

...stay the course

## 2021/2022 Annual Report



**HEALTH  
ASSOCIATION  
NOVA SCOTIA**

EXPERTISE. SERVICES. SUPPORT.

# The Health Association

Health Association Nova Scotia is a not-for-profit, non-government, membership-based association with over 60 years of experience in delivering shared services. Serving over 130 health and health-related organizations from across the province of Nova Scotia, our core fee-for-service/cost recovery services include Clinical Engineering Services, Group Benefits Solutions, and Labour Relations & Compensation Analysis.

Additionally, we provide policy support for our long term care, home care, and ARC/RRC members, assisting them to promote positive change in Nova Scotia's continuing care and disability support program sectors. Health Association Nova Scotia is also a joint sponsor of the Nova Scotia Health Employees' Pension Plan.

## Mission

Health Association Nova Scotia provides exceptional human resource shared services, innovative clinical engineering solutions, policy support, and expertise our customers can count on.

## Vision

Preferred Partner in Shared Services and Support.

## Values

We commit to uphold the following values as we pursue our mission and vision:

**RESPECT** - We act with the best intentions and in a professional and ethical manner at all times. We treat people with fairness, compassion, openness and value diversity in ideas and opinions.

**TRUST** - We build strong relationships by being honest, genuine, dependable, and accountable.

**EXCELLENCE** - We are committed to continuous, measurable improvement. Cost-effective, responsive, innovative, and client-focused are the touchstones that guide our efforts to continually enhance service quality and provide an exceptional customer experience every day.

**PEOPLE** - We are dedicated to fostering a workplace that attracts, develops, rewards, and retains exceptional talent. We encourage employees to innovate, promote excellence and support them to reach their greatest potential.

# Leadership Message

We are pleased to introduce HANS' annual report, the Board's primary mechanism for reporting to the membership annually on the main activities of the Association. This year's report highlights our efforts to stay the course – helping our members respond to the evolutionary challenges arising from the pandemic while resuming our focus on core service delivery and championing member priorities.



**Joyce d'Entremont**  
Board Chair



**Mary Lee**  
President/CEO

2021-2022 was marked by many challenges for our members. The health system was confronted with the most difficult wave of the COVID-19 pandemic to date, Omicron. At the same time, responding to longstanding issues became even more pressing and, collectively, we needed to adapt to our “new” normal. Remaining true to our commitment to be solutions-focused and responsive to the needs of our members, HANS continued to support our members navigate the various obstacles presented by the pandemic while also returning our attention to pre-pandemic priorities – implementing major core service initiatives and mobilizing our unique strengths and specialized expertise to advance the interests of our members.

## On the Core Services and Member Support front...

- » Group Benefits Solutions neared completion of the largest benefit plan transition in our history; Clinical Engineering introduced some new, innovative initiatives; Labour Relations and Compensation Analysis began collective bargaining; and Member & Partner Engagement worked with member forums to champion key sector priorities.

**Through our subsidiary, igility**, we also took on the administration of provincial programs for the benefit of our members.

- » In April 2021, government announced they were partnering with HANS to oversee the implementation and ongoing administration of the provincial wound program for the continuing care sector. We were delighted to have this opportunity to support our members implement quality improvements that will make positive change for the sector.
- » In fall 2021, the Department of Seniors and Long-term Care (DSLTC) engaged HANS to administer a provincial recruitment and retention program for the continuing care sector, providing human resource and immigration support to meet the growing demand in the sector, through both domestic and international channels. The program also includes administration of two funds: Innovation and Professional Development. Likewise, the Department of Community Services asked us to provide a similar recruitment and retention program for the Disability Program Support Sector. Addressing the HHR crisis has been a top priority for HANS and our members for some time so we were very excited to take on these new programs. We need focused and sustained efforts at gaining and maintaining talent in Nova Scotia.

Additionally, HANS/igility President/CEO Mary Lee has been delivering governance education programs for long term care facilities designated for rebuilds/replacement. We were also delighted to learn at year end that the DSLTC was engaging HANS/igility to support the implementation of two key LTC Expert Panel recommendations. One respecting establishment of Behavioural Management Units and the other regarding specialized programming for young adults requiring long term care services. We believe this is an exciting opportunity to put the decision-making respecting these important initiatives in the hands of the sector.

