



northern health
the northern way of caring

NH/RHD Meeting - Presentation on Health Human Resources

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October 16, 2023

The BIG Picture

10M Global Shortfall By
2030

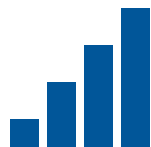


Northern Health Context



21.02%

Baseline
positions are
unfilled



20.95%

Increase in workforce
demand since 2019



7.64%

Increase in workforce
supply since 2019



12%

BC Population living in
Rural/Remote areas in
2019

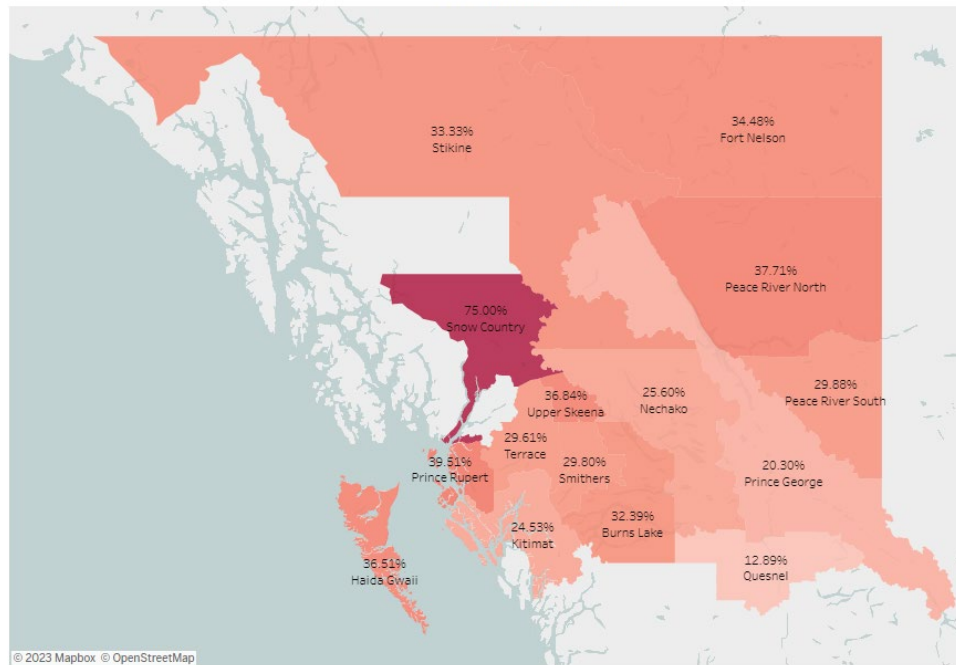
Served By



6% BC Nurses
5% BC Physios
3% BC OTs

Priority Profession Recruitment

Vacancy Rates by LHA



Note: Rates for departments spanning multiple LHAs are not mapped above, but are still included in the summary to the right

Vacancy Rate 12.89% 75.00%

- Current vacancy rate of 25.44%
- Largest challenge continues to be in the Rural and Remote communities
- Recognized a net gain of 208 employees into regular positions (baseline & above baseline) in the last 12 months

**Priority professions includes RNs, Occupational Therapists, Physiotherapists, Sonographers, Social Workers, MRI Techs, Pharmacy Techs, Health Care Assistants, LPNs, and PH Inspectors*

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>

Results



New Grad (NG) Hiring Process

- Practice change in 2022 to ensure an expedited hiring process to temporary regularized positions.
- Consistent onboarding and orientation, flexibility, and regular work allow new grad nurses to consolidate skills as they enter nursing profession.
- 2022: total of 84 (25 full time, 2 part time, 57 casual)
- 2023: total of 117 (83 full time, and 34 part time) NGs were hired into temporary or permanent regular roles.



Employed Student Nurse (ESN)

- Seamless process for existing ESNs to continue employment without needing to re-apply.
- Process efficiencies have been positively received by operations management.
- Northern Health currently has 161 active ESNs



Internationally Educated Nurses (IENs)

- More than 20 IENs referred to NH through Provincial Pathway.
- Nine in stages of hiring process: Chetwynd, 2 Fort St John, Fort Nelson, Dawson Creek, Prince George, Prince Rupert, 2 Terrace.
- Locally NH is actively supporting 12 IENs that are currently living in our northern communities through the process.



