

## 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.

## Our Office

Janet Everest  
*Executive Director*

Catherine Martin  
*Administrative Support*

Cheryl Smith  
*Financial Support*

## Contact Us

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Phone: (902) 461-0871 / Fax: (902) 445-9572  
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# Health Care

Human Resource Sector Council

*Excellence in Human Resource Innovation*

# Annual Report 2016-17

## Leadership

*collaboration*

Careers  
*diversity*

Training  
*innovation*

Partnerships  
*alliances*

*knowledge transfer*

Competency



## A Message from the Chair & Executive Director

*“Leadership and learning are indispensable to one another”*

*-John F Kennedy*

This Annual Report overviews the work of the Health Care Human Resource Sector Council in the 2016 -2017 fiscal year. Outlined are the areas in which the Council continues to advance its mission of providing support and leadership to the health and community services sectors in Nova Scotia to promote excellence in human resource innovation and build capacity through collaboration with stakeholders.

In keeping with the Council's ongoing commitment to ensure our work reflects the 'voices' of our stakeholders, the Council engaged the services of Susan Smith, Wayfinder Consulting who undertook a needs assessment in November – December of 2016. The intent of the needs assessment was to inform the development of the Council's online training. An overview of the needs assessment process and findings is included on page 3 of this report. The final report is also available on the Council's website [www.hcsc.ca](http://www.hcsc.ca). In the upcoming year, the Council will identify gaps in current training available to our stakeholders and begin populating the website.

The following pages provide a detailed overview of the Council's accomplishments in the areas of leadership, collaboration, diversity awareness, knowledge transfer and career promotion over the past year.

I would like to thank the funding partners who made this work possible; the Department of Labour and Advanced Education, the Department of Health and Wellness, and Immigration, Refugees and Citizenship Canada.

I would also like to thank our partners and facilitators who contributed their expertise to our various initiatives. AbleSense Media Ltd.; Barefoot Facilitation Inc. (Gerard Murphy, *Facilitator*), *Compassion Fatigue and the Helping Professional*; Alison McEachern, *Facilitator Western Zone Nurse Leadership Program and Responsive Leadership for a Diverse Workplace Program*, Northwood Inc.; Nova Scotia Community College, *Health Career Options Guide*; PMA Workforce Development, Project Management, *Health Career Options Guide*; Wayfinder Consulting (Susan Smith) and Well Researched (Giles Crouch), *Facilitator Social Media*.

We wish to thank Terri Westhaver, Administrative Coordinator, who retired from her position this past year. The Council welcomed Catherine Martin as part-time coordinator of the Council's website, training and marketing communications and Cheryl Smith as our Accountant.

Thank you to the Board of Directors for their dedication to the Council. We wish to extend our sincere appreciation to retiring Board Director and Vice Chair, Shannon MacLellan who has represented the Nova Scotia Residential Agencies Association (NSRAC) since 2007. We will miss Shannon's dedication and expertise.