Finally, we would be remiss if we didn't comment on our third strategic direction: investing in our people. When all is said and done, the common product that we offer to our members is the knowledge, experience and specialized expertise of our employees. They rally around one underlying shared purpose – helping our members resolve their challenges and achieve their goals. Therefore, fostering a work environment that allows them to perform at their best is paramount to delivering on this promise. This past year we engaged our staff in a significant space planning project, resulting in plans to renovate our main office building to provide modernized workstations for employees and as a hub for Nova Scotia's health sector, collaborative meeting spaces for our members.

Moreover, we continued our efforts to develop and implement a culture of diversity, equity, inclusion and reconciliation. Some of the initiatives undertaken thus far include policy development, leadership and governance training focused on DEI, and incorporating metrics on our organizational scorecard that align with industry best practices. We will also be incorporating a DEI lens into our space planning project. In the coming months, we also plan to canvas our members' interest in accessing cultural awareness training. We will be able to offer this training at no cost thanks to the dividends received through igility for the benefit of our members.

We encourage you to look on to the coming pages of this report to see more highlights of our determined efforts to stay the course. We look forward to working with and in support of our members to arrive at system solutions and advance their interests through expertise, services and support.

# The Year in Review

The Health Association welcomed (5) new members in 2021-2022!

- » Nova Scotia College of Medical Imaging and Radiation Therapy Professions (NSCMIRTP)
- » Canadian Mental Health Association - NS Branch
- » Geriatrics in Motion Family Medicine Clinic
- » Nakile Nursing Home
- » Wynn Park Villa



In December 2021, the Province announced an investment of approximately \$57 million to support those working in continuing care. From left to right: Premier Tim Houston; Barbara Adams, Minister of Seniors and Long-Term Care; Tori Jackson, continuing care assistant and Nova Scotia Community College graduate; Henry Devlin, President/CEO, CBBC Career College; and Mary Lee, President/CEO, HANS.

## Promoting a Healthy Workplace

We were pleased to be named a Top Employer in Nova Scotia and Atlantic Canada again this year – for the eighth year in a row. Participation in these employer competitions is one of the ways we benchmark our efforts to offer an exceptional workplace for our employees.



## GROUP BENEFITS SOLUTIONS (GBS)

GBS, in partnership with the Provincial Group Benefits Transition Committee, a committee comprised of healthcare employers and unions, completed a comprehensive review of existing Health Association Nova Scotia member plans to establish a new single group benefits plan for NSH/IWK employees and other Health Association member organizations. In early 2022 Medavie Blue Cross was chosen as the preferred provider for health and dental coverage.

## CLINICAL ENGINEERING SERVICES (CES)

Innovation was key for CES this year. A new initiative was the testing and validation of HEPA filters used to ensure clean air in critical rooms such as in surgical suites. Testing has been carried out at two hospital sites and we are working on expanding this into a province-wide service. We were also able to work with the Nova Scotia Rehabilitation Centre to realize some projects for them, including 3D printing of specialized aids to permit better PC mouse control for patients with limited tactile control. In addition, a prototype voice activated nurse-call system was developed for limited mobility patients.

## MEMBER AND PARTNER ENGAGEMENT (MPE)

COVID-19 remained as a dominating force throughout the past year as our members continued to be confronted with pandemic - related challenges. Through the support provided to our various membership forums, the MPE team endeavored to help our members overcome the pandemic-related obstacles they faced while also resuming a focus on advancing longstanding and emerging sector issues.

## LABOUR RELATIONS & COMPENSATION ANALYSIS (LRCA)

Negotiations were busy during 2021/2022, with HANS Labour Relations leading negotiations on behalf of the Health Authorities with the Council of Healthcare Unions with bargaining commencing in April 2021 and concluding to an agreement through conciliation on July 6, 2021. In November 2021, HANS Labour Relations acted as lead negotiator on behalf of the Health Authorities in collective bargaining with the Council of Support Unions; and also represented participating continuing care members in multiple tables of collective bargaining with Unifor and CUPE.

# The Year **in Review** *igility*

## **ABOUT US**

Consider us an extension of your team. Through our safe patient handling, executive search, and advisory services, we'll simplify your organization's systems so you can better focus on your goals. We are a subsidiary of Health Association Nova Scotia.

