



# ANNUAL REPORT

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2024 / 2025



## VISION

A diverse, sustainable health and community care workforce.

## MISSION

To promote excellence in human resource innovation and build capacity through collaboration with industry employers, participants, partners and supporting funders.

## VALUES

**Integrity** – our valued partnerships depend on it.

**Excellence** – demonstrated in the quality of our results.

**Diversity** – initiatives to support safe and welcoming workplaces.

**Innovation** – researching best practices and trends to ensure creative solutions.

**Collaboration** – proactive alliances are a cornerstone of our success.

**Cultural Competency** – everything we do is informed directly by sector data.

## SHARING TO STRENGTHEN

The Council is one of 14 members of the Association of Industry Sector Councils of Nova Scotia, funded by the Sector Council Program of the Department of Labour, Skills and Immigration. “Sharing ideas, success stories, resources and expertise”, AISC’s mission is to grow and strengthen a diverse and competitive workforce.



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## STRATEGIC PLAN 2022-2025

This Annual Report highlights results from the third year of implementing our Strategic Plan. Most of the Council's work supports more than one strategic priority. As well, a number of the priority areas impact and overlap the other priority areas (for example, technology), so initiatives are reported in one priority area only.



# MESSAGE FROM BOARD CHAIR



This past year has been a pivotal period of building and planning for the Health+ Community Care Workforce Sector Council — one marked by modernization, rebranding, and a renewed focus on building a sustainable path forward.

I am proud of the Council team for what they have managed to accomplish this year as we undergo a transformation to rebrand and modernize. These achievements have revitalized our identity and have position us to better service our sector.

A central component of our progress has been the development of a comprehensive new statistical plan. This plan is designed not only to measure our performance effectively but also to align our Key Performance Indicators (KPIs) with our strategic goals. By establishing clear metrics, we aim to enhance transparency, accountability, and data-driven decision-making across all levels of our operations. These KPIs will serve as a compass, guiding us toward meaningful growth and impact in the sectors we serve.

Our strategic focus this year has also been on creating new opportunities to strengthen the well-being, safety, and skills of the Health and Community Care Workforce in Nova Scotia. We have tapped into our highly skilled and experienced staff members to discover innovative partnerships, create new service offerings, and successfully develop and integrate emerging technologies to better meet the human resource needs of the sector.

Beginning the task of modernization and rebranding is challenging and rewarding. It has invigorated our organization with fresh perspectives, strengthened our identity, and positioned us for greater effectiveness. These initial improvements have set the ground work for continued progression in the coming year. I am proud of the dedication shown by our team and partners, whose hard work has been instrumental in turning our strategic aspirations into tangible results.

Looking ahead, we remain committed to leveraging our new KPIs and strategic initiatives to accelerate progress, unlock new opportunities, and deepen our impact. We are confident that these efforts will help us fulfill our mission and create lasting value for all in our sector.

Thank you for your continued support and trust. Together, we are shaping a brighter future for quality care and support in our province.

*Mark Williams*

# MESSAGE FROM EXECUTIVE DIRECTOR



As the Executive Director for the Health + Community Care Workforce Sector Council, I am proud to share with you the story of our past year – a year marked by dedication, growth, and innovation. Our team of passionate employees has worked tirelessly to support and large and vital sector, and I am continually inspired by their commitment to our mission.

Our small team of seven achieved significant goals this year, focused heavily on strengthening our internal capabilities. We made significant improvements and created new systems all in-house to provide better services to our members, partners, and funders. These improvements are a foundation for future growth and increased impact.

To obtain these achievements, the Council welcomed two new colleagues in roles aligned with our evolving strategic priorities. Evelena Beaton joined as the Responsible Workplace Consultant, and Cheryl Nickerson as the Workforce Training Consultant. Their passion for servicing the sector was clearly demonstrated with their ability to learn the nuances of a new organization while immediately producing new opportunities for the Council to create new programs.

Alongside our dedicated staff, our Board of Directors played a key role in guiding us through this period. Their help to develop a three-year strategic plan with clear Key Performance Indicators to measure our progress has set the path forward to ensure we stay aligned with our mission.

