

2014 - 2015

ANNUAL REPORT



Health Care
Human Resource Sector Council

Moving into the Future: The Council's Strategic Plan 2015-2018

The Health Care Human Resource Sector Council is excited to present our 2015-2018 Strategic Plan. The Strategic Plan defines the Council's core strategic directions for the next three years.

With the continued support of the Nova Scotia Department of Labour and Advanced Education through the Sector Council Program, the Council's Strategic Plan emerged from a period of reflection, formal project and activity evaluation, and stakeholder engagement sessions during the fiscal year.

The development of the HCHRSC Strategic Plan for 2015-2018 is the result of an ongoing, vibrant and collaborative relationship with our stakeholder community, which continues to grow and evolve along with the Sector Council itself. Together we have defined the following strategic directions to carry us forward for the next three years:

PROVIDE LEADERSHIP IN HUMAN RESOURCE INNOVATION, RESEARCH, AND KNOWLEDGE TRANSFER

- Continue to scan the local, regional, and national environments to identify evidence-based best practices in human resource innovation
- Establish a repository of resources for stakeholder access

PROMOTE A SUSTAINABLE WORKFORCE THROUGH FACILITATION AND COLLABORATION

- Support a coordinated evidence-based approach to HR planning for the sector
- Support and engage industry in the use of existing human resources

CHAMPION A DIVERSE, CULTURALLY COMPETENT WORKFORCE

Promote career options within the sector to attract students and under-represented groups

Enhance cultural competency and recruitment from under-represented groups

The Council's Strategic Plan fully aligns with the Department of Labour and Advanced Education Sector Council Program priorities of Attraction and Retention, HR Planning, and Training and Industry Capacity Building. We encourage you to read the details of the plan, which outline the specifics of our proposed activities and outcomes, their timelines, and their link to stakeholder-identified human resource needs. Copies of the Strategic Plan can be obtained by contacting the Council Offices or downloading from our website (www.hcsc.ca).

The Year in Review

Stakeholder Consultation

The Health Care Human Resource Sector Council strategic directions emerged from a dynamic stakeholder engagement session held in January of this year prior to the Council's February Board strategic planning meeting. Gathering critical input from our stakeholders allowed us to develop a truly collaborative vision and strategic plan to carry the Sector Council forward over the next three years.

Forty-five stakeholders representing government, employers, regulatory bodies, associations, and educational institutions came together to identify sector priorities which include:

- Facilitating Distance Learning for rural areas
- Making HR resources accessible through web-based portals
- Maintaining a Library/Database of best practices and resources to support HR within organizations
- Developing workshops to address psychological supports and impacts of workload issues in the workplace

Our stakeholders' key HR priorities informed the chief discussion themes at the Sector Council Board's Strategic Planning session, from which emerged our 2015-2018 Strategic Plan.

Mandate

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

Mission

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

Vision

A diverse and sustainable health and community services workforce.

A Message from the Chair and Executive Director

In 2014 the Council reached a milestone. We achieved 15 years of collaboration, partnerships, and innovation in research and initiatives that support a viable health human resource sector in Nova Scotia.

This past year the Council has been engaged in activities focused on recruitment and retention, leadership, championing diversity, and strengthening our connection with our stakeholders both within Nova Scotia and with our Atlantic Connection partners. We have seen positive outcomes from these initiatives through participant evaluation, increased stakeholder participation, and the strengthening of our partnership with government and other organizations.

Over the past several months we have revisited and refreshed our strategic plan, and, through stakeholder consultation, developed a go-forward strategy for the next three years that reflects the priorities of our stakeholders. Over the next several months we will be reaching out to validate our plan and to find out what programs might interest you and your employees, as well as what format works best in delivery of these programs.

One of the Council's strengths is our ability to be nimble and responsive to the changing environment in the sector. Lisa Purcell, our HR Navigator, and Terri Westhaver, our Administrative Coordinator, along with the support of our consultants, facilitators and subject matter experts deliver programs that are meaningful to our sector. Our small but mighty team makes our achievements possible. Programs like the Responsive Leadership for a Diverse Workplace Program and Optimizing Workplace Engagement Workshops have been well received and contribute to a sustainable and relevant Council for the future. We wish to thank the Board of Directors for sharing their ideas and providing encouragement to the Council over the past year. We are fortunate to have such a diverse and talented group of professionals represented on our Board.

On behalf of the Board, we wish to express our sincere appreciation to retiring Board Members Andrea Leonard, Mary Ellen Pittoello and Wade Hynes.

Our annual report is an opportunity to not only showcase the past year's achievements, but to share with you our strategic plan as we move forward towards our 20 year milestone. We look forward to having you continue to be part of our journey.

Sincerely,

Caroline Campbell
Chair

Janet Everest
Executive Director

2012-2015 Sector Council Pilot Program Project Completion

The three year mandate of the 2012-2015 Sector Council Pilot Program has drawn to a close. The pilot program has received a one-year funding extension from the Department of Labour and Advanced Education, which began a program evaluation in 2014. The extension allows for completion of the evaluation process and the development of a design to go forward with the Sector Council Program. The Council's 2015-2018 Strategic Plan, built on evidence-based sector needs, provides the foundation for the future Sector Council Program model.

