



HEALTH + COMMUNITY CARE
WORKFORCE
SECTOR COUNCIL



ANNUAL REPORT

2025 / 2026



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 2025-2028

This Annual Report highlights results from the first 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

It is my privilege to report on another successful year for the Health + Community Care Workforce Sector Council (the Council). Since assuming the role of Chair, I have witnessed remarkable improvements and innovation across the organization. This year, our clear vision and mission have been more prominent than ever, reflected in the new programs and ideas this small but impactful group has provided to our sector.

Change is inevitable, and this year the Council successfully navigated several shifts outside of its control while undergoing its own internal transitions. We are pleased to welcome new members to our Board of Executives, including Dawn McLaughlin and Kevork Peltekian. At the same time, after many years of dedicated service, Menna MacIsaac is retiring. We thank Menna for her leadership, passion, and the wisdom she has shared with the Council. While she is moving on to a new chapter, we look forward to calling upon her deep knowledge as a resource from time to time.

It has been truly inspiring to watch our team of professionals find innovative ways to branch out and grow the Council into an essential resource for our members. By focusing on “future-proofing” the organization and modernizing our operations, we have become nimble enough to endure change with minimal disruption. The team has built upon its solid reputation for quality training to become a trusted source for human resources advice, workplace assessments, and health and wellness support.

Key milestones this year highlight our commitment to excellence and adaptability:

- **Program Innovation:** We successfully transitioned to Understanding and Managing Aggressive Behaviours (UMAB), a Canadian-based program customized for our specific sector needs.
- **Specialized Expertise:** Our team has expanded its reach with certifications in workplace conflict resolution and workplace investigation, allowing us to offer professional assessments and relationship-building programs like PURE Conversations.
- **Leadership in Safety and Inclusion:** We achieved Certified Age Friendly Employer (CAFÉ) status and proactively underwent a cybersecurity audit to ensure we remain a leader in responsible privacy and AI practices.

As the government continues to look for alignment and synergies among funded organizations, I anticipate further external changes. However, I have no doubt that the Council will find opportunity in every challenge that comes its way. Through our strategic initiative for financial stability, we have already begun diversifying our revenue streams to ensure we can continue to serve our members without concession.

We are excited for the opportunities the coming fiscal year holds and thank you for your continued support as we grow together.

Sincerely,
Mark Williams

MESSAGE FROM EXECUTIVE DIRECTOR

To Our Members, Partners, Funders and Supporters,

This past year has been defined by unpredictability, serving as a profound lesson in how strong planning strategies are the ultimate keys to our success. For the last two years, our team has been focused on “future-proofing” the Council by modernizing our operations. This transition has made us nimble enough to endure change with minimal negative impact, ensuring we remain a steady and reliable resource for the sector.

Our most important priority continues to be a steadfast commitment to investing in our people first, which has significantly expanded our service depth. This year, those investments led to the development of P.U.R.E. Conversations, a program using a humanistic approach to foster workplace belonging. Furthermore, our team has gained specialized expertise in workplace conflict resolution and investigations, allowing the Council to now offer professional workplace assessments.

The Council has also demonstrated its ability to pivot quickly in response to shifting training needs. When we could no longer facilitate the US-based Crisis Prevention Institute’s program, we transitioned to a Canadian-based replacement: Understanding and Managing Aggressive Behaviours (UMAB). Our partnership with creator Courtney Hyland has allowed us to deliver a customized program uniquely modified for long-term care, home care, and independent living support.

To ensure we maintain our reputation for quality, we have delved into the realm of cybersecurity and responsible AI practices. We voluntarily underwent a cyber audit through the Nova Scotia Community College in early 2025 to serve as our implementation guideline. Additionally, the Council has officially become a Certified Age Friendly Employer (CAFÉ), an accreditation that empowers us to support organizations as they navigate the complexities of staff returning to the workplace post-retirement.