Janet Everest, Executive Director



Christine Van Zoost, HCHRSC Chair



## Building Our Future Collaboratively

*One Piece At A Time*

### Board of Directors

#### Chairperson

Chris Van Zoost - Representing Nova Scotia Nurses Union

#### Vice Chairperson

Shannon McLellan - Representing Community Based Options

#### Treasurer / Secretary

Janice Jones - Representing Allied Health Professionals

#### Past Chairperson

Caroline Campbell - Representing Health Employees

#### Board Directors

Patricia Bland - Riverview Home Corporation

Christa Quinn - Closing the Gap

Helen Walsh - Nursing Homes/Homes for the Aged

#### Resource Representatives

Cindy Cruickshank - Nova Scotia Department of Health & Wellness

Carol Gillis - QEII/Dalhousie School of Health Sciences

Kelly Kennedy-Pippy - Nova Scotia Community College

Kelsey MacLeod - Nova Scotia Department of Labour & Advanced Education

Jacqueline Rogers - Nova Scotia Department of Community Services

Mike White - Workers Compensation Board

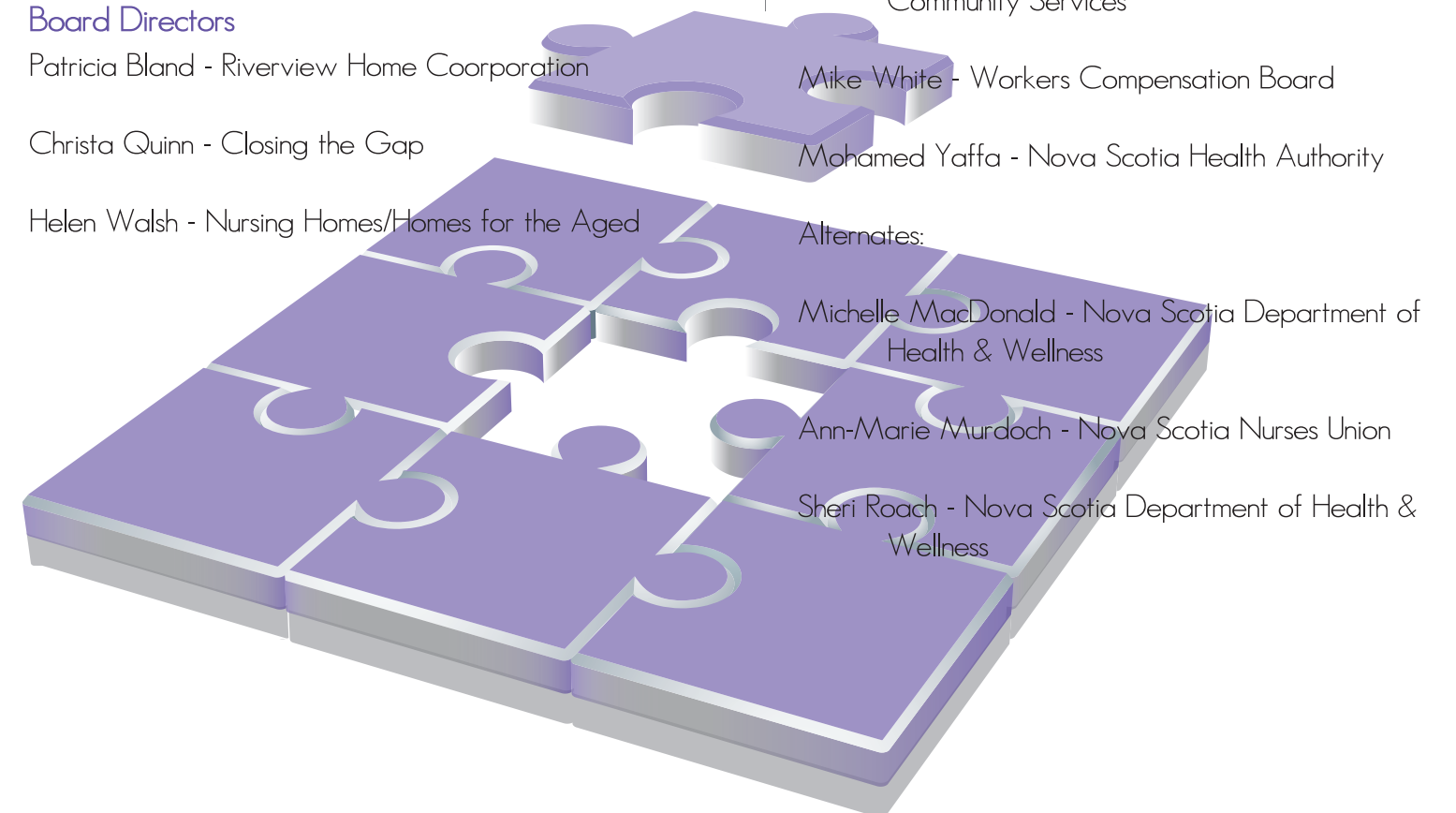
Mohamed Yaffa - Nova Scotia Health Authority

#### Alternates:

Michelle MacDonald - Nova Scotia Department of Health & Wellness

Ann-Marie Murdoch - Nova Scotia Nurses Union

Sheri Roach - Nova Scotia Department of Health & Wellness





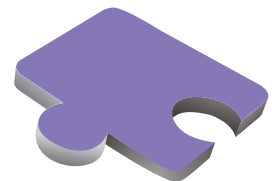
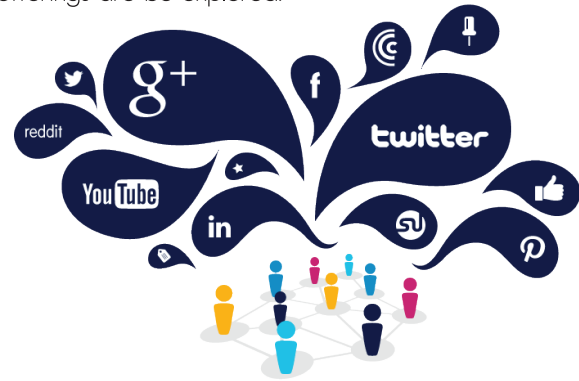


## Training

### Social Media 101

Facilitated by Giles Crouch; Digital Research/Managing Partner, WELL Researched, the workshop was delivered on October 26th in Antigonish. There were 12 registrants for the program. The one day workshop addressed topics including the importance of social media for organizations, the role of social media in recruiting, privacy issues, managing organizational reputation in social media, and social media etiquette.

