



NH/RHD Spring Meeting - Presentation on Health Human Resources

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BC's HHR Strategy

Four Cornerstones

FOUR CORNERSTONES





RETAIN: Foster healthy, safe and inspired workplaces, supporting workforce health and wellness, embedding reconciliation, diversity, inclusion and cultural safety and better supporting and retaining workers in high-need areas, building clinical leadership capacity and increasing engagement.

REDESIGN: Balance workloads and staffing levels to optimize quality of care by optimizing scope of practice, expanding and enhancing team-based care, redesigning workflows and adopting enabling technologies.

RECRUIT: Attract and onboard workers by reducing barriers for international health-care professionals, supporting comprehensive onboarding and promoting health-care careers to young people.

TRAIN: Strengthening employer supported training models; enhancing earn and learn programs to support staff to advance the skills and qualifications; expanding the use of bursaries, expanding education seats for new and existing employees.

Access the Provincial HHR Strategy Here: <https://news.gov.bc.ca/files/BCHealthHumanResourcesStrategy-Sept2022.pdf>

Cornerstone	BC HHR Strategy Objectives	Critical Success Factor
 RETAIN	<ul style="list-style-type: none"> • Support workforce health and wellness • Retain staff in high need areas and occupations • Embed reconciliation and cultural safety • Advance diversity, equity, and inclusion • Increase clinical leadership capacity to support staff and services • Increase workforce engagement 	<ul style="list-style-type: none"> ✓ Northern Health is an inclusive place to work ✓ Northern Health will identify and develop leaders and support succession into leadership roles ✓ Northern Health leaders have the right support, at the right time, from the right experts ✓ Northern Health support the health and wellness of staff
 REDESIGN	<ul style="list-style-type: none"> • Balance workloads and staffing levels to optimize quality of care • Advance innovative care models with a focus on interdisciplinary teams • Review scopes of practice to create or optimize key roles • Leverage technology to improve workforce satisfaction and service quality • Increase workforce flexibility and responsiveness 	<ul style="list-style-type: none"> ✓ Northern Health will analyze and optimize productivity ✓ Northern Health will foster a team-based approach across care and service settings
 RECRUIT	<ul style="list-style-type: none"> • Remove barriers for Internationally Education HCWs • Refresh enablers and incentives to attract new health workers • Improve onboarding and support transitions to practice 	<ul style="list-style-type: none"> ✓ Northern Health attracts a diverse and qualified talent pool to fill positions ✓ NH engages with partners to identify pathways to employment ✓ NH offers flexibility in work arrangements
 TRAIN	<ul style="list-style-type: none"> • Strengthen employer supported training models • Expand and modernize priority programs 	<ul style="list-style-type: none"> ✓ Northern Health is made up of a workforce primarily trained in the north and employed in the North ✓ Northern Health is a teaching and learning organization ✓ Northern Health will provide upskilling and competency development to establish and support career pathways.

Current Context

- Northern Health current **vacancy indicators**: 20.50% of our baseline positions are unfilled
- Vacancy rates are driven by shortage of supply as well as increased demand (service growth). Since 2019 the overall workforce demand has increased by 16.68%, with a corresponding average of 4.97% increase in supply.
- In fiscal year 2022/23 year to date, Northern Health has posted 4747 non-casual positions.
Of these postings:
 - 60% have been filled by internal staff (existing regular and casual staff) and
 - 9% have been filled externally (qualified applicants from outside of NH) within 90 days.
 - Approximately 18% remain as “difficult to fill”
- Healthcare Worker shortage is a global problem, that has been exacerbated by COVID 19 Pandemic.
- Northern Health (along with other Rural Remote jurisdictions across Canada and Australia) have experienced the challenge earlier and more acutely than other jurisdictions.
- In 2019, 12% of BC population live in rural/remote locations served by: 6% of BC Nurses, 5% of BC Physios, 3% of BC Occupational Therapists.
- **Health worker shortages are more than twice as high in rural areas than urban areas – WHO (2020)**

Workforce Trends

- NH workforce trends, and Exit and Stay interviews, indicate that health service providers are departing the organization at nearly the same rate as they are recruited.
 - 37% to 50% of all NH new hires are new graduates, professionals that require enhanced support, orientation, and mentoring – especially in rural remote areas.
 - New-Graduate hires typically do not stay in their first position placement. As they achieve experience, career aspirations lead them to seek career progression through specialty education or other advanced professional opportunities.
 - Significant segment of our Leadership is in early stages of professional life.
- In this post-pandemic period, we anticipate an increase in retirements and/or exits, which will further add to our workforce challenges.
- **Recruitment alone will not solve our health care workforce shortage – we need to retain staff, and expand supply as well.**

Length of Service

- On average 56.76% of departures from NH occur within 3 years
- This experience is evident in rural/remote jurisdictions across Canada and Australia.
- Indicators are that is related to staff wanting to develop skills in larger facilities or specialty nursing roles, challenges with living in small communities, and outcome of “incentivizing” recruitment into hard to recruit to communities (often with return of service commitments of 2 years).