We are in the early stages of transforming into a more closely utilized organization that supports the healthcare sector's Human Resources needs, particularly in mental health training, safety consulting, and leadership development.

While we have made great strides this year, we know the next few years require continued motivation through our passion, collaboration, and innovation. I am excited about what we have accomplished and motivated for the opportunities ahead.

Thank you for your trust and partnership as we continue this important work.

*Stephanie Girard-Fraser*





# DATA DRIVEN ORGANIZATION

Becoming a data-driven organization, our focus is on making evidence-based decisions and recommendations to the Sector. By adopting this approach with our own efficiencies, we have leveraged internal talent to develop significant improvements in our technology and data collection methods. The Council's soft launch of the new website ([hccwsc.ca](http://hccwsc.ca)) in early October 2024 was met with strong enthusiasm from the sector. This is evident from over 2,000 unique site visitors and the accumulation of over 10,000 page views as of April 29, 2025. The site not only presents the "digital face" of our organization, but also serves as the hub for our data collection and automation activity. The Council has transitioned training registrations to an online format, enabling automated email responses to registrants, resulting in improved attendance and instant follow-up to end users. All reimbursement requests have been automated online, significantly reducing administration through content validation techniques, ensuring data accuracy and format consistency. Using an asynchronous approach, the Council is rolling out new online programming to provide self-paced training, freeing educators' time to make one recording to reach many more recipients who prefer to have flexibility in their learning.

Using autonomous methods to collect data, the website analytics, email engagement statistics via direct interaction with individuals working in the sector (e.g., surveys, and in-person meetings with management or staff across the province) have provided quality, reliable information to share with the sector. The Council is committed

to furthering our data-driven objectives in the upcoming years, aiming to be the most autonomous data-informed sector council in the province. The Council's Data Scientist will continue to create high-quality data pipelines, automation tools, and develop internal technical applications to serve this objective.

The Council now has the means to pursue previously impossible data-driven projects, which will lead to novel insights like interactive maps that visualize data being collected by the Council. Mapping the location of all organizations in the sector will be an exclusive offering that has yet to be realized by any other organization in the province. In addition, this technology will allow the Council to internally map locations of the organizations requesting training, reimbursement, and show locations in the province the Council most frequently serves and consider engaging areas underserved. The Council will be able to create reports to reveal new insights about participation rates, growth trends, programming success and monitoring of feedback regarding new Council initiatives. The new website has greatly reduced the labour required to collect data and perform actions based on data inputs. Posthog web analytics enable the Council to monitor the website usage: page views, user statistics, average page scroll depth, page views per visit, click tracking, and session replays, all in real-time. As the Council completes projects and expands data intake, new avenues for insights emerge, including those from analyzing incoming data.

# SERVICES AND RESOURCES

## NEW THIS YEAR

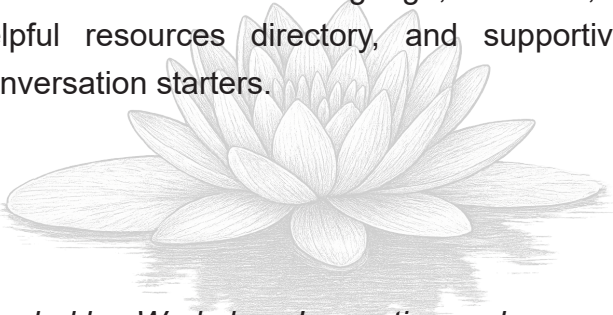
### CONSULTANTS

Support from our Skills and Immigration through the Workplace Innovation and Productivity Incentive (WIPSI), the Council's Workforce Training Consultant, Cheryl Nickerson, led the development of the Council's newest program, PURE Conversations.

Working in collaboration with 13 sector organizations, we discovered the most significant barriers to success were problematic absenteeism, increasing staff turnover, and mounting administrative tasks assigned to supervisors and middle management, leaving little to no time to communicate and meet with front-line staff.