Participant evaluations were positive and future offerings are being explored.

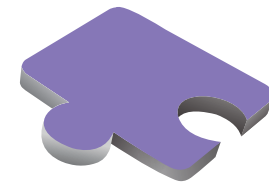


## Stay Connected

### Sector Communication Through Quarterly Newsletters

The Health Sector Council issues a quarterly newsletter to keep our stakeholders informed on upcoming events, training and sector information. We are always looking for

relevant articles to include. Submissions can be sent to [admin@hscsc.ca](mailto:admin@hscsc.ca). To receive the newsletter sign up at [www.hscsc.ca](http://www.hscsc.ca)



## Partnerships

### Health Career Options Guide

The Health Career Options Guide for Internationally Educated Health Professionals (IEHPs) is an on-line, globally accessible tool that provides information about related assistive level and other career options for ten Canadian health professions. The guide is available at no charge in English and French, and resides on the website [www.assesshealthcareers.ca](http://www.assesshealthcareers.ca) with other pre-arrival information tools for IEHPs.

The guide is a natural extension of the Self Assessment Readiness Tools™ (SARTs)™ developed with federal government funding between 2010-2016. These interactive tools provide clear and accurate information about twenty Canadian health professional practice standards.

The website also hosts a Ten Step Job Search Tool that describes the employment skills IEHPs require to be competitive in the Canadian job market. Together, these resources provide IEHPs with information to help them align their health career expectation and begin planning their pathway to employment prior to immigration.

The project, funded by Immigration, Refugees and Citizenship Canada in November 2015, was led by the Health Care Human Resource Sector Council in partnership with the Nova Scotia Community College.



The partners organized an Advisory Group comprised of representatives from Eastern, Central and Western regions to help guide the project. This group included representatives of IEHPs, Western and Northern Forum, professional regulators, professional associations and councils, and professional educators. The Advisory Group facilitated communication with professions, provided feedback and facilitated access to subject matter experts and internationally educated professionals who helped verify and validate content of the Health Career Options Guide.

Guide content was vetted by subject matter experts in each of the professions and was validated by a beta test of the online resource by IEHPs. It was published on April 1, 2017. Google analytics will track country of origin, time on site, and trends in use. A survey attached to the guide will provide feedback for assessment of the utility and efficacy of the guide in reaching IEHPs pre-arrival.

<https://www.assesshealthcareers.ca/>





## Knowledge Transfer

### *Compassion Fatigue and the Helping Professional*



*Facilitated by Gerard Murphy, Barefoot Facilitation Inc.*

In the fall of 2016 in collaboration with Barefoot Facilitation Inc. the Council offered 3 workshops in Liverpool and Halifax which were highly successful and well attended.

Compassion fatigue is the “cost of caring” for others in emotional pain. It is the profound emotional and physical “erosion” that helping professionals may experience over the course of their career.

The helping professional have gradually begun to recognize that workers are profoundly affected by the work they do and organizations are creating more supportive work environments to help staff prevent and manage the impact of compassion fatigue.

During this half-day, interactive workshop, attendees learned about the signs and symptoms of compassion fatigue and how to identify personal self-care strategies to deal with compassion fatigue and increase stress resiliency, distinguish compassion fatigue from other similar concepts and to reflect on the work done by helping professionals.

Feedback from these sessions was extremely positive and the Health Sector Council is looking forward to reoffering this course in different areas of the Province.

*“Learning is an experience.  
Everything else is just information”*

*-Albert Einstein*

## Leadership

### *Nursing Leadership Program Eastern Zone Home Support*



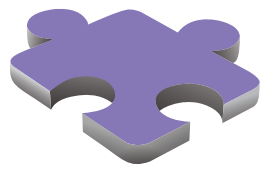
*Facilitated by Alison McEachern, McEachern & Associates Inc.*

In response to an identified need by the Eastern Zone Home Support Agencies, the Health Care Human Resource Sector Council supported the Agencies in the development and delivery of the Eastern Zone Home Support Nursing Leadership Program, facilitated by Alison McEachern, McEachern & Associates Consulting Inc.