Finally, while we have faced challenges regarding shifting funding, the planning that we implemented this past year will greatly improve our financial stability. By introducing revenue-generating offerings to organizations outside our immediate sector—without compromising our core services—we have ensured the Council’s continued growth.

The changing landscape of our sector is creating new opportunities for the Council to thrive. We are excited for what the coming fiscal year holds and thank you for your continued support as we grow together.

*Sincerely,
Stephanie Girard-Fraser*



SERVICES AND RESOURCES

P.U.R.E. CONVERSATIONS

Health+ Community Care Workforce Sector Council developed the P.U.R.E. Conversations program, a workplace relations initiative for Nova Scotia's care and support sectors. The program was created in response to sector feedback identifying communication as a key barrier to workplace success, with many employees hesitant to speak openly or intimidated by traditional leadership structures. The structured framework of P.U.R.E. - *Pause, Unplug, Reassure, and Encourage*, encourages leaders commit to brief, non-punitive interactions focused on the employee's best interests rather than work tasks. This consistent practice strengthens workplace relationships and is associated with reduced burnout and higher engagement.

Supported by the Workplace Innovation and Productivity Skills Incentive (WIPSI), the program promotes well-being through the "10-minute Pause Block," where leaders connect with employees in their work environment. The framework also incorporates Diversity, Equity, and Inclusion (DEI) practices that support inclusion, belonging, and psychological safety. By fostering trust, confidentiality, and psychological safety, the program helps reduce workplace stress and strengthen employee belonging.

Funded by: Workplace Innovation and Productivity Incentive (WIPSI)

NUTRITIONAL SUPPORT

The Responsible Workplace Consultant role has continued to evolve over the past year, focusing on sector-specific nutritional support. Two targeted webinars were developed- Understanding Dysphagia & Texture Modified Diets and Feeding Awareness & Sensitivity to support frontline Home Care Staff in Partnership with Guysborough County Home Support Agency.

In collaboration with: Guysborough County Home Support Agency

THRIVING IN MENOPAUSE AT WORK

Recognizing the importance of aging well and supporting staff through all life stages, a new workshop on Thriving in Menopause at Work was developed. This initiative aims to further promote a healthy and sustainable work culture. In addition, building and strengthening relations within the sector has been a focus, including an upcoming pilot program where nutrition education will address the needs of clients with complex needs living in or moving to the community.

DIVERSITY/EQUITY/ INCLUSION/ACCESSIBILITY

The 2025-2026 fiscal year has been incredibly successful for Diversity, Equity, Inclusion, and Accessibility training programs and the growth of the department overall.

With a 98% participant satisfaction rate, both our frontline staff training and Senior Leadership training have been in high demand from the sector. Covering topics around terminology, cultural competence, bias, microaggressions, privilege, allyship, and the collective responsibility we all have to ensure healthy workplace cultures for frontline staff; inclusive language, hiring and retention methods, inclusive orientation and onboarding practices for senior leadership; both training programs have made an impact on the organizations that have recognized the need and therefore, benefited from them. During the 2025–2026 fiscal year, 19 DEIA training sessions were delivered, reaching a total of 398 participants across the sector.

Together with a co-facilitator from the Association of Industry Sector Councils, we completed an eight-week course on the Certification in Inclusive Leadership. We still see a desire and demand for this training for supervisors, and we will be offering it again next year.

In addition to this, we saw a significant need last year for conflict resolution in the sector; hearing from managers and employees that this was a common issue that needed to be addressed.

Braced with that information, our DEIA Manager completed 180 hours of in-depth training from the Canadian Centre for Conflict Resolution in Ottawa on conflict resolution and earned her certification as a Third Party Neutral. We are poised to begin this work within the sector and independent facilities in Q2.

Lastly, we have continued to support the sector with their DEIA needs, ranging from how to start a DEIA Committee to constructing DEIA and cultural sensitivity policies, dealing with issues surrounding racism, homophobia, and xenophobia, as well as speaking at conferences and other such events.