The three-year project was funded by the Workplace Initiatives Skills and Learning Branch, Nova Scotia Department of Labour and Advanced Education. The project supported industry-led initiatives for human resource development, attraction, retention, and training in the health care sector in Nova Scotia. Focal points of the project included enhancement of cultural competency in the workforce, and the attraction of students and under-represented groups to the health care sector. A summary report on the activities of this three year project is available on our website.

Health HR Navigator Outreach

The Sector Council's Health HR Navigator, Lisa Purcell, joined forces with the Department of Labour and Advanced Education (LAE) to present information about the training opportunities available through the Sector Council. The Navigator also helped promote LAE's career and human resource management resources including *Skills On-line*, the *HR Toolkit*, and *Welcoming Workplaces*. Information sessions were provided to the Continuing Care Association of Nova Scotia's Annual General Meeting,

and the Department of Health and Wellness Fall Forum. Our Navigator received a lot of positive

feedback on the HR resources available to employers.

The Health HR Navigator also represented the Council during the pan-provincial Atlantic Association of Registrars and Admissions Officers tour in September. The tour reached more than 60 high schools and connected with over 2,000 students to educate them about options for a career in health care.

WADE Career Fair

The Council made some promising connections with African Nova Scotian students at the 2014 **Watershed Association Development Enterprise (WADE)** Career Fair. WADE promotes economic development in the African Nova Scotian Communities of Dartmouth, Cherry Brook/Lake Loon, Lake Major, North Preston and East Preston. The HR Navigator held discussions with more than 80 students and distributed career information to more than 50 interested individuals.

Optimizing Workforce Capacity Panel and Showcase

Burnout in the workplace was the theme of Dr. Michael Leiter's keynote address at the council's 2013-2014 Annual General Meeting and Stakeholder Forum in 2014. Dr. Leiter, an organizational psychologist based at Acadia University, is a leading expert on job burnout. His research explores the relationship between human beings and their jobs with a focus on ways people can strengthen their engagement with the work they do.

Sixty stakeholders attended the *Optimizing Workforce Capacity Panel and Showcase* session and more than a dozen exhibitors showcased their organizations. The Health HR Navigator spoke about workforce engagement as part of a workforce capacity panel discussion.

New Career videos and IEHP supports on HCHRSC website

A Paramedic Career video is the latest offering to potential health care workers now available on the HCHRSC website. The video, featuring a bilingual Primary Care Paramedic, represents a creative collaboration between the Sector Council, EMS and EHS. This informative short film has been produced in both official languages. The HCHRSC website has also added a link to the engaging, locally developed "Be a Nurse" career video.

Additionally, the Council website has recently provided a link to the Atlantic Connections online Self-Assessment Readiness Tool (SART). SART helps IEHP's considering immigration to identify their job readiness for health sector employment. The SART is being used as a career information tool by ISANS (Immigrant Settlement Association of Nova Scotia) and by Atlantic Canadian schools. By keeping abreast of current sector developments, our website continues to be an important portal to vital human resource supports for the Nova Scotia Health sector.

Optimizing Workplace Engagement Workshops

Participants have been giving high marks to the Council's new workshop series, *Optimizing Workplace Engagement*, introduced last fall in Truro. Designed for the Nova Scotia continuing and community care sectors, this series of three, single-day workshops delves into banishing workplace burnout, cultivating civility and positive relationships among co-workers, and exploring generational differences on the job. Up to thirty participants took part in each of the three workshops.

Content for the second iteration of this workshop series, delivered in Wolfville to 25 participants, has been enhanced to reflect the priorities identified in the January stakeholder session. The Council will continue to modify the program in response to participant evaluations and priorities identified by stakeholders.

Responsive Leadership for a Diverse Workplace

2014 featured our third delivery of HCHRSC's Responsive Leadership for a Diverse Workplace program designed for senior leaders, frontline managers, supervisors and coordinators within the Nova Scotia continuing and community care sectors. Twelve health care leaders participated in this five-module program offered over the fall and early winter in Bridgewater. The workshop focuses on developing strong, responsive leadership to champion and promote inclusive workplaces.

A transition from a five-module to a re-structured three-module program for 2015 is underway and will be unveiled in the planned fall workshop delivery. The shift to a three-module design will permit more streamlined delivery of core content and competencies. The move to three modules follows informal debriefing among stakeholders, as well as a review of participant feedback for the past two years of the program.

HCHRSC's Executive Director also assisted the PEI Health Sector Council in delivering its Responsive Leadership program for managers in the PEI Health sector by facilitating the four module Charlottetown Workshop in October through December 2014. The PEI program has been re-designed for 2015 to offer a one, two, or three-module option for participants.