## **PROVINCIAL WOUND PROGRAM**

In April 2021, the Department of Health & Wellness partnered with Health Association Nova Scotia (HANS) to oversee the implementation and ongoing administration of the provincial wound program for the continuing care sector. This program has been designed to support all DSLTC licensed and funded long term care facilities and DSLTC funded home care providers with nursing services to standardize the approach to wound care in Nova Scotia. Four consultants were hired starting in June 2021, providing hands on clinical support along with developing and providing education programs and teaching tools for the sector.

### **What have we been doing?**

- » Long term care - 464 referrals since the program started; 378 follow up to referrals in 2022
- » Home care - 66 referrals since program started
- » 16 webinars to the sector along with many on site sessions
- » Developed Continuing Care Assistant program being used in the CCA curriculum
- » Partnered with Cape Breton University nursing students
- » First Nations Indigenous Services Canada approached us to consider providing services to their communities, which began in January 2022

## **PPE SOURCING, DISTRIBUTION AND DATABASE MANAGEMENT**

We continued to provide PPE distribution services to DSLTC funded long term care facilities and home care agencies as part of the ongoing provincial pandemic response.

## **SAFE PATIENT HANDLING SOLUTIONS**

Through igility, HANS members have had access to premium pricing on the purchase of medical technology developed and manufactured by Guldmann since fall 2019. Guldmann is a Denmark-based company that specializes in safe patient handling solutions. In addition to promoting patient safety and reducing the risk of injury and related sick time and WCB claims by employees, Guldmann prides themselves in designing technology that creates more "time to care."

### **What have we been doing?**

- » igility had another year of growth with Guldmann lifts and slings, completing several major projects within both the acute care and LTC sectors. The innovative product's features and long service life continue to drive demand for this product, now more than ever.

## **RECRUITMENT AND RETENTION PROGRAMS**

### **Continuing Care**

In November 2021, the Department of Seniors and Long-term Care (DSLTC) partnered with Health Association Nova Scotia (HANS) to provide human resource and immigration support to meet the growing demand in the continuing care sector, through both domestic and international channels.

### **What have we been doing?**

- » Have had a full recruitment team in place since January 2022 plus a licensed recruiter
- » 1417 applicants via the program (790 are international who are being screened and matched with employers)
- » Connected over 860 prospective candidates with employers (permanent hires, short term & clinical placements)
- » 71 hires
- » 2 International Recruitment Missions (#1 Dubai/Singapore/UK #2 UK, Scotland, Ireland) - We are currently working on three (3) rounds of candidate placements from these activities which will result in upwards of 1500 arrivals (applicant & their families) to NS between now and the end of 2023 (Primarily CCAs)
- » \$364,000 issued via Innovation & \$534,247 issued in Professional Development funding programs

# The Year **in Review** *igility*

- » Attended over 30 recruitment events across the province and Canada in addition to International recruitment activities
- » Plan to launch our 1st newsletter this Summer to share regular updates with the sector

## Disability Support Program

In fall 2021, igility/HANS entered into a partnership with the Department of Community Services to support the recruitment of Disability Support Positions across Nova Scotia. The program is designed to provide enhanced recruitment supports to employers in the sector and oversee an Innovation Fund to support employers with recruitment and retention activities.

### What have we been doing?

- » Since the program launch, two HR Recruiter roles have been hired and have since matched over 250 candidates with prospective employers resulting in 37 job offers to date. The team has been focusing on creating program awareness with employers and building connections with educational and employment networks across Nova Scotia and the Atlantic Provinces to attract candidates to the sector.



On the left: Staff members from our Recruitment & Retention Team attending a job fair.

Above: An example of one of our DSP sector Recruitment ads created for LinkedIn.

## GOVERNANCE SESSIONS

### What have we been doing?

- » 27 new builds/renovations announced, contracted by DSLTC for sessions for new builds for NFP
- » Delivered 15 on site sessions to date
- » Building reports for recommendations for the development of a permanent governance training program open to all LTC and home care facilities

## SPECIAL PROJECTS: LTC EXPERT PANEL REPORT RECOMMENDATIONS

Late in 2021/2022, the DSLTC engaged igility/HANS to lead the implementation of the following two projects as recommended by the LTC Expert Panel:

1. Establish a behavioural management unit in each of the Central, Western and Northern zones to support residents experiencing responsive behaviours. A total of \$1.8M has been allocated to this project.
2. Dedicated space and specialized programming specifically for young adults. The goal is to create a funding opportunity for nursing homes to test and evaluate targeted approaches to service delivery that increase/maintain quality of care for residents under the age of 65. A total of \$1M has been allocated to address this recommendation.