P.U.R.E. Conversations is designed to provide guidance and opportunity to fit in staff wellbeing conversations that are short and take place where they work. These are non-punitive, non-clinical conversations with the sole purpose of connecting human to human.

The P.U.R.E. Conversation guidebooks cover guidance on inclusive language, self-care, a helpful resources directory, and supportive conversation starters.



*Funded by: Workplace Innovation and Productivity Incentive (WIPSI)*

Evelena Beaton took the Responsible Workplace Consultant role - a new part-time position within the Council. While the initial focus was to lead psychological health and safety assessments, it has shifted to help promote healthy work cultures through partnerships, education, and future training for its members. Collaboration with the Make Your Move at Work Initiative provided a unique educational webinar to Council members that was well received.

A nutritional needs assessment specific to residential care facilities was carried out to identify education gaps and needs. The results guided the development and delivery of specific nutrition education webinars to better support staff in their workplaces. This will be ongoing over the next year.

Another focus has been on strengthening relations with Sector members, including Home Care Agencies, to identify areas in which the Council can further support home care and disability supports.

*In collaboration with: Make Your Move at Work Initiative*



## DIVERSITY/EQUITY/ INCLUSION/ACCESSIBILITY

This year was one of continued growth for DEIA within the Council and sector as a whole. With more diverse staff representation, the need for DEIA strategies, training, resources and ongoing support has only increased. In both our Frontline Staff training and Senior Leadership training, approximately 650 people took part. These training sessions included Quest Society, Grandview Manor, Rosedale Home for Special Care, Homes for Independent Living, Oakwood, Windsor Elms and so on. The Council also provided training to the CBBC Continuing Care Assistant's teachers who were preparing to see a rollout of DEIA course materials. In addition to this, the Council also spoke at various events and conferences on inclusive workplaces and how to create them.

In collaboration with the Association of Industry Sector Council's and the Toronto Region Immigrant Employment Council, we were able to offer two eight week Certificate in Inclusive Leadership courses for supervisors and leaders within the continuing care sector. The ever present and growing need for this type of training proved evident with extensive wait lists and a continuation of this offering for the new fiscal year.

The Council also provided repeated support to organizations eager to implement DEIA Committees, Employee Resource Groups, create DEIA policies, cultural sensitivity policies and offered guidance around topics related to language, some racially based conflict and

assistance with tips on simple ways to create inclusive workplaces.

Based on what the last year has shown us, more emphasis is being placed on Neurodiversity, the ever expanding terminology and our understanding of it, cultural sensitivity in the workplace, issues around the 2SLGBTQ+ community specifically from a political lens and as the field continues to grow and adapt to the needs of our collective society, as does the type of training, content and services that we deliver. Lastly, responding to the wants and needs of the sector, we have dedicated energies into conflict resolution and mediation, with training being provided by the Canadian Centre for Conflict Resolution. This will become available to the sector in 2026.

2024-2025 showed itself to be one of endless courage from organizations and the staff therein, who bravely recognized the importance of DEIA not only in their day to day work, but also bringing that strength and understanding back to their homes and communities.

*Funded by: Department of Labour, Skills and Immigration*



# TRAINING

## NEW THIS YEAR

### STRENGTHENING A PALLIATIVE APPROACH IN LONG-TERM CARE (SPA-LTC)

The SPA-LTC Palliative Champion 3-day training has received overwhelmingly positive feedback, underscoring the provincial need for enhanced education and mentorship in palliative care within long-term care (LTC).

Designed to strengthen communication with individuals living with life-limiting illnesses and their families, support LTC teams in navigating the grief experiences of both residents and staff and identify palliative care needs early in the trajectory, this workshop delivers practical tools, real-life scenarios, and strategies to build confidence and expertise in providing high-quality palliative care.

The program begins with a series of e-learning modules developed in collaboration with national experts from the McMaster SPA-LTC team. These modules lay the foundation for a two-day in-person workshop, facilitated by one of our experienced palliative care experts. Using real “lived” scenarios shared by participants, the workshop incorporates quality improvement methodologies to support actionable change within LTC homes. The ultimate goal is to improve quality of life for residents and enhance the care provider experience through meaningful capacity building.