Health Career Access Plan (HCAP) - Earn as you Learn Programs

- College of New Caledonia recently graduated 38 Care Aides
- Over next 4 weeks, Coast Mountain College is graduating 17 and Northern Lights College is graduating 15 Care Aides
- Other programs:
 - Medical Lab Assistants - 7
 - Combined Xray/Lab Technician - 5

Regional Nursing Programs

Bachelor Science Nursing (BSN)

- Four year nursing program
- Collaborative program between University of Northern British Columbia (UNBC), the College of New Caledonia (CNC), and Coast Mountain College (CMTN), providing entry into the nursing profession.
- Seats in Terrace will increase to 28 in September 2024, and 32 in September 2025

Campus	Seats	Grad 2024	Grad 2025
Prince George	104	92	81
Quesnel	24	13	11
Terrace	24	22	16

Practical Nursing (PN)

- Two year diploma program
- Designed to provide knowledge, skills, attitudes and judgement necessary to become a Licensed Practical Nurse (LPN)

Campus	Seats	Grad 2024	Grad 2025
CNC Quesnel/Prince George	32	13	28
NLC Dawson Creek	24	6	16



Northern Baccalaureate Nursing Program (NBNP)

- Two year degree (3rd and 4th level)
- Designed for individuals with previous experience and achievement in university-level, post-secondary education who are interested in careers as Registered Nurses (RNs)
- Fort St John, first intake 2021
- Expanded program into Prince George in 2023

Campus	Seats	Grad 2024	Grad 2025
Fort St John	16	11	8
Prince George	24	N/A	13

Access to Practical Nursing (APN)

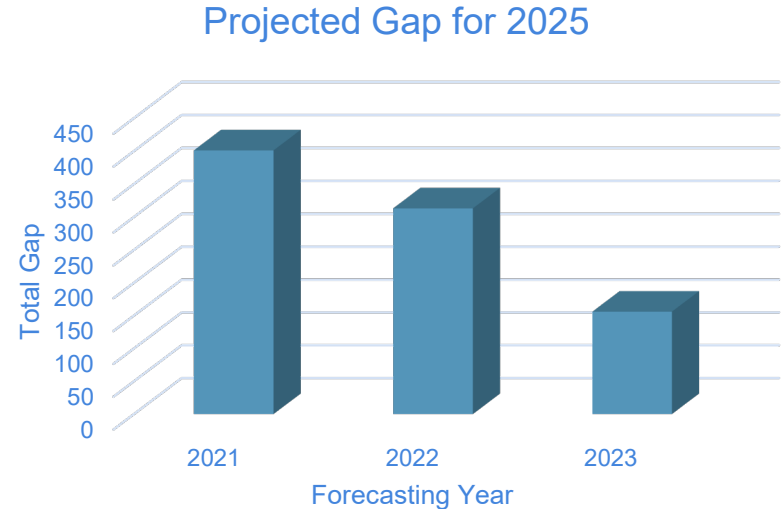
- Designed to build on the the Health Care Assistant Certificate
- Students with a HCA may complete the APN program in 16 months rather than direct entry PN program which is 22 months.
- Coast Mountain offer program every other year
- Northern Lights College new program with.

Campus	Seats	Grad 2024
CMT Terrace	16	12
NLC Dawson Creek	10	8

Health Career Access Program (HCAP)

The additional supply from the HCAP Care Aide Program continues to reduce the gap of Health Care Assistant (HCAs).

- For the year 2023:
 - Originally forecasted a gap of 353 HCAs
 - Actual gap was 187 HCAs due to increased supply
- For the year 2025:
 - In 2021, a gap of 401 HCAs were forecasted for the year 2025
 - In 2023, a gap of 156 HCAs is forecasted for the year 2025



Ministry Funded Housing Initiative

- Housing is a critical enabler to recruitment in many northern communities
- Provincial Health Sector Housing Strategy in development building on Northern Health prototype



Northern Health Prototype

Current:

Kitimat, Hazelton, Prince Rupert, Chetwynd, Dawson Creek, Fort St John, Robson Valley

Expansion:

Terrace, Haida Gwaii

Housing Bed #s:

NW	NI	NE
184	56	108

Future Initiatives

- In select areas, explore full-service providers to operate housing units on NHs behalf
- Develop a public facing and transparent procurement process for new Housing Leases
- Increase number of Housing Coordinators in select areas
- Developing and implement policy & systems that can be used region wide
- Continue with the refurbishment and renovation of select sites across the region
- Mills Hospital replacement in Terrace is expected to lead to an acute need for new housing options for staff.

Ministry Funded Childcare Initiative

- Childcare is a critical enabler to recruitment in many northern communities
- Provincial Health Childcare Strategy in development building on Northern Health Prototype.

