

**Notes from the  
Executive  
Director**



• Now that the public service strike is over, it is time to express our appreciation of the work of the CEOs, managers and non-union staff in keeping the health and community services system going in the right direction on behalf of the patients, clients and residents.

- **Health Boards Restructuring:** concern is being caused by the uncertainty and anxiety of not knowing the future as we await the coming decisions. We hope, however, that the delay is being used to make good, informed decisions on the location of services, appropriateness of boundaries and the numbers of boards.
- **Funding and budget concerns:** There is great interest in the details of the many promises from all parties during the Federal election campaign on the subject of more funds for Newfoundland and Labrador. The hope is that some of the funds will assist our boards in providing services.

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**Joan Dawe Wins Prestigious National Award**

**CONGRATULATIONS** to Joan Dawe, currently a member of the NLHBA Board of Directors, on being presented with the Canadian Healthcare Association’s Distinguished Service Award at their Leadership Conference held in Quebec City at the end of May this year! This annual award is intended to recognize and honour those dedicated individuals who have made outstanding contributions in the health sector, whose personal leadership at provincial and national level have played a significant role in the continuing development of Canadian health organizations, public policy and the legislative framework. Joan has led individual hospitals, government departments and task forces through the difficult but invigorating process of change and development in the health and community services sector and has developed dynamic new public policies, both provincially and nationally. As Deputy Minister for two provincial government departments, she brought forward new legislation that leads the country with new directions in child, youth and family services, adoptions, child care and nurse practitioners. She chaired a provincial task force on access to information and protection of privacy and has shown optimism, vision and leadership throughout her career and in all her volunteer activities.

**Fall Conference  
October 18 and 19, 2004**

**Conference theme: *Adverse Events and Patient Safety: Meeting the Challenge in Newfoundland and Labrador***  
Preparations continue for an exciting line-up of speakers for the very timely discussions on adverse events and patient safety. **Dr. Ross Baker** of the University of Toronto will be the keynote speaker on the first day. He is the principal investigator and co-author of the recently-released Canadian Adverse Events Study, which has attracted wide interest and attention in the health system and in the popular media across Canada. The second day’s keynote speaker will be **Barry McLoughlin**, the Harvard-trained crisis communications specialist whose broad experience in public, political and private sector crisis communications situations has included extensive work in Canadian health systems.

**Wash Your Hands Poster  
Competition Presentation**



L-R: Jessie Payne, Director, School District #2, Brent McCarthy, winner in the Junior/Senior High category, Aurele Beaupre, Principal, Roncalli Central High School, Gloria Parsons, Health and Community Services—Western Community Representative.

## Broadening the Scope of Physician Recruitment Activities

NLHBA Recruitment activities week were also supported by tential recruits. Some examples have become more visible within health boards who are encouraging graduates to consider employment at home in the years ahead. Some examples of that broadening scope include:

Family Medicine residents meet with Health Board representatives promoting practice opportunities throughout the province. The most recent event was held at the Admiral's Green following a Core Program session in March 2004. 4<sup>th</sup> Year Graduates and guests (60) enjoyed a Bay Bulls boat tour as a graduation celebration sponsored by NLHBA Recruitment. Other events during the graduation

1<sup>st</sup> and 2<sup>nd</sup> Year students are thankful for a summer employment program supported by the Department of Human Resources, Labour and Employment and the NLHBA. The program provides opportunities to work in rural locations during the vacation period.

Medical Student Society initiatives provides health boards with many opportunities to participate in the medical school experience of potential recruits. Some examples include: International Medicine Night, Residents Night, Specialty Night, Monte Carlo, and Family Medicine Interest Group.

NLMA Student Representative works cooperatively with NLHBA Recruitment by attending the NLMA AGM and promoting a booth display on the Student Employment Project.

MUN Med Alumni are kept informed about employment opportunities through promotions during the annual reunion and through inserts in the MUNMED mail outs.

## Recent Supreme Court of Canada Decisions Affecting Arbitration Law

Two recent Supreme Court of Canada decisions, *Voice Construction Ltd. v. Construction & General Workers' Union, Local 92* and *Alberta Union of Provincial Employees v. Lethbridge Community College*, have implications in arbitral jurisprudence.

In *Voice Construction*, the Supreme Court has lowered the judicial standard of review of arbitration awards from "patent unreasonableness" to simply "unreasonableness". The test of whether an arbitrator's award will be upheld is whether "any of the reasons that are sufficient to support the conclusion are tenable in the sense that they can stand up to a somewhat probing examination".

In *Lethbridge Community College*, the Supreme Court has broadened the arbitration board's remedial jurisdiction by ruling that arbitrators can award damages in lieu of reinstatement in exceptional circumstances where the employment relationship is no longer viable. Moreover, this remedial authority can apply to non-culpable, as well as culpable, dismissals.

The text of these decisions may be obtained from the Labour Relations Department or on the Supreme Court of Canada web site.

## A New and Improved Group Purchasing Online Tendering System - Update

Work is progressing steadily on the new Group Purchasing Online Tendering System. Local technology company zedIT reports that the project is nearing the testing phase, and is still on schedule for implementation in August. When completed, the web-based system will give vendors a secure, straightforward system for bidding on NLHBA tenders and will provide members with ready access to reports indicating latex content, scent level and many other important facts pertaining to contracted items.

## Thrifty Car Rental Re-Awarded NLHBA Contract

A recent