Igility/HANS will manage the over application process, administer the funds, and establish a stakeholder advisory committee to select the projects to move forward, ultimately putting the decision-making in the hands of the providers. In addition, a member of the HANS Member and Partner Engagement Team will assist interested facilities with developing their funding proposals and supporting documentation.

# Report of the Long Term Disability Trustees



**Mike MacArthur**  
Chair

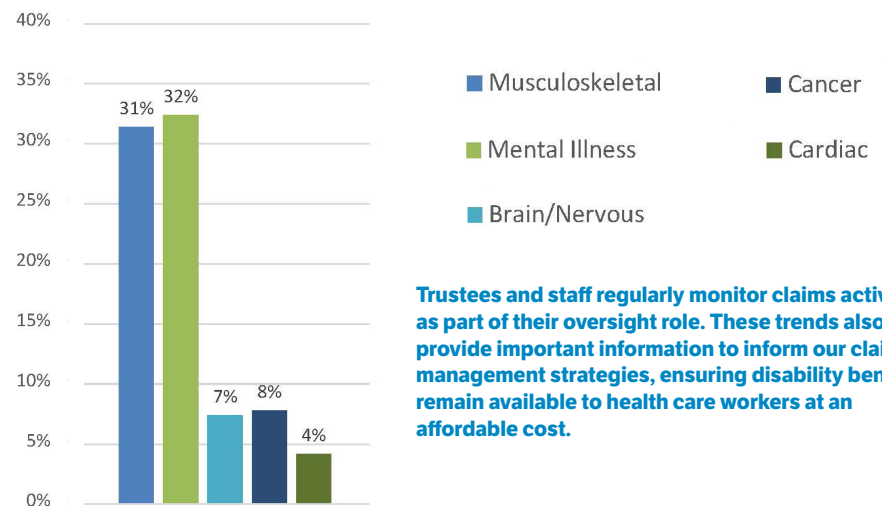
The Long Term Disability Plan provides security and peace of mind to over 21,469 health care employees and their families. Plan members have the assurance of knowing that if they are unable to work due to illness or injury and their LTD application is approved, they will be supported with a monthly benefit to help cover living expenses and programs designed to help them safely return to good health and gainful employment. They also have access to a very unique early assistance and support program, **path** (Personalized Assistance to Health). It is my pleasure to introduce highlights of LTD Plan and Trustee activities during fiscal year 2021-2022.

- The LTD Trustees and HANS Board approved changes to the Trust Agreement and Plan required to facilitate the conversion of the existing Health and Welfare Trust to an Employee Life and Health Trust.
- The Disability Claims Management Sub-Committee (comprised of LTD Trustees and Staff) recommended a voluntary Medication Review Pilot for LTD Plan Claimants. The Trustees approved the pilot with direction to ensure written information is available for the claimant to provide to the family physician to ensure a continued positive patient/physician relationship is supported.
- In October 2021, the Trustees extended the contract with Lifemark, the **path** service provider, for a further two years to February 2024. The Trustees further recommended an audit be completed on the 2022-2023 fiscal year.
- Ensuring our plan members have access to mental health support continues to be a priority of the Trustees. The Trustees renewed the contract with MindBeacon - a digital mental health service provider.

## Claims Management Strategies Showing Results: Plan Sees Decreased Disability Claims and Increased Return to Work

In 2021/2022 the LTD Plan received 472 disability claims, a 5.8% decrease from 2020/2021. During the same period 138 claimants returned to work, an 11% increase from the prior year.

### LTD CLAIMS RECEIVED BY TOP 5 DIAGNOSIS IN 2021/22



**Trustees and staff regularly monitor claims activity as part of their oversight role. These trends also provide important information to inform our claims management strategies, ensuring disability benefits remain available to health care workers at an affordable cost.**

## Overall Return to Work Continues to Climb with **path** In 2021-2022:

- Referrals were up slightly by 8% for a total of 3265; however **path** enjoyed a 38% increase in participation (724 participants).
- The overall RTW continued to rise, up to 62.5%, again exceeding the contractual KPI of 40%.
- The **path** survey continued to report high satisfaction with both the program and the level of service provided by **path** consultants.
- The Mandatory Referral process rolled out in April 2021, showing good results after the first year with an overall increase in referrals. Final 2021-22 reports were provided to each member facility providing **path** referral and LTD application statistics.