The two-day workshops have been delivered across the province, receiving enthusiastic responses and high levels of engagement. Participants have represented a wide range of roles within the LTC sector, including nursing, housekeeping, dietary services, and recreational therapy, reflecting a strong, interprofessional commitment to advancing palliative care in long-term care homes.

*“The course was fantastic! I am quite guarded when it comes to opening up about my grief. I have had a lot of loss over the last few years that I am still coming to terms with....Your course taught me that it is ok to start to unload some of the heaviness of loss and guilt that I have carried with me, particularly with the things that I cannot change. That lesson, along with the empathy statements and how this really does take practice, will stick with me, so thank you for that! I think I feel a little more confident in trying some of these techniques going forward.”*

*“Even with the palliative experience I feel I have; the course was great. It was a refresher for me as over time you tend to forget how to use empathy statements correctly.”*

*“The workshop had an action approach where we got to work with our teams to come up with ideas and develop plans for the future.”*

*“I had an overall great experience, and I would recommend this course to everyone, especially in healthcare!”*



The impact of the workshop has been truly remarkable, both at the individual level and within long-term care homes. Participants report increased confidence, clarity, and compassion in their approach, while homes are implementing meaningful changes that are transforming the experience of residents and staff alike. Initiatives such as memorial services, earlier identification of palliative care needs, and grief and bereavement support that extends beyond end-of-life care are now becoming part of the culture of care.

We extend our sincere thanks to the Department of Seniors and Long-Term Care for funding this pilot. Their support has enabled a program that is clearly making a profound difference in the lives of those living and working in nursing homes across Nova Scotia.



*Developed by: McMaster University  
To be delivered in partnership with: Lesley Hirst,  
Hirst Health Care Consulting*

## CORE OFFERINGS

### THE WORKING MIND

Is an evidence-based program course designed to initiate a shift in the way a person thinks, acts, and feels about mental health by:

- Increase awareness
- Reducing stigma and other barriers to care in the sector/workplace/community
- Encourage mental health conversation
- Strengthen resilience to maintain self-wellness
- Managers/supervisors/leaders helping to support themselves and others living with mental health problems or illness.

The Working Mind is currently being delivered virtually with two versions: one is for all employees, where three modules are providing course delivery of Mental Health and Stigma, Mental Health in the Workplace, Stress and Resilience. The other version is delivered to managers/supervisors/ leaders who are provided the same delivery of the three modules, with an additional module called Supporting your Team.

This year, 274 participants from across our province took part in 20 programs.

Evaluation results continue to show a high rating for both content and delivery. Knowledge check questions had a 93% pass rate, and 96% of participants were satisfied with the training.

An impact evaluation survey conducted by the Council two months after the training day found that 100% of the participants who completed at least 80% of the survey reported that the training was beneficial to them. Many respondents

provided examples of increased compassion.

*“Utilizing compassionate skills when it comes to managing staff, providing a safe & open space for staff to talk, and feel comfortable asking for time off.”*

*“I learn how to approach people more appropriately and try to deal with people in a respectful way at all times because we have to try and understand other people’s feelings.”*

*“I realized I need to find time for me.”*

100% of the participants who completed at least 80% of the survey reported that they would recommend Council training programs to their colleagues.

## MENTAL HEALTH FIRST AID (MHFA)

Mental Health First Aid is an international program that is active in over 20 countries. Research has shown that there are positive impacts for participants taking the MHFA course, as well as for their families, workplaces, and communities. MHFA is also an international program included in the Public Health Agency of Canada’s Best Practices.

Through MHFA training, participants learn to recognize when someone may be struggling with their mental health or facing a substance use crisis. They gain the skills to open meaningful conversations—encouraging others to speak openly, explore helpful supports, and reach out for help. The course prepares them to respond in crisis situations, while also emphasizing

the importance of caring for their own mental well-being. Respectful communication is a central theme, including the use of person-first, inclusive language and the avoidance of assumptions or stigmatizing words. Participants also learn how to distinguish between a crisis and an emergency, and the critical role of self-care for those offering support.