Exit Checks

- Interviews are sent to all staff that exit Northern Health – information is collated and shared with leadership and human resources for learning.
- Response rate has increased over past few years to 39%.
- Exploring opportunity to undertake exit interview for internal churn movements.

Stay Interviews

- Leading indicator.
- Critical in evaluating effectiveness of Northern Health's onboarding program and assessing how new hires are settling in, and what else they may require during their first year with a new organization.
- Can be used for all staff in a unit (new and long serving) to support pulse check.

Support in the Right Place

The Support in the Right Place initiative is the culmination of engagement and outreach with NH staff and leader to identify sustainable strategies to address management pressures support organizational quality.



Quality Management

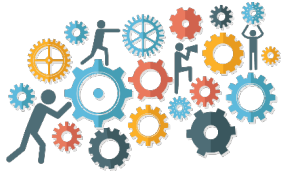
- A set of approaches, tools, and resources intended to embed quality in the work we do every day – whether that be at the bedside, the boardroom, or any place in between.
- The Principles of Quality Management are:
 - Setting Direction – everyone working towards the same clearly defined, visible priorities
 - Establishing Leadership Routine – transparent and predictable practices across all teams
 - Empowering Continuous Improvement - establish a culture where teams solve their own problems in a way that is visible and accountable.

Management Support Teams

- Specialized teams that engage with leaders on planning and execution of emergent priority work
- Act as navigators in access regional supportive services
- Position team-level support resources for quality, project coordination, evaluation, and other support functions

Regional Service Optimization

- Review all regional service teams to understand and improve how they function and deliver service
- Mapping of the services, functions, and competencies of teams to identify overlap Establish a framework for coordinated regional supportive services and related processes
- Optimized resource allocation of resources across regional teams



Travel Resource Program/GoHealthBC

- The Northern Health Travel Resource Program (TRP) was initiated in 2018, under a joint Memorandum of Agreement with the BC Nurses Union, with the goal of mitigating staffing shortages in Northern Health Rural and Remote communities.
- The program provides nurses an opportunity to live in urban areas and work in Rural and Remote communities.
- In September 2022, the Provincial Health Human Resources Coordination Centre (PHHRCC) established a rapid action Integrated Project Team (IPT) to expand the Travel Resource Program to additional rural remote areas of the Province.
- To support this expansion the TRP will be rebranded and renamed “GoHealth BC”. A Marketing campaign will be launched in the spring of 2023 to increase awareness of this unique employment opportunity. It is expected that this marketing campaign will build on the recent success of the program.



**GO
HEALTH
BC**

Travel Resource Program/GoHealthBC

Focus Communities

- As of December 21, 2022, GoHealth BC provides service to 14 Northern Health Communities, 2 Interior Health Communities, and 2 Island Health communities.
- Northern Health communities include:
 - Massett, Daajing Giids, Prince Rupert, Terrace, Hazelton, Stewart, Dease Lake, Fort St. James, Prince George (select units at UHNBC), McKenzie, Fort St. John, Dawson Creek, Chetwynd, Tumbler Ridge.

Recruitment

- Recruitment to GoHealth BC over the past 12 months has been strong. Over that time 71 nurses have joined the Go health BC team, and the number of active employees have tripled over the past 24 months.
- This recruitment success has resulted from only word of mouth advertising, with a marketing plan expected over next few months.

Health Career Access Program (HCAP)

- HCAP is a Provincial sponsored training opportunity that provides paid education and on-the-job training to become a registered Health Care Assistant (HCA).
- From the first cohort graduation in December 2021 to December 2022, NH has supported 214 students to graduation.
- We have 106 HCAP HCA students in school currently.
- We will be recruiting an additional 184 applicants for the 2023 Fall and Spring 2024 HCAP cohorts.
- Our HCA forecasted gap (difference between supply and demand) has reduced from 353 to 187 HCAs, due to influx of steady supply from HCAP.
- Northern Health is working with Provincial Health Human Resources Coordination Centre (PHHRCC) to expand HCAP to other required professions, such as:
 - Combined Xray and Laboratory Technologists (CXLT) 6 seats allocated for NH employees/students to pursue CXLT sponsored education through Northern Alberta Institute of Technology (NAIT) starting September 2023 to September 2025
 - Rehabilitation Assistant – 7 seats allocated for NH employees/students to pursue sponsored education at Capilano College. Program started in January 2023 until January 2024.
 - Extension of Indigenous HCAP programs to Haida Gwaii and to Nisga'a Valley First Nations. Discussions ongoing.
 - Medical Laboratory Assistant- 7 seats allocated for NH employees/students to pursue sponsored education at Thomson River University. Program started March 2023 until October 2023.