## KEY ACTIVITIES

- GBS, in partnership with the Provincial Group Benefits Transition Committee, a committee comprised of healthcare employers and unions, completed a comprehensive review of existing Health Association Nova Scotia member plans to establish a new single group benefits plan (excluding the Long Term Disability Plan) for NSH/IWK employees and other Health Association member organizations. The committee has worked to ensure the new benefits Plan provides comprehensive coverage, is readily accessible for plan members across the province, and supports plan member health and well-being. Highlights of this work include:
  - » A Request for Proposal (RFP) in 2021 was issued to secure competitive terms from the market and that benefit solutions are balanced with plan member experience.
  - » In early 2022 Medavie Blue Cross was chosen as the preferred provider for health and dental coverage. Participation in the health plan will be mandatory for all eligible active employees, unless they have proof of coverage elsewhere (i.e., under a spouse or partner plan). Basic Life, Basic Dependent Life, and Optional Life insurance, will be provided by Manulife. Optional Accidental Death & Dismemberment Insurance, and Travel Insurance will continue to be provided by SSQ.
  - » Communications were developed for member organizations advising of the plan change coming.

The new plan and providers will be in place for June 1, 2022.

**During the 2021-2022 fiscal year, we welcomed two (2) new groups to our Group Benefits Solutions service.**

**Group Benefits Solutions is the largest, longest-standing provider of group benefits administration services in Nova Scotia's health system.**

**We serve 32,000 employees and 10,000 retirees – for a total of 42,000 plan members.**

## **COMMITTED TO SERVICE EXCELLENCE THROUGH INNOVATION AND OUTSTANDING PERFORMANCE BUILT ON OVER 117 YEARS OF TRIED-AND-TRUE COMBINED EXPERIENCE.**

Group Benefits Solutions provides all-inclusive third-party administration services at an extremely affordable cost and offers member organizations participating in these plans a number of advantages, such as:

- » Excellent coverage as well as competitive and sustainable rates through economies of scale.
- » Strong governance models are in place providing program oversight/consultation which includes equal representation by employers across the healthcare sectors and the four major health care unions.
  - » HANS LTD Trust governs path and the Long Term Disability Plan.
  - » The Provincial Group Benefits Advisory Committee, oversees the remaining benefits.
- » Reduced exposure to the legal and financial risks associated with the delivery of employee benefits through ongoing training.
- » Access to preferred provider arrangements (i.e. preferred rates for home/auto insurance, pharmacy loyalty cards).



# Labour Relations & Compensation Analysis

(LRCA)

## KEY ACTIVITIES

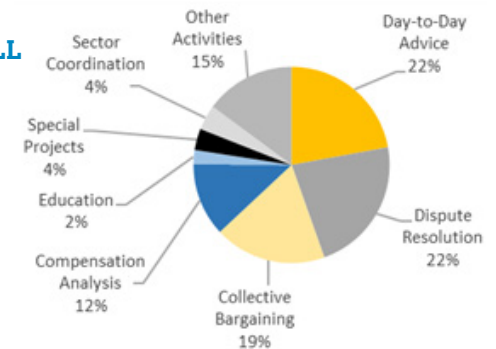
Covid remained as a layer of complexity, while regular work rebounded. Highlights of 2021/2022 include:

- HANS Labour Relations lead the negotiations on behalf of the Health Authorities with the Council of Healthcare Unions with bargaining commencing in April 2021 and concluding to an agreement through conciliation on July 6, 2021. HANS compensation teams prepared research on the national and Atlantic competitiveness of the general economic increase being considered and 16 benchmark healthcare positions in addition to costing.
- In November 2021, HANS Labour Relations acted as lead negotiator on behalf of the Health Authorities in collective bargaining with the Council of Support Unions. HANS LRCA lead and represented the Continuing Care Employers Group (CCEG) in considering and preparing proposals for a revised CUPE Lead Table Framework (to be completed with CUPE in 2022). Also during 2021, HANS Labour Relations represented participating continuing care members in multiple tables of collective bargaining with Unifor and CUPE.
- NSGEU, NSNU, CUPE and Unifor filed LPN parity/retroactivity grievances across all of the health authorities and continuing care. HANS LRCA tracked, coordinated and strategically litigated LPN retroactivity grievances. The first grievance HANS LR strategically litigated resulted in the NSGEU deciding at the arbitration that it would not proceed with its argument for retroactivity for LPNs. During that same arbitration, the arbitrator made an award regarding CCRA's which appears to be "bad law" that could have negative precedential impact. The arbitrator found that the employer providing 12% to one group (by agreement with relevant union) bound the employer to also provide 12% to a somewhat related group. HANS LR worked closely with the client and government to consider whether or not to file a judicial review. A judicial review was filed and is expected to be heard in 2022.
- Significant resources supported clients in working through the appropriate implementation of vaccination requirements for staff throughout October, November and December, resulting in astoundingly high vaccination results across the sector and relatively few grievances.