Sharing our insights into Responsive Leadership and Diversity

HCHRSC had an opportunity to more broadly promote the Responsive Leadership for a Diverse Workplace model during the fiscal year. At the recent National Metropolis Conference in Vancouver, HCHRSC and PEI's Health Sector Council Executive Directors co-facilitated a presentation on the PEI Responsive Leadership for a Diverse Workplace program as a promising practice for retention of newcomers in the workplace. HCHRSC also delivered a presentation on the Responsive Leadership for a Diverse Community Project at the PEI Association for Newcomers to Canada Conference in March. The project was co-developed by HCHRSC.

Soteria Strains guides coming on stream

The first major draft of the Soteria Strains Implementation Guide for safe patient handling and movement has been completed, and the project's Program Guide continues in development. Training material, also in development, is being formatted for e-learning and roll-out in 2015. This significant and ambitious project, supported by the Department of Labour and Advanced Education Sector Council Pilot Program funding, is a Nova Scotia Health Care strategy for prevention of musculoskeletal injuries in the health care work force.

Data from 2012 indicates that almost 80% of time loss claims with the Workers' Compensation Board (WCB) were musculoskeletal injuries (sprains and strains). Fifty percent of these workplace injuries were related to patient lift, transfer and repositioning—a disturbing statistic with clear implications for worker health and patient care in the health care sector. The guides will help acute and tertiary care providers implement an evidence-based, safe patient-handling program within their organizations and in future, the Continuing Care Sector. The Soteria Strains project is led by Annapolis Valley Health in partnership with the Nova Scotia Health Authority, IWK, WCB, AWARE-NS and the Health Care Human Resource Sector Council.

Update on the IEHP Atlantic Connection

The Council continued to fulfill our role as project proponent and agent for the Atlantic Advisory Committee for Health Human Resources (AACHHR). The Council is a key member of the IEHP Atlantic Connection Steering Committee, now in the fourth year of a five year funding program under Health Canada's Internationally Educated Health Professionals Initiative (IEHPI).

Five subprojects were funded through Atlantic Connection in the 2014-2015 fiscal year:

- The SART (Self Awareness Readiness Tools) Project (led by the Nova Scotia Community College)
- Responsive Leadership for a Diverse Workplace (led by PEI Health Care

Sector Council)

Leadership Development , PEI Community Navigators and Responsive Leadership for Diverse Communities program (project lead: PEI Association for Newcomers to Canada)

Bridging Program for Medical Laboratory Technologists (MLTS); project led by New Brunswick Society of Medical Laboratory Technologists (NBSMLT)

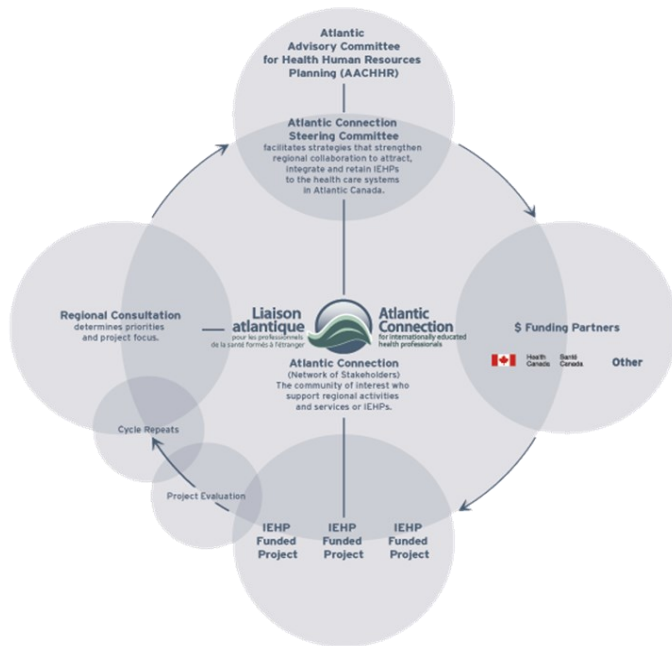
Enhancement of the Nurses Association of New Brunswick (NANB)

Bridging Program for Internationally Educated Health Professions (led by NANB)

Who/what is the IEHP Atlantic Connection?

The Internationally Educated Health Professionals (IEHP) Atlantic Connection Project is a collaborative initiative of the Departments of Health, Health Human Resource divisions of the Atlantic Provinces. The Atlantic Connection, created in 2005, is a consortium of stakeholders who share the goal of attracting, integrating and retaining Internationally Educated Health Professionals (IEHPs) to the healthcare systems of Atlantic Canada. The vision of the IEHP Atlantic Connection Project is for Atlantic Canada to be a region of choice for internationally educated health care workers immigrating to Canada.

Relationship Chart
for Atlantic IEHP Projects 2011-2016



Relationship Chart
IEHP Atlantic Connection

The Sector Council will be represented at the upcoming *Showcasing the Legacy* Conference in Moncton. The October conference will give partners a chance to celebrate the legacy of initiatives over the past ten years that have supported the attraction and retention of Internationally Educated Health Professionals in Atlantic Canada.

For information on the conference and to learn more about the Atlantic Connection, visit the website <http://atlanticcanadahealthcare.com>.