Ministry Funded Housing Initiative

- This prototype program funds procurement of housing units in communities where suitable market housing is a barrier to permanent staffing and short-term deployments.
- Utilized for new hires to area, redeployed staff, agency staff and travel resources.
- Currently supports housing initiatives in Kitimat, Hazelton, Prince Rupert, Chetwynd, Dawson Creek, Fort St John and Robson Valley.
 - Program expanding to Terrace and Haida Gwaii (other areas under review).
- Prioritization based on baseline and difficult to fill vacancies, lost candidates due to housing availability/suitability and other identified factors.

Current Housing Inventory (# of beds)		
NW	NI	NE
95	60	175

Future Initiatives

- In select areas, explore full-service providers to operate housing units on NHs behalf to reduce staff time currently used for property management tasks.
- Increase number of Housing Coordinators in select areas, while developing policy & systems that can be used region wide.
- Continue with the refurbishment and renovation of select sites across the region.
- Given the continued and increasing demand for housing for staff, it is expected that the total amount of housing will continue to increase and need to be financially supported accordingly.
- Mills Hospital replacement in Terrace is expected to lead to an acute need for new housing options for staff.

Ministry Funded Childcare Initiative

This prototype program works to support expanded childcare seats and expanded hours of operation to meet the needs of health care workers. Designed to reduce barrier to health care worker availability and help staff return to work following parental leave.

Program Communities:

- Kitimat, Hazelton, Prince Rupert, Chetwynd, Dawson Creek and Ft. St. John (FSJ)
 - Program expanding to Terrace, Haida Gwaii and Prince George

Programing Underway:

- March 2023 NH launched Canadian first-of-its-kind extended day (6:30 am -7:30 pm Mon-Fri) childcare program in FSJ in partnership with the YMCA-Northern BC & SD 60.
- A total of 24 net-new spaces including: 3 spaces for 0-3 Infant/Toddler; 5 spaces for 3–5-year-old & 16 school age spaces.
 - Priority placement for NH extended, rotating shift employees.
- Agreement signed with SD 52 in Prince Rupert to launch Kindergarten to Grade 5 before and after-school program beginning in May 2023 with 11 new seats at two sites.
 - NH contribution will create a total of 48 net-new seats with NH employees gaining priority access to a total of 24 of these seats by September 2023.
- In its first year, the Prince George YMCA Park House childcare spaces continues to operate at capacity providing priority access to 21 childcare spaces for NH employees.

Rural Remote Retention Incentive

- In October 2021, Ministry implemented prototype program that incentivizes retention and minimizes churn of priority health care workers in our North East Health Service Delivery Area (HSDA), Hazelton and Prince Rupert community.
- This monetary incentive is applied to productive hours worked for those who hold a regular position in a targeted profession and community.
- As of February 1, 2023, Ministry added Haida Gwaii to the list of eligible communities, and expanded eligibility to all regular staff within those communities.
- There has been a net gain of 4.48% staff into regular lines since implementation – this is a combination of new external regular hires, casuals transferring to regular lines minus staff departures.
- These communities are not the only communities facing staffing challenges in the North, this prototype program is being used to inform Ministry of Health Provincial Health Human Resource Plan.

International Educated Healthcare Professionals

- Provincial work underway to reduce barriers and assessment timeline for Internationally Educated Nurses (IENs)
- NH advocating for IEN regional assessments, in Northern communities with a critical mass of IENs.
- NH advocating provincial priority process for the IEN. Priority given to areas with significant vacancy ratios (both current and historic).
- Northern Health supporting Internationally Educated Health Professionals (IEHPs including nurses, physiotherapists, medical technologists, etc.) to enter the workforce as soon as possible.
- Number of IEHPs who have reached out for support: 282
 - Number of IEHPs in Northern communities: 169 (60%)
 - Number of IENs in Northern communities: 98 (58%)
 - Number of IENs who received upfront funding for credential assessment 21 (21%)
- As of January 31, 2023 IENs have application and assessment fees waived based on a Ministry of Health Return of Service Agreement
- Number of IEHPs who are NH employees 68 (40%) employed in roles including Care Aides, Administrative Assistants, Primary Care Assistants, Human Resource Assistants, Rehabilitation Assistants, Unit Clerks, Registration Clerks, Food Service Workers, Housekeepers, Lab Assistants and Project Coordinators.

Refreshed Nursing New Grad Hiring Program

- Recruitment and Retention of New Grad Nurses is crucial to sustaining operational teams and quality patient care in the North.
- Practice change in November 2022 to ensure an expedited hiring process to temporary regularized positions (minimum of 0.70 FTE).
- Consistent onboarding and orientation, flexibility, and regular work allow new grad nurses to consolidate skills as they enter nursing profession.
- NH has received more than 120 applicants through this process; 66 have been hired, 45 are in screening. The majority have been hired into areas that were ranked top of preference list.
- In the last New Grad hiring cycle, NH hired a total of 79 (53 started as casual).

Questions/Ideas?