resources practices, opportunities and challenges in the area of CCA recruitment and retention. In a World cafe style format, the sessions also provided an opportunity for employers to learn more about the resources and initiatives offered through the Department of Labour and Advanced Education Workplace Initiatives and the Department of Health and Wellness.

The sessions were held on August 21 and 22, 2019 at the Best Western Hotel in Liverpool, NS and PeopleWorx Society in Coldbrook, NS respectively. In February the Council held a third session in Cape Breton. Due to COVID-19 all sessions scheduled for Central Zone were cancelled.

Both sessions were facilitated by Susan E. Smith, Wayfinder Consulting Incorporated, who has worked with the Council on a number of prior occasions and has good familiarity with the sector and its stakeholders.

A number of representatives from the Departments of Labour and Advanced Education, Health and Wellness and the Health Association of Nova Scotia (HANS) CCA Program were present for both sessions and acted as resource persons and table facilitators during the Sessions.



FINANCIAL STATEMENT OF OPERATIONS AND NET ASSETS 2019-2020

Health Care Human Resource Sector Council			
Statement of operations and changes in net assets			
Year ended March 31	Budget 2020	Actual 2020	Actual 2019
Revenues			
Grant revenue			
Department of Health and Wellness	\$ 2,348,498	\$ 1,270,801	\$ 1,178,535
Department of Labour and Advanced Education	163,713	126,137	134,059
Northwood's Leadership Development Program	-	-	12,696
	<u>2,512,211</u>	<u>1,396,938</u>	<u>1,325,290</u>
Interest Revenue	-	14,708	-
	<u>2,512,211</u>	<u>1,411,646</u>	<u>1,325,290</u>
Direct expenses - contract services			
Department of Health and Wellness	-	-	(485,199)
Net revenues after contract services	<u>2,512,211</u>	<u>1,411,646</u>	<u>840,091</u>
Expenditures			
Administration	29,463	17,893	33,852
Advertising, promotion and printing	61,006	30,531	22,325
Amortization	-	171	-
Committee	11,180	7,908	21,092
Consultants	448,138	359,608	157,483
Insurance	2,250	2,036	2,145
Interest and bank charges	2,212	718	839
Office	23,890	30,402	10,603
Participant support fee	1,238,803	651,217	349,417
Professional development	56,868	44,658	36,214
Professional fees	7,230	9,694	13,290
Rent	29,400	35,049	24,348
Salaries and benefits	154,377	140,677	86,493
Telephone	1,632	1,260	1,410
Training Fund	300,000	18,642	-
Travel	81,335	39,647	32,779
	<u>2,447,784</u>	<u>1,390,111</u>	<u>792,290</u>
Excess of revenues over expenditures	\$ <u>64,427</u>	\$ <u>21,535</u>	\$ <u>47,801</u>
<hr/>			
Net assets, beginning of year		\$ 238,917	\$ 191,116
Excess of revenues over expenditures		<u>21,535</u>	<u>47,801</u>
Net assets, end of year		\$ <u>260,452</u>	\$ <u>238,917</u>

BOARD OF DIRECTORS

CHAIR

Chris Van Zoost - Representing Nova Scotia Nurses Union

INTERIM VICE CHAIR

Sheila Peck - Representing Continuing Care Association of Nova Scotia (CCANS)

TREASURER / SECRETARY

Janice Jones - Representing Allied Health Professionals

BOARD DIRECTORS

Barry Jack - Representing Community Based Options

Ashlee Doyle - Representing Home Support Network (HANS)

Lynette Fenton - Representing Workers' Compensation Board

Joe Rudderham - Representing Adult and Residential Care

RESOURCE REPRESENTATIVES

Sarah Savage - Nova Scotia Department of Health & Wellness

Joe Brown - Nova Scotia Department of Labour & Advanced Education

Kim Landry - Nova Scotia Department of Community Services

OUR OFFICE

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EXECUTIVE DIRECTOR

Joanne Jones & Cheryl Smith
FINANCIAL SUPPORT

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ADMINISTRATIVE COORDINATOR

Debbie Stuart & Morah MacEachern
PROJECT COORDINATORS

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