Current:

Kitimat, Hazelton, Prince Rupert, Chetwynd, Dawson Creek, Fort St John

Expansion:

Terrace, Haida Gwaii, Prince George

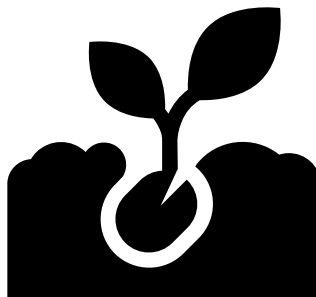


Current Childcare Spaces

- Fort St. John: 3 Infant/Toddler, 5 3-5 year old and 16 school age priority seats with extended hours (06:30-19:30)
- Prince George: 4 Infant/Toddler, 5 3-5 year old and 12 school age priority seats
- Prince Rupert: 24 school age priority seats

Rural Remote Retention Incentive

- Retention of health human resources is a challenge, particularly in rural and remote communities
- Targeted Provincial Retention Incentives in development, building on initial prototype



- Northeast Health Service Delivery Area (HSDA)
- Hazelton
- Prince Rupert
- Haida Gwaii
- Net gain – 12.95% for priority professions in these communities

Priority Profession Employees that Received PRRI

Target Community	Oct - Dec 2021	April - June 2023	% Change
Chetwynd	17	18	5.88%
Dawson Creek	184	209	13.59%
Fort Nelson	19	24	26.32%
Fort St. John	240	244	1.67%
Hazelton	32	39	21.88%
Hudson's Hope	1	1	0.00%
Prince Rupert	96	119	23.96%
Regional	40	58	45.00%
Tumbler Ridge	4	3	-25.00%
Grand Total	633	715	12.95%

**Priority professions includes
RNs, LPNs, Occupational
Therapists, Physiotherapists,
Sonographers, MRI Techs,
Pharmacy Techs, Health
Care Assistants, PH
Inspectors*

*** Haida Gwaii data from
January 2023*

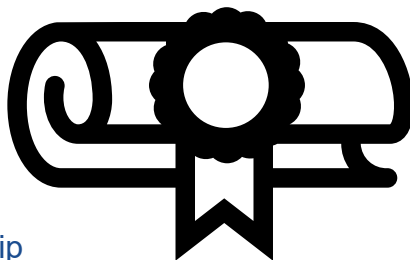
Target Community	Jan - March 2023	April - June 2023	% Change
Daajing Gvils	27	28	3.70%
Masset	14	15	7.14%
Grand Total	41	43	4.88%

Sample Community Support: Scholarships/Bursaries

Peace River Regional District – Health Care Scholarship

Scholarships Include:

- RN/RPN Return of Service Scholarship
- Northern Lights College Health Care Scholarship
- Health Care High School Scholarship
- Licensed Practical Nurse Scholarship (15 recipients since 2021)
- Career Professional Development Scholarship (13 recipients since 2021)
- RN/RPN Professional Development Scholarship (27 recipients since 2021)



Northern Rockies Regional Municipality

Supports Include:

- Regional Health Recruitment Liaison role
- Financial supports for health care professionals relocating
- Scholarships for residents completing health care training
- Housing support
- Transportation support
- Welcome package

Regional District of Kitimat-Stikine – Scholarships & Bursaries

Scholarships & Bursaries Include:

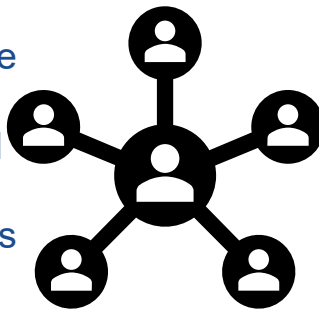
- Health Career Development Scholarships for Northern Health Employees (24 recipients since 2021)
- Health Career Access Scholarships for High School Graduates

Sample Community Support: Community Connection

Establishing a connection between health care workers and their community is an important recruitment and retention strategy.

Fort St James – Community Partnership:

- NH works in partnership with Fort St James community partners such as the Primary Care Society to attract, welcome and retain healthcare workers.
- Community tours, welcome lunches and gift certificates to local businesses and attractions are some examples of what is provided to prospective candidates and new hires.



Quesnel – Physician Red Carpet:

- Newly hired physicians and healthcare workers are eligible for personalized support from the healthcare recruitment program.
- Services include but not limited to city tours, enrollment assistance for childcare and schools, relocation planning and support, settling into the community and making connections, house hunting assistance, healthcare professionals furnished apartment for short term stays.