There are three modules provided within the course delivery: MHFA Introductions, MHFA for Declining Mental Well-being, and MHFA for Crisis Situations.

This year, 91 participants from across our province took part in 10 programs, and 95% of participants were satisfied with the training.

95% of the participants who completed at least 80% of the survey reported that the training was beneficial to them. Several respondents said that they were able to better support others with their mental health needs after taking the course.

*“Since completing the MHFA, I have been approached by two separate staff members to provide guidance with personal mental health issues, and feel I intervened appropriately for them.”*

*“Assisted in the escalation of a resident struggling with a mental health concern. Able to provide understanding, support, and improve care plan.”*

95% of the participants who completed at least 80% of the survey reported that they would recommend Council training programs to their





colleagues.

The Council received many responses in the “additional comments” section, all of which praised the effectiveness and need for MHFA training. For example, one respondent wrote:

*“Great course!!! Very informative. Pushed for funding for my staff who will soon all have this training!! Huge win for both residents and staff.”*

The Council is proud that the sector is finding MHFA training beneficial, and we look forward to continuing to provide this training to many more people.

## CONTAGIOUS RESILIENT LEADERSHIP

In 2025, the Contagious Resilient Leadership (CRL) Program continued to build on its strong foundation, engaging a broad cross-section of healthcare workers across Nova Scotia. This year’s program incorporated an enhanced fifth module on Two-Eyed Seeing, reflecting participants’ growing interest in culturally inclusive leadership practices.

Feedback from over 75 participants highlighted improved knowledge and application of stress management, emotional regulation, and leadership skills, with measurable gains in short-term knowledge transfer and long-term behavioural change. Participants reported that the program helped them manage burnout, enhance collaboration, and develop inclusive communication strategies. Two-Eyed Seeing emerged as a particularly transformative

element, with participants offering concrete examples of how they planned to integrate Indigenous and Western worldviews in their decision-making and care delivery.

The Contagious Resilient Leadership Program, developed by Dr. Heidi Weigand, is grounded in the Broaden and Build framework of positive psychology and designed to cultivate emotional resilience, well-being, and leadership effectiveness in high-stress environments. Delivered through a self-paced online format, the program includes five modules: Understanding Resilient Leadership, Strength-Based Emotions, Managing Negative Emotions, Doing Positive Things, and Two-Eyed Seeing. Each module integrates evidence-based tools, reflective practices, and real-world applications to support personal growth and system-level change. Participants engage in pre- and post-assessments to track progress and identify strategies for ongoing development. Since 2022, the CRL program has reached over 325 healthcare professionals and continues to demonstrate meaningful outcomes in stress management, team dynamics, and inclusive leadership.

The 2025 evaluation also demonstrated high satisfaction rates, with participants describing the workshop as engaging, relevant, and applicable to both their personal and professional lives. Core stressors such as staffing shortages, time constraints, and workload remained consistent, but participants shared increasingly diverse and proactive approaches to managing these challenges. The CRL Program was praised for its practicality, cultural relevance, and ability to foster resilience and leadership in complex

care environments. Looking forward, the report recommends expanding awareness of the CRL program, incentivizing post-survey participation, and developing tailored content for the nursing and home care sectors to support ongoing well-being, retention, and leadership development across the healthcare system.

This year the Council has added the fully online course to the new HCCWSC website. Once the Council has collected long-term data, we will be sure to share our findings.

*Funded by: Department of Seniors and Long-Term Care*

## NONVIOLENT CRISIS INTERVENTION (NVCi)

The Council delivered two Crisis Prevention Institute programs to Continuing Care Employees and VON Canada (NS Branch): Verbal Intervention and Nonviolent Crisis Intervention.

The Council delivered two Crisis Prevention Institute programs to Continuing Care Employees and VON Canada (NS Branch): Verbal Intervention and Nonviolent Crisis Intervention.