- Compensation Analysis continued conducting job evaluations for NSH & IWK throughout 2021. In fact, the total job evaluations for the year were the highest in 5 years.
- HANS LRCA was tasked with chairing the work of the joint (unions & employers) Support Pay Plan Transition Committee. In 2021, more than 400 hours were dedicated to work in supporting the Health Authorities and the Council of Support Unions designates in this work continued into 2022.
- HANS LRCA were also assigned to Chair and support the work of the joint (unions & employers) Nursing Pay Plan Review Committee. HANS LRCA were given the important project of researching best practices, working with the Council of Nursing Unions and Health Authorities to recommend a joint classification and pay plan for all nurses in lead up to the next round of nursing collective bargaining. More than 250 hours were attributed in 2021 with substantial work to come in 2022.

## GENERAL BREAKDOWN OF OVERALL SERVICE ACTIVITY (AS % OF TIME)

The percentage of time spent engaged in the various activities in the core service areas fluctuates from year to year based on client needs, collective bargaining cycles, the number of arbitrations that arise, and the number of projects undertaken on behalf of the sector.



## RESPONSIVE, INNOVATIVE, AND CLIENT-FOCUSED SERVICE DELIVERY.

We take a provincial approach to the management of labour relations broadly in the health sector and organize the employers to coordinate responses to issues where appropriate.

- » We currently provide service to the NSHA, IWK, as well as 95 health organizations from the continuing care and disability support program sectors.
- » Collectively we support 145 collective agreements.

# Clinical Engineering Services

(CES)

## KEY ACTIVITIES

Clinical Engineering Services had an active and challenging year and continued to make progress on several initiatives:

- Challenges from covid have impacted both staff availability and normal access to some sites which has had an impact on preventive maintenance work accomplished. Despite these challenges the teams worked hard to achieve near pre-pandemic results.
- In addition, some staff turnover occurred this year. However, most vacant positions were filled by the end of the year.
- The process to harmonize and unify the Clinical Engineering maintenance databases across the province continued. During this process, differences in data entry methods and fields became apparent and reconciling best practices uniformly across the province has become an additional benefit of this initiative.
- Promoting innovation, we were able to work with the Nova Scotia Rehabilitation Centre to realize some projects for them. This included 3D printing of specialized aids to permit better PC mouse control for patients with limited tactile control. In addition, a prototype voice activated nurse-call system was developed for limited mobility patients. We believe this may have some commercial potential in the future.
- A provincial clinical engineering education team was reconstituted in mid-2021. The team has organized regular monthly seminars that have been well received by CES staff. Topics ranged from overviews of technologies like lasers and 3D printers to safety related talks on incident reporting. These started in November 2021 and have continued monthly since then.
- As part of our investing in people strategic initiative, we subscribed to an educational service and enrolled EMS staff in a mandatory IT networking course. This initiative supported our goal of being able to better contribute to the changing medical equipment interconnectivity trend in anticipation of the One Person One Record project.

- This year we expanded and consolidated our new temperature mapping service. This supports quality control of fridges and freezers used for covid vaccine storage. Other applications such as in sterilizer quality control are being considered.
- A new initiative for this year was the testing and validation of HEPA filters used to ensure clean air in critical rooms such as in surgical suites. Testing has been carried out at two hospital sites and we are working on expanding this into a province-wide service.
- Despite travel challenges, service training on new and important equipment that we service was organized for many of our staff. This includes service training on new “smart” infusion pumps and new critical care patient ventilators.

CES manages 25,624 assets valued at approximately \$111,598,626.