The program was funded by the Nova Scotia Department of Health and Wellness NS Nursing Strategy, Innovation Fund which provides employers with targeted funding for two strategic purposes: recruiting and retaining nurses in difficult-to-fill positions; and funding nurse-led workplace improvement initiatives that contribute to better work environments and improved productivity.

In March 2016, Alison McEachern met with 12 Continuing Care Nurse Leaders in both Port Hawkesbury and Sydney to identify the skills they were motivated to strengthen as a result of a training program that was designed specifically for leaders within their position. Their discussions identified several strong themes which influenced the content of the upcoming training program.

The program was open to Home Support Nurse Leaders from the Eastern Zone, Cape Breton region. The program is built on the Responsive Leadership model developed by the Health Care Human Resource Sector Council for the Continuing Care Sector.



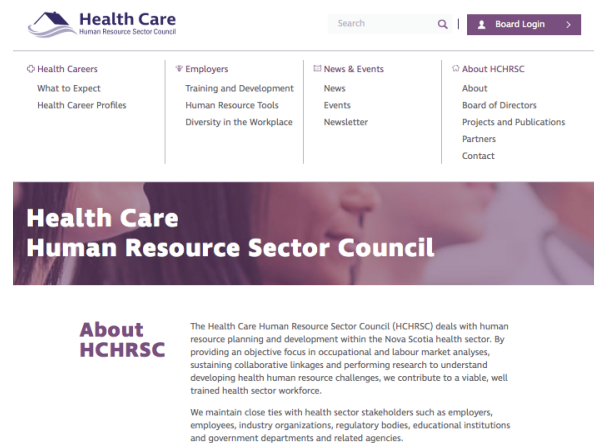
## Innovation

*Website Relaunch: [www.hcsc.ca](http://www.hcsc.ca)*

Working with consultants AbleSense Media Ltd., the Council completed the website redesign which launched in December 2016. The launch of the website was announced in the Council's quarterly newsletter distributed in December 2016.

In addition to population and distance learning, the Council will move forward with the development of employer profiles to assist with recruitment to the sectors. These initiatives will focus on rural small and medium size organizations that are challenged by limited human resource. This will complement the career information currently included on the website and that of the Department of Labour and Advanced Education. Additionally, to expedite advertising and registration for workshops, the redeveloped website is designed with this capacity.

These resources will support the Department of Labour and Advanced Education, Workplace Initiatives, Employer Engagement Specialists and Career Practitioners.



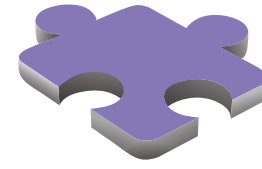
## Careers

*Health Career Brochures*



Located on the website and in hard copy, the Health Care Career Directory has all the information needed to consider a career in the designated health occupations.

Each career profile gives an overview of the specific job duties, educational requirements, and related careers.



## Diversity

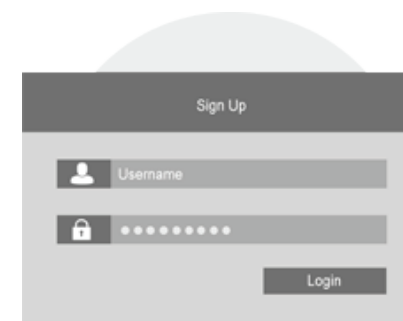
*Passport to a Diverse Workplace*

The *Passport to a Diverse Workplace* is a self-directed learning resource designed to deliver content on overarching issues of diversity and cultural competency. This series of six short videos is an online resource to building a level of comfort and link to useful resources while navigating the rewards and challenges of workplace diversity. The electronic passport provides the learner with the opportunity to record their journey and make notes of resources and tools of interest to them. It also provides a tool with which to share their learning with their peers.