Crisis Prevention training provides staff with a valuable framework for preventing and safely responding to crisis behaviour. CPI programs are designed with a person-centered approach and a core philosophy of providing care, safety, and security to all involved in a situation.

Using problem-solving principles, participants learn the skills to respond safely to various levels of risk behaviour while balancing care responsibilities. The focus is on evidence-based safety intervention techniques to de-escalate a crisis appropriately. This year, the Council continued delivering both Verbal Intervention (four hours, online) to staff at all levels, and Nonviolent Crisis Intervention (seven hours, in-person) for staff who may be at a higher risk of experiencing crises. The instructor-led virtual training model for Verbal Intervention continues to receive overwhelmingly positive evaluations.

Knowledge check questions at the end of each module resulted in an average 92% pass rate. The evaluation poll at the end of each session, which measures the level of satisfaction in usefulness, facilitator's knowledge, understanding of how to de-escalate a crisis, and whether the participant would recommend the training to others, averaged at 95%. An impact evaluation survey conducted by the Council two months after the training day found that 100% of respondents found the training to be beneficial, and 93% would recommend the Council's training programs.

The survey results indicate that 100% participants found the training to be beneficial. When asked about interest in additional training, 74%, expressed a desire for further training opportunities. Additionally, 93% of the total, stated they would recommend the council training programs to their colleagues.

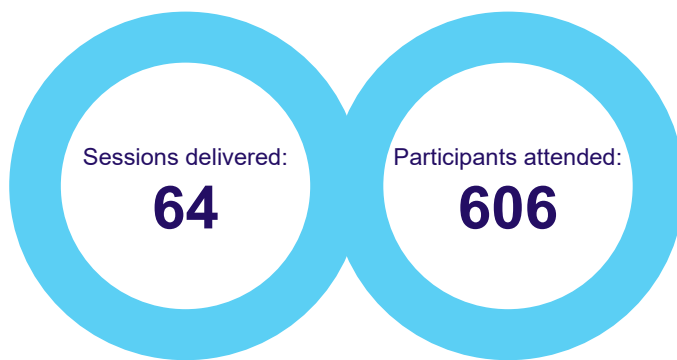
*"This education has helped me deal with challenging behaviors by giving me the tools to communicate with the client/resident while*



*understanding the underlying problems the person may be dealing with.”*

*“It helped me understand more about the individuals that I’m working with and how to deal with them better without compromising my mental state.”*

*“I really appreciate the offering/having taken the Non-Violent Crisis Intervention course. I also learned how to stand at an angle when communicating with an angry individual, to allow me to back away out of reach of possible harm.”*



*Funded by: Department of Seniors and Long-Term Care*

## GENTLE PERSUASIVE APPROACHES (GPA®) INITIATIVE

We have been in partnership with Advanced Gerontological Education (AGE) for two years.

The focus is to offer dementia education to the sector:

- GPA Certified Coach In-House Champion Model
- GPA Basics is a 7.5-hour in-person program,
- iGPA is a blended program of e-learning followed by a half-day classroom
- e-learning is an online self-directed program.

The training helps safeguard staff safety, equips participants with practical, real-life strategies so they can respond in confidence to the behaviours associated with dementia.

GPA Certified Coach workshop is a two-day training course delivered online or in person with an e-learning prerequisite. In the second year, three in-person workshops have been delivered and two virtual, meaning 71 new GPA Certified Coaches in the sector. These coaches have then trained 955 employees in GPA Basics/iGPA.

GPA Certified Coaches were asked to complete a survey to gain their opinions about the course.

The GPA Certified Coach workshop was rated very highly by participants. We found that 97.3% of participants would recommend the GPA curriculum to a colleague and said they would prefer in-person classes.



Below are a few samples of participants' feedback:

*"Everyone should be aware of GPA."* - This was a very common sentiment amongst respondents.