## OUR CES SERVICES ARE HIGH IN CALIBRE, COMPETITIVELY PRICED AND CONSISTENTLY DELIVERED.

- » The total service growth in 2021-2022 was 3.42% (5 new contracts).
- » CES manages 25,624 assets valued at approximately \$111,598,626.
- » CES manages 115 contracts valued at \$4.295 million.
- » The cost of service ratio is 3.58%. The 2011 North American average is 4.7%.
- » The preventative maintenance completion rate in 2021-2022 was 88.26%

# Member & Partner Engagement

(MPE)

The Member and Partner Engagement Service includes responsibility for the Health Association's corporate communication function (internal/external); administration of contracted services (CCA Administration, Dementia the Journey, HSP-Net lead agency); and provision of policy support for our continuing care members, notably through our established member forums. These include the Continuing Care Council, Home Care Network, Diverse Abilities NS, and the CZ/EZ/NZ/WZ LTC Leadership groups. In alignment with the purpose of the annual report, the MPE Update highlights major initiatives and/or key activities in relation to this membership support role.

## MPE: RESEARCH, POLICY, COMMUNICATIONS AND PROJECT SUPPORT

COVID-19 remained as a dominating force throughout the past year as our members continued to be confronted with pandemic-related challenges. Through the support provided to our various membership forums, the MPE team endeavored to help our members overcome the obstacles they faced while also resuming a focus on advancing longstanding and emerging sector issues. Highlights of some of our major initiatives and projects are outlined below:

### Supporting HHR Challenges:

- Partnered with CCANS and the NHNSA to develop an innovative framework to help avoid bed closures in Nova Scotia's long term care sector due to staffing challenges. The first of its kind in Canada, the framework used the street light concept, green (steady state), yellow (challenged state) and red (critical state). Possible mitigation strategies were provided for each state along with corresponding quality indicators to help guide decision making.
- Developed and launched a mini International Recruitment pilot project. We reallocated the assignments of existing MPE staff to provide education and assist pilot participants to navigate the Atlantic Immigration Pilot Project. The outcomes of this project were intended to inform potential future ongoing support in consultation with our members. Soon following the launch of the pilot, HANS learned it would be administering the Provincial Recruitment and Retention Program. Thus, this foundational work transitioned over to the provincial program.
- Developed and launched Continuing Care Month and CCA Week public awareness campaigns dedicated solely on supporting provincial recruitment and retention initiatives. The comprehensive campaigns included working with representatives of

our long term care and home care sectors to produce a TV Ad focused on attracting interest in employment in these sectors. Subsequently, a similar ad was developed for Diverse Abilities NS.

- Established a working group comprised of members of our LTC Zonal Groups to create a formal mentorship program for new administrators to the sector and an accompanying toolkit.
- Facilitated participation of interested home care members in a COVID-19 Burnout Research Study being conducted by SMU with the aim of applying the learning outcomes to efforts to promote the health and wellness of the workforce.
- Started work on a housing strategy in relation to international recruitment efforts.

### Championing Sector Issues:

- Facilitated a collaborative and collective process to identify and advance the long term care sector's common concerns respecting new LTC Service Agreements, arriving at mutually agreed upon revisions between the sector and NSH.
- Developed a submission respecting proposed national standards for long term care in consultation with our members.
- Continued to help facilitate an insurance solution for the continuing care and disability support program sectors in response to exclusionary language respecting contagious diseases and increasing rising costs of liability and property insurance.
- Developed an evidence-informed position paper respecting increasing food costs in long term care for submission to the government.

# Member & Partner Engagement

(MPE)

## Other Initiatives/Projects:

- Initiated a substantial project for Diverse Abilities NS – the development of a supportive decision-making framework. The first of its kind in Canada, this progressive initiative will be paramount to achieving the intended outcomes of DSP Transformation.
- Developed an online education program for Designated Caregivers in long term care.
- Created a joint home care and IPAC learning team, facilitating the address of pandemic related workplace safety concerns.

## MPE: CCA Program

- Developed the Progressive Education Plan for Continuing Care Assistants under the direction of the CCA Program Advisory Committee.
- Launched the mandatory Continuing Care Assistant Registry and implemented a range of strategies to support Employers and CCAs with the registration process.

## MPE: HSP-Net

- Restructured the provincial management committee, including revision of their terms of reference and strategic directions.
- Redeveloped the funding model to allow for the future possibility of continuing care facilities and educators joining HSP-Net.



Screenshots taken from our TV commercial focused on attracting interest in employment in the long term care and home care sectors as part of the Continuing Care Month and CCA Week public awareness campaigns.