To access the self-directed learning portal go to:  
[HTTP://Passport.hcsc.ca/](http://Passport.hcsc.ca/)

### Three Easy Steps



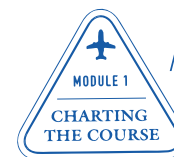
Sign Up



Watch Video Series



Recieve Certificate



Module 1: Charting the Course



Module 2: Starting from Here:  
Some Background Information



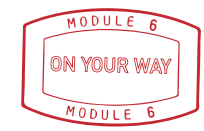
Module 3: Preparing  
for your Journey



Module 4: Navigating the  
Road Blocks



Module 5: Rules of the Road



Module 6: On Your  
Way

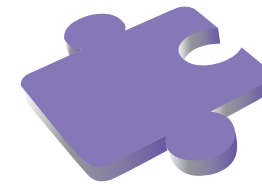




# Statement of Operations and Changes in Net Assets

## Health Care Human Resource Sector Council Statement of operations and changes in net assets

Year ended March 31	Budget 2017	Actual 2017	Actual 2016
(Unaudited)			
<b>Grant revenue</b>			
Immigration, Refugees and Citizenship Canada	34,512	323,780	109,825
Department of Labour and Advanced Education	127,500	127,500	163,191
Norwood's Leadership Development Program	-	10,695	-
Compassion Fatigue Workshop	\$ -	\$ 3,700	\$ -
Social Media Workshop	-	840	-
Health Canada - Federal project	-	-	1,358,898
	162,012	466,515	1,631,914
<b>Direct expenses - contract services</b>			
Health Canada - Federal project	-	(60,000)	(1,240,330)
Department of Labour and Advanced Education	-	-	(20,000)
Immigration, Refugees and Citizenship Canada	-	(254,410)	(89,256)
	162,012	152,105	282,328
<b>Other revenue</b>			
Department of Health and Wellness	-	11,573	4,415
Other income	-	12,108	10,300
Net revenues after contract services	162,012	175,786	297,043
<b>Expenditures</b>			
Advertising, promotion and printing	4,100	3,125	3,131
Committee	9,000	3,164	4,076
Consultants	15,800	55,164	41,507
Insurance	2,196	1,963	2,193
Interest and bank charges	900	988	845
Office	18,685	21,283	7,396
Professional fees	8,625	11,631	10,009
Rent	21,450	19,054	20,957
Salaries and benefits	119,949	93,956	122,763
Telephone	1,145	1,117	2,324
Travel	7,800	4,752	9,469
	209,650	216,197	224,670
Excess of revenues over expenditure (expenditures over revenues)	\$ (47,638)	\$ (40,411)	\$ 72,373
Net assets, beginning of year		\$ 264,869	\$ 192,496
Excess of expenditures over revenues (revenue over expenditures)		(40,411)	72,373
Net assets, end of year		\$ 224,458	\$ 264,869



## Collaboration 2016 Needs Assessment

In 2016 the Health Care Human Resource Sector Council (HCHRSC) undertook a substantial redesign and redevelopment of its website in order to bolster capacity to deliver online and distance learning. With the website enhanced, the HCHRSC conducted a Needs Assessment of its stakeholder communities, health and community services, to ensure the alignment of training options with the needs of its stakeholders. The Needs Assessment was conducted from November to December 31, 2016. Findings from the needs assessment are summarized in the Final Report available on the Health Sector Council website: [www.hcsc.ca](http://www.hcsc.ca)

The Needs Assessment was comprised of an online survey that was widely distributed to members of the stakeholder communities, as well as key informant interviews with specific subject matter experts, and focus groups to validate preliminary data arising from the survey. The consolidated data was analysed and four overall themes emerged:

1) Customization and flexibility of training options is vital. Stakeholders are clear about the need to access customized training options that fit their specific needs in regard to content; mode of delivery and geographic considerations in the case of face-to-face delivery options.

2) Mode of delivery for training options.

Respondents indicate a strong preference for training to be delivered by a combination of online distance learning, in modules where possible, and half-day face-to-face training where in person delivery is appropriate;

3) Geography and venue for training are important considerations.

Training should be offered in geographic areas that services clusters of user-groups.

4) The best mode of communication to notify stakeholders of training offerings continues to be email notification rather than social media, or relying upon passive website postings.

In addition to the stakeholder feedback, the survey provided valuable demographic details concerning respondents and their organizations. Fifty-six individuals responded to the survey with the vast majority of respondents (57%) from the Continuing Care/Long Term Care sector. In fact, virtually all respondents were from the Continuing Care and Community Services sectors, and there were no respondents from the Health Authority/IWK. Respondents were distributed across the province, but were concentrated in the Northern Shore (24%), Central Halifax/surrounding (20%) and South West Nova (18.5%). Respondents also identified geographic clusters for training in South West Nova, Northern Shore and Truro, Central, and Cape Breton.