*"GPA is an easy-to-understand approach to Dementia Care. It helps you to reframe the language that you use and to understand the resident from their perspective."*

*"I actually had no expectations when I started the course cause I didn't know what it was going to hold for me. But I actually had a great experience taking this course and can't wait to be able to teach others."*

The workshop was well received by the participants and it shows, as 100% of the participants said they felt prepared to deliver a GPA Basics Education Session after having received the GPA Certified Coach workshop.

*In collaboration with: Advanced Gerontological Education*

*Funded by: Department of Seniors and Long-Term Care*





## ORIENTATION FOR NURSES IN LONG-TERM CARE

Nursing practices in long-term care are significantly different from other healthcare settings. Research demonstrated that specialized learning is required for RNs and LPNs who are newly hired or transitioning to the long-term care environment. A comprehensive orientation program has been developed specifically to serve this need.

Similar to the Nurses Leadership, program development was led by the Learning Institute for Health Care Providers in partnership with

The Council and guided by a Project Advisory Group. Successfully piloted in 2023, minor adjustments were made, and the program was formally launched in March 2024.

Since March, the interest in the programs has risen. The Council is looking at new innovative ways to integrate this vital information to more nursing professionals.

In collaboration with Learning Institute for Health Care Providers

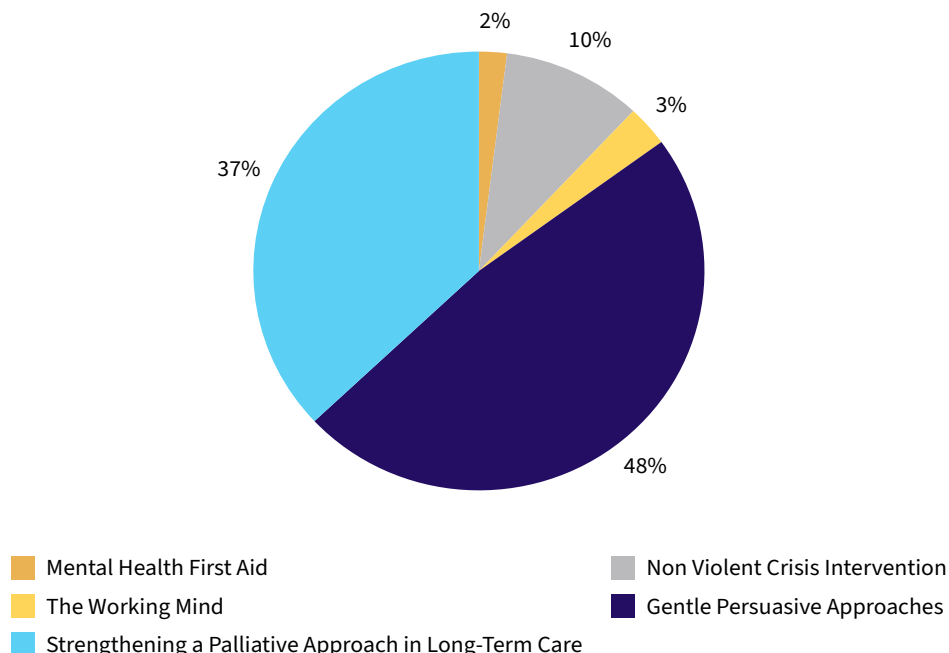
Funded by: Department of Seniors and Long-Term Care

## TRAINING FUND

The Council continues to administer training and participant support funds for Continuing Care and Home Support organizations.

Funding support was highest for Gentle Persuasive Approach and the Strengthening a Palliative Approach in Long-Term Care Program.

Approximately \$ 598,800 requests for backfill were dispersed to over 65 organizations.