Screenshots taken from our TV commercial focused on recruitment and retention in the Disability Support Program Sector.

# 2021/2022

## Health Association Board of Directors

The Board of Directors is a competency-based group of volunteers who provide stewardship and strategic leadership, ensuring the Association fulfills its mandate in a manner reflecting our values. Included among these key governance responsibilities are strategic direction, enterprise risk management, quality and board effectiveness and efficiency.

- » Joyce d'Entremont, Continuing Care Council Appointee, Board Chair
- » Harman Singh, Diverse Abilities NS Appointee
- » James (Jim) Trussler, appointed in accordance with Bylaws [Article III(a)(iii & iv)]
- » Steven Gaetz, appointed in accordance with Bylaws [Article III(a)(iii & iv)]
- » Jeff Densmore, Home Care Network Appointee
- » Kevin McNamara, appointed in accordance with Bylaws [Article III(a)(iii & iv)]
- » Annette Elliott Rose, IWK Health Centre Appointee
- » Deborah Nickerson, Nova Scotia Health Appointee
- » Funmi Ayebiwo, Director in Training

## Board Committees

As set out in the Health Association's Bylaws, there are three standing committees of the Board.

### OUR 2021/2022 EXECUTIVE COMMITTEE

**(3 members - two year terms)**

- Joyce d'Entremont – Chair - to Dec 31/23
- Jeff Densmore – Vice Chair – to Dec 31/23
- James Trussler – Treasurer – to Dec 31/23

### OUR 2021/2022 GOVERNANCE AND NOMINATIONS COMMITTEE

**(3-5 members – Chair is two year term)**

- Annette Elliott Rose – Chair – to Dec 31/23
- Joyce d'Entremont, Board Chair to Dec 31/23
- Jeff Densmore
- Kevin McNamara
- Harman Singh

### OUR 2021/2022 FINANCE AND AUDIT RISK COMMITTEE

**(not less than 3 members - two year terms. Chair & CEO ex-officio)**

- Jim Trussler – Treasurer/Chair FAR Cte – to Dec 31/23
- Joyce d'Entremont – Board Chair to Dec 31/23
- Steven Gaetz (Jan 11/22 – Dec 31/23)
- Kevin McNamara (Feb 17/22 – Dec 31/23)
- Funmi Ayebiwo (Director in Training)

# Financial Highlights

The following are excerpts from our financial statements. An audit has been conducted for all four funds managed by Health Association Nova Scotia and in each case the auditor's report is unqualified. Full audited financial statements are available by visiting [www.healthassociation.ns.ca](http://www.healthassociation.ns.ca).

## ASSOCIATION FUND

		<b>2021</b>	<b>2022</b>
Statement of Financial Position - March 31, 2022 with comparative figures for 2021.	Assets	\$6,787,793	\$7,115,903
	Liabilities	\$2,884,108	\$2,735,034
	Net Assets	\$3,903,685	\$4,380,869

## LONG TERM DISABILITY PLAN FUND

		<b>2021</b>	<b>2022</b>
Statement of Financial Position - March 31, 2022 with comparative figures for March 31, 2021.	Assets	\$219,225,213	\$228,434,580
	Liabilities	\$1,280,926	\$1,439,303
	Net Assets available for benefits	\$217,944,286	\$226,995,277

		<b>2021</b>	<b>2022</b>
Funding Policy: In accordance with the Plan, members are required to contribute a certain percentage of insured salary, with employers matching the contributions of the members.	Net Assets available for benefits	\$217,944,286	\$226,995,277
	Actual present value of accrued benefits	\$221,887,000	\$227,483,000
	Funding Surplus/Deficit	<\$3,942,714>	<\$487,723>

## HEALTH AND OTHER BENEFITS FUND

		<b>2021</b>	<b>2022</b>
Statement of Financial Position - March 31, 2022 with comparative figures for 2021.	Assets	\$45,845,430	\$43,642,693
	Liabilities	\$16,341,510	\$20,627,399
	Net Assets	\$29,503,920	\$23,015,294

## WAIVER OF LIFE PREMIUMS FUND (formerly Group Insurance Fund)

		<b>2021</b>	<b>2022</b>
Statement of Net Assets Available for Benefits - March 31, 2022 with comparative figures for 2021.	Assets	\$24,487,356	\$25,112,314
	Liabilities	\$152,988	\$158,904
	Net Assets available for benefits	\$24,334,368	\$24,953,410



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