Funded by: Department of Labour, Skills and Immigration





TRAINING

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

The SPA-LTC Palliative Champion 3-day training has received overwhelmingly positive feedback across the long-term care and community settings.

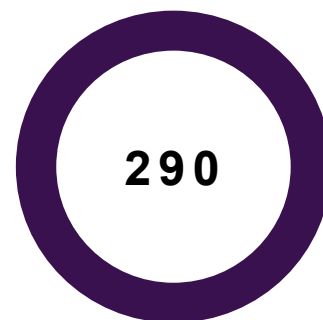
Nursing homes face unique challenges, with most residents living in homes within the last 18 months of their lives. Acuity and complexity continue to increase, and staff expressed that they struggle with conversations and end-of-life care planning. The SPA-LTC Palliative Champion program is designed to focus on what a palliative approach is, communication, loss, grief, and bereavement for the staff as well as residents and care partners. It uses a quality improvement model intended to facilitate homes implementing personal and organizational changes to support an earlier palliative approach to care and improved staff and resident experience, as well as many of the other action items from the Canadian Palliative Care Framework Action Plan.

Findings demonstrate that in-person learning environments play a critical role in building trust, confidence, and a safe space to apply learning. Education alone does not change behaviour.

Participants in the workshops increased bringing the total number of participants to 518.



2024-25 Participants



2025-26 Participants

With an 84% evaluation response rate, 100% of participants indicated they would recommend the workshop, and 95% reported that the in-person format positively influenced their learning and application of knowledge. Highlights included hearing different perspectives, opportunities for discussion, and space to reflect on emotionally complex work.

88% of participants rated their confidence at 4 or 5 (5-point Likert scale) after the workshop. Prior to the workshop, only 24% of people rated themselves as having strong or very strong palliative care knowledge.

A total of 83% stating they understood a palliative approach better after the workshop. Participants' knowledge increased by 64% post workshop.

Participants reported multiple changes implemented following the workshop.

Responses included:

- Palliative Care Committees
- Memorial supports for residents and families
- Family information resources, e.g., SPA-LTC leaflets or brochures

- Reflective debriefing for staff
- Grief and Bereavement supports
- Comfort Care Rounds
- Using PPS

96% of organizations reported implementing more than one change, which demonstrates momentum towards sustainability rather than isolated interventions.

The evaluations strongly support the in-person workshop format, which functioned not only as knowledge transfer but as a trust-building intervention that enabled participants to rehearse, reflect, and build confidence using real-life scenarios. The staff often worry about upsetting people or providing information that may not be helpful; providing evidence-informed frameworks supports a more confident, structured approach. One participant stated, *"I am a hands-on learner; online learning feels like more work,"* and another noted that creating a relaxed, enjoyable environment was excellent. 100% of respondents stated that the in-person setting influenced the development of action plans, collaboration, and learning.

Qualitative responses spoke openly about having a safe space to address their own grief and bereavement needs, have deeper conversations across roles, thinking about family members and fellow residents in a different way, and a good framework on how to assess, care for and deal with grief for residents.

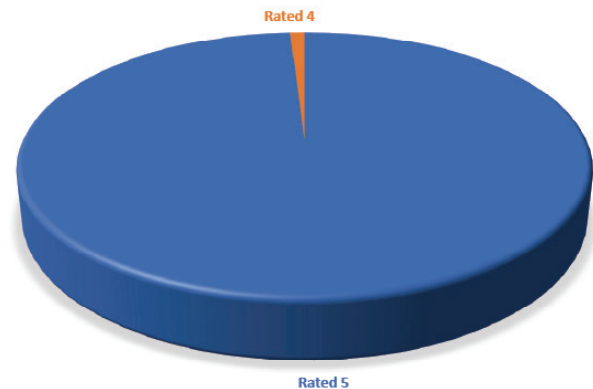
Participants stated:

"This information can easily be applied to my day-to-day practice."

"Now I know a palliative approach does not start when someone is close to the end of life; it's an approach from the first day a resident moves into our home."

99% of respondents rated the workshop 5/5 and only 1% rated it 4/5.

SATISFACTION RATING (OUT OF 5)



The evaluation data demonstrate that the investment in facilitated, in-person palliative care education and training is a mechanism for measurable impact and sustainable change. Online education is transactional, raises awareness, but in-person role playing, scenarios, simulation and activities led by a credible facilitator build capacity, confidence and commitment.

Continued funding would enable:

- Continuation of scaling the impact
- Deeper systems integration
- Ongoing improvements in staff capacity, particularly given the high turnover in this sector
- Increased positive experience for residents, family members and staff.

Funded by: Department of Seniors and Long-Term Care



CORE OFFERINGS

MENTAL HEALTH FIRST AID (MHFA)

Mental Health First Aid (MHFA) is an internationally recognized, evidence-based program delivered in more than 20 countries. Research continues to demonstrate positive outcomes for individuals, workplaces, families, and communities, and MHFA is recognized as a best practice by the Public Health Agency of Canada. The program strengthens mental health literacy, reduces stigma, and equips participants with the skills and confidence to support individuals experiencing a decline in mental well-being or a mental health or substance use crisis.

During the first part of the 2025–2026 fiscal year, Health+Community Care Workforce Sector Council continued delivery of the traditional MHFA program. Participants learned to recognize signs of mental health challenges, engage in supportive conversations, and connect individuals with appropriate resources and supports, while emphasizing respectful communication, stigma reduction, and self-care.

Following a national redesign introduced by the Mental Health Commission of Canada and Opening Minds, the traditional MHFA course transitioned into two updated streams: MHFA Essentials and MHFA Certification.

MHFA Essentials is a streamlined introductory program focused on foundational mental health awareness and practical support skills.

Participants learn to recognize changes in mental well-being, respond with empathy, and support individuals in accessing appropriate help. The course provides accessible, time-efficient training that strengthens mental health literacy and reduces stigma in workplaces and communities, using the ALGES action plan framework..

MHFA Certification is a more in-depth program that builds on the foundational concepts introduced in Essentials. It includes expanded scenario-based learning, crisis response strategies, and a formal assessment component. Participants who complete the course receive a nationally recognized certification valid for three years.

Throughout the fiscal year, HCCWSC delivered 15 MHFA-related sessions across all streams, reaching 141 participants across the province, including 11 MHFA virtual sessions (97 participants), 3 Essentials sessions (32 participants), and 1 Certification program (12 participants).

Participant feedback continued to reflect the strong impact and value of the MHFA program. This year, 99% of participants reported being satisfied with the training.



Participants stated:

"This was an awesome course. I have learned so much and feel better able to deal with such events. This will help a lot when dealing with my granddaughter."

"Thanks for everything. This was a wonderful course, and I will recommend it to my colleagues."

Funded by: Department of Seniors and Long-Term Care

THE WORKING MIND

The Working Mind is an evidence-based program designed to shift how individuals think, act, and feel about mental health by increasing awareness, reducing stigma and barriers to care, encouraging open conversations, and strengthening resilience to support well-being in the workplace and community. The program also supports managers, supervisors, and leaders in developing practical skills to better support themselves and their teams in relation to mental health challenges.

During the first part of the 2025–2026 fiscal year, Health+Community Care Workforce Sector Council continued delivery of The Working Mind in its virtual format. The program was offered in two streams: an employee version focused on foundational mental health knowledge, stigma reduction, and resilience, and a manager/supervisor version that included additional content on supporting team members. Both included core modules on mental health and

stigma, mental health in the workplace, and stress and resilience, with an additional leadership module on supporting teams.

Following a national update by the Mental Health Commission of Canada and Opening Minds, The Working Mind has continued to evolve with a stronger focus on practical application, psychological health and safety, and leadership capacity-building.

Throughout the fiscal year, HCCWSC delivered 17 sessions across both streams, reaching 142 participants across the province, including 12 employee sessions (109 participants) and 5 manager/supervisor sessions (33 participants).

Participant feedback continued to demonstrate strong engagement and positive outcomes, with 95% of participants reporting satisfaction with the training.



Funded by: Department of Seniors and Long-Term Care



CONTAGIOUS RESILIENT LEADERSHIP

The Contagious Resilient Leadership (CRL) Program continued to support healthcare professionals across Nova Scotia in building resilience, emotional well-being, and leadership effectiveness. Developed by Dr. Heidi Weigand, the program is grounded in the Broaden and Build framework of positive psychology and focuses on strengthening participants' ability to navigate workplace challenges and foster positive team cultures.

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. These provide evidence-based tools, reflective exercises, and practical strategies to support personal growth, workplace well-being, and leadership development.

Interest in the program remained strong throughout the year, with 143 registrations recorded. By March 31, 2026, 122 participants had either completed the course or were actively progressing through the program.

The Two-Eyed Seeing module continued to resonate strongly with participants, with 53% identifying this approach as the practice they were most likely to implement in their workplace. Additional areas of intended application included Purposeful Praise and Positivity (31%), increased understanding of cultures and history (11%), enhanced communication through

listening with a different lens (3%), and leadership practices (3%).

Participants also identified key challenges in applying new approaches, most commonly dealing with conflict and resistance to change (64%) and maintaining consistent practice (18%), alongside factors such as self-awareness, management support, accurate information, and available resources.

As the program continues to grow, participant feedback reinforces the value of practical, evidence-informed leadership development that supports resilience, inclusive thinking, and workplace well-being. The Council looks forward to continuing to expand awareness of the program and supporting healthcare professionals in applying these skills throughout the sector.

Participant feedback demonstrated a high level of satisfaction and engagement. Overall, 98% of respondents reported being satisfied or very satisfied with the workshop, and 100% indicated they would recommend the program to a friend or colleague.



Funded by: Department of Seniors and Long-Term Care

UNDERSTANDING AND MANAGING AGGRESSIVE BEHAVIOUR (UMAB)

The Understanding and Managing Aggressive Behaviour (UMAB) program was developed to address evolving safety needs across health and community care settings, supporting both service providers and the individuals they serve. Sourced from a 100% Canadian-owned company, Hy 'N' Hancement Consulting Inc., UMAB reflects national standards in safety, dignity, and quality of care.

Aligned with best practices in behavioural intervention, the program incorporates occupational health and safety principles and environmental awareness, while equipping participants with practical knowledge and confidence to respond effectively to escalating situations. It is grounded in a research-informed approach that supports safer care environments and strengthens organizational capacity.

UMAB was introduced by the Health+ Community Care Workforce Sector Council in October 2025 as a new addition to the 2025–2026 training portfolio. Since its launch, it has been implemented across the province, with strong engagement from organizations seeking applied training to strengthen workplace safety.

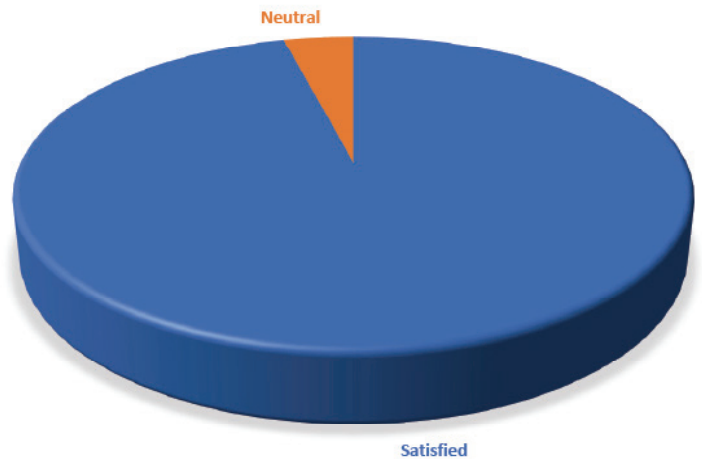
Recognizing the need for accessible, flexible training, HCCWSC partnered with Hy 'N' Hancement Consulting Inc. to redesign the traditional face-to-face model into a leader-led virtual workshop. This innovation has expanded reach, improved consistency, and ensured

province-wide access to high-quality safety training.

UMAB is delivered to human service sectors where staff may encounter aggressive or escalating behaviours. The curriculum combines theory with experiential learning, supporting practical de-escalation strategies, recognition of early warning signs, and safe, structured responses aligned with relevant legislative and policy frameworks.

Throughout the reporting period, UMAB was delivered in 19 sessions (18 virtual, 1 in-person), reaching 312 participants across the province. Participant feedback was highly positive, with 96% reporting satisfaction, reflecting strong engagement and value within the sector.

SATISFACTION RATING



UMAB continues to strengthen safety awareness, confidence, and competency across long-term care, home care, and broader human service environments, supporting a commitment to safe, respectful, person-centred care.

Funded by: Department of Seniors and Long-Term Care



GENTLE PERSUASIVE APPROACHES (GPA®) INITIATIVE

We have been in partnership with Advanced Gerontological Education (AGE) in delivering and supporting the Gentle Persuasive Approach (GPA) dementia education program across the sector. The focus of GPA is to strengthen person-centred dementia care by equipping staff with practical, real-life strategies that support both safety and dignity in responding to behaviours associated with dementia. The program continues to be a key workforce development initiative within long-term care and community care settings.

GPA is delivered through multiple learning pathways to meet different sector needs. GPA Basics is a 7.5-hour in-person foundational training session, while iGPA is a blended learning format combining self-directed e-learning with a half-day classroom component. In addition, GPA eLearning provides a fully online self-directed learning option to increase accessibility and flexibility for participants. Across all formats, the program focuses on enhancing understanding of dementia, improving communication approaches, and strengthening confidence in responding to responsive behaviours.

The GPA Certified Coach model remains a cornerstone of program delivery. This two-day workshop (delivered virtually or in person, with a required e-learning prerequisite) prepares participants to become internal facilitators within their organizations. During the 2025–2026 fiscal year, Health+ Community Care

Workforce Sector Council supported four Certified Coach workshops (2 in-person and 2 virtual), resulting in 36 new GPA Certified Coaches across the sector.

These Certified Coaches then play a critical role in sustaining program delivery within their organizations. In total, they supported the training of 1,022 participants through GPA Basics and iGPA sessions (158 GPA Basics sessions with 892 participants, and 22 iGPA sessions with 130 participants). In addition, HCCWSC also supported a significant volume of GPA eLearning uptake across the sector, ensuring broad access to dementia education and contributing to strong uptake of training opportunities across multiple organizations and care settings.

Overall, GPA continues to demonstrate strong sector engagement and sustained demand, with the program being widely adopted and actively supported across the province as part of a long-standing commitment to high-quality dementia care education.

In collaboration with: Advanced Gerontological Education

Funded by: Department of Seniors and Long-Term Care

RELAUNCH

EXPANDING THE RN/LPN LONG-TERM CARE NURSING ORIENTATION PROGRAM FOR A MULTI-PROFESSIONAL WORKFORCE

Working in long-term care presents unique challenges that differ significantly from other healthcare environments. Designed to assist Registered Nurses (RNs) and Licensed Practical Nurses (LPNs), elements of the RN/LPN Orientation to Long term care Program can also benefit other professionals who are newly hired or transitioning into long-term care.

During the 2025–2026 fiscal year, the Health+Community Care Workforce Sector Council assumed full responsibility for the administration and delivery of the program. As part of this transition, plans are underway to adapt the program to improve the accessibility of elements of the program to allow all professions to benefit from the training while maintaining the quality of the content as organically intended for the Nursing profession in long term care.

The revised program will be integrated into the Council's learning platform and relaunched in the coming fiscal year, supporting continued workforce development across the long-term care sector.

In collaboration with: Learning Institute for Health Care Providers

Funded by: Department of Health and Wellness





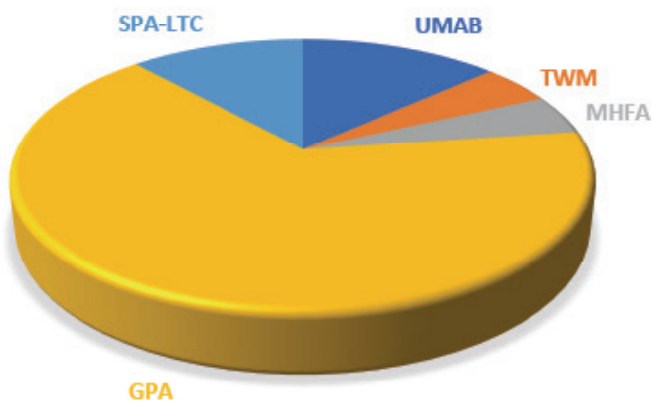
SENIORS AND LONG-TERM CARE TRAINING FUND

The Council continued to administer training and participant support funds for Continuing Care and Home Support organizations during 2025-2026 fiscal year.

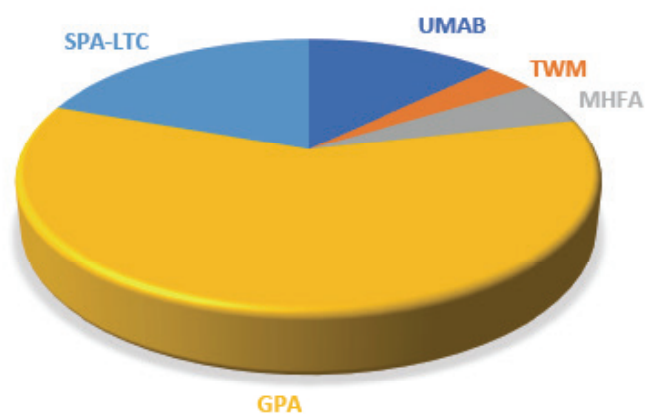
Funding support was highest for Gentle Persuasive Approach and the Strengthening a Palliative Approach in Long-Term Care Program.

Approximately \$ 537,000 requests for backfill were dispersed to over 58 organizations, supporting a total of 1,835 participants across the sector.

PARTICIPANTS REIMBURSED



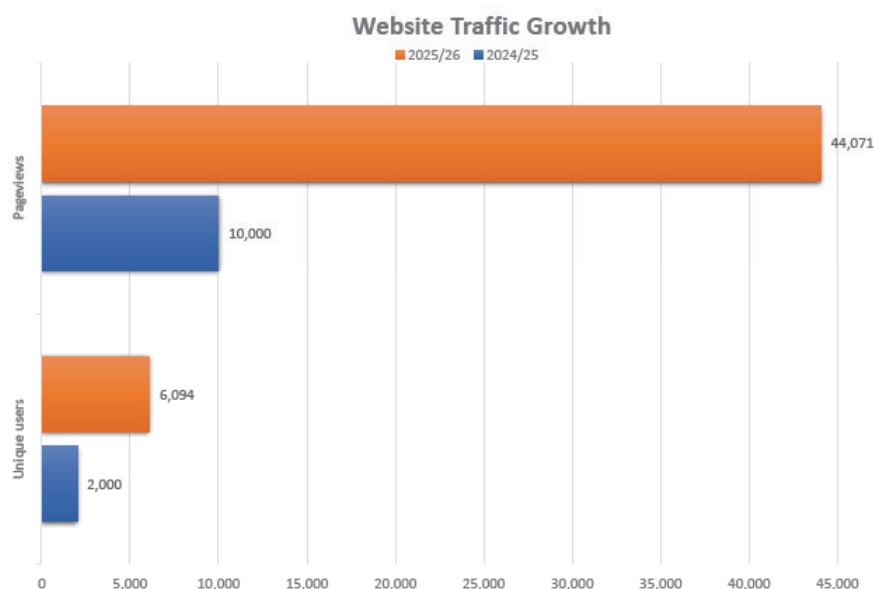
TRAINING FUND



DATA DRIVEN ORGANIZATION

During the 2025–2026 fiscal year, the Council completed its transition to a data-driven organization, strengthening its ability to collect, analyze, and utilize information to support decision-making and continuous improvement. Adoption of the Council’s digital services continued to grow significantly, with the website reaching 44,071 pageviews and 6,094 unique users by March 31, 2026—an increase of 440% in pageviews and 304% in unique users compared to the previous year.

HCCWSC also enhanced operational efficiency through improved event management, automated communications, and streamlined data collection processes. Investments in technology infrastructure and cybersecurity have strengthened organizational resilience and sustainability. The Council remains committed to innovation, continuous improvement, and delivering accessible, high-quality services to the sector.



FINANCIALS

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

Year ended March 31

2026

2025

Revenues

Grant revenue

Department of Seniors and Long Term Care	\$ 1,217,887	\$ 1,328,031
Department of Labour, Skills and Immigration	340,448	335,489
Department of Health and Wellness	10,890	2,687
Association of Industry Sector Councils	2,760	-
	<u>1,571,985</u>	<u>1,666,207</u>

Service revenue

3,448 7,704

Interest revenue

28,323 72,159

Total revenues

1,603,756 1,746,070

Expenditures

Administration	500	1,212
Advertising, promotion and printing	63,371	79,282
Amortization	3,363	2,514
Committee	9,391	113,305
Consultants	112,656	200,487
Insurance	3,976	3,820
Interest and bank charges	1,965	2,148
Office	22,105	43,613
Participant support fee	613,056	598,840
Professional development	19,557	7,733
Professional fees	31,011	18,664
Rent	56,651	57,405
Salaries and benefits	577,262	457,586
Telephone	5,956	6,165
Training Fund	78,264	114,467
Travel	24,220	27,241
	<u>1,623,304</u>	<u>1,734,482</u>

Deficiency (excess) of revenues over expenditures

\$ (19,548) \$ 11,588

Net assets, beginning of year

\$ 411,657 \$ 400,069

Deficiency (excess) of revenues over expenditures

(19,548) 11,588

Net assets, end of year

\$ 392,109 \$ 411,657



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)
Doctors of Nova Scotia
Nova Scotia College Of Physiotherapists
Nova Scotia Residential Agencies Association
Nursing Homes of Nova Scotia Association
Regional Residential Services Society

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.
Age-friendly Institute
Aging Proactively
Aging Well NS
Canadian Centre for Diversity and Inclusion
Carla Anglehart
Continuing Care Council (Health Association of NS)
Disability Support Program
Generation Z Research
Hirst Health Care Consulting
Hy 'N' Hancement Consulting Inc.
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

CURRENT BOARD OF DIRECTORS

Chair: Mark Williams

Appointed by Nova Scotia Regulated Health Professionals Network

Treasurer: Adam MacNeil

Appointed by Diverse Abilities NS

Ex-Officio: Stephanie Girard-Fraser

Executive Director

Dawn McLaughlin

Appointed by Regional Residential Services Society

Kayla Smith

Appointed by Continuing Care Assistant Program Advisory Committee

Kevork Peltekian

Appointed by Doctors Of Nova Scotia

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

Suzanne Cirtwill

Appointed by Department of Community Services, Disability Support Program

CURRENT OPERATIONAL TEAM

Stephanie Girard-Fraser

Executive Director

Evelena Beaton

Responsible Workplace Consultant

Jane Zvonarova

Administrative and Program Coordinator

Joan Power-Bannister

Human Resource Consultant

Joanne Jones

Finance Manager

Joshua Dort

Data Scientist

Zoé Hawkins

Diversity, Equity, Inclusion and Accessibility Manager



HEALTH + COMMUNITY CARE

WORKFORCE

SECTOR COUNCIL

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