# FINANCIALS

## Health+Community Care Workforce Sector Council Statement of operations and changes in net assets

Year ended March 31

2025

2024

**Revenues**

## Grant revenue

Department of Health and Wellness	\$ 2,687	\$ 47,703
Department of Seniors and Long Term Care	1,328,031	853,475
Department of Community Services	-	7,238
Association of Industry Sector Councils – LMI	-	40,485
Department of Labour, Skills and Immigration	335,489	278,533
	<u>1,666,207</u>	<u>1,227,434</u>

## Service revenue

7,704 -

## Interest revenue

72,159 30,145

## Total revenues

1,746,070 1,257,579**Expenditures**

Administration	1,212	7,608
Advertising, promotion and printing	79,282	66,964
Amortization	2,514	2,774
Committee	113,305	104,300
Consultants	200,487	98,332
Insurance	3,820	3,462
Interest and bank charges	2,148	2,162
Office	43,613	35,866
Participant support fee	598,840	185,347
Professional development	7,733	5,423
Professional fees	18,664	23,968
Rent	57,405	70,284
Salaries and benefits	457,586	390,476
Telephone	6,165	5,399
Training Fund	114,467	202,587
Travel	27,241	11,082
	<u>1,734,482</u>	<u>1,216,034</u>

## Excess of revenues over expenditures

\$ 11,588 \$ 41,545

## Net assets, beginning of year

\$ 400,069 \$ 358,524

## Excess of revenues over expenditures

11,588 41,545

## Net assets, end of year

\$ 411,657 \$ 400,069





# PARTNERS AND COLLABORATORS

## Funding partners

Association of Industry Sector Councils of NS  
Department of Health and Wellness  
Department of Labour, Skills and Immigration  
Department of Seniors and Long-Term Care  
Workplace Innovation and Productivity Incentive

## Board of Directors Representation

Continuing Care Assistant Program Advisory Committee  
Continuing Care Association of Nova Scotia  
Diverse Abilities Nova Scotia  
Home Support Network (Health Association of NS)  
Nova Scotia Nurses Union  
Nova Scotia Regulated Health Professionals Network  
Nova Scotia Residential Agencies Association  
Nursing Homes of Nova Scotia Association  
Workers Compensation Board of Nova Scotia

## Resource Representatives

Department of Community Services Disability Support Program  
Department of Labour, Skills and Immigration  
Department of Seniors and Long-Term Care

## Partner Organizations

Advanced Gerontological Education Inc.  
Aging Proactively  
Aging Well NS  
Canadian Centre for Diversity and Inclusion  
Carla Anglehart  
Continuing Care Council (Health Association of NS)  
Crisis Prevention Institute  
Dalhousie University School of Nursing (Project ADDING HEAT)  
Disability Support Program  
Generation Z Research  
Learning Institute for Health Care Providers  
Make Your Move at Work Initiative  
Mental Health Commission of Canada  
Velsoft

## Industry Associates

Aware-NS  
Futureworx  
Home Support Network (Health Association of NS)  
Mount Saint Vincent University  
NS College of Nursing  
NS Community College  
NS Health, QEII  
Nova Scotia Works  
PeopleWorx Society

## BOARD OF DIRECTORS

**Chair: Mark Williams**

*Appointed by Nova Scotia Regulated Health Professionals Network*

**Vice-Chair: Lynette Fenton**

*Appointed by Workers Compensation Board of NS*

**Past Chair: Sheila Peck**

**Treasurer: Joe Rudderham**

*Appointed by Diverse Abilities NS*

**Ex-Officio: Stephanie Girard-Fraser**

*Executive Director*

**Kayla Smith**

*Appointed by Continuing Care Assistant Program Advisory Committee*

**Menna MacIsaac**

*Appointed by Nursing Homes of NS Association*

**Richard Bush**

*Appointed by NS Residential Agencies Association*

**Colleen O'Connor**

*Appointed by Department of Labour, Skills and Immigration*

**Sue Wyse**

*Appointed by Continuing Care Association of NS*

**Suzanne Cirtwill**

*Appointed by Department of Community Services, Disability Support Program*

## OPERATIONAL TEAM

**Stephanie Girard-Fraser**

*Executive Director*

**Cheryl Nickerson**

*Workforce Training Consultant*

**Evelena Beaton**

*Responsible Workplace Consultant*

**Jane Zvonarova**

*Administrative and Program Coordinator*

**Joanne Jones**

*Finance Manager*

**Joshua Dort**

*Data Scientist*

**Zoé Hawkins**

*Diversity, Equity, Inclusion and Accessibility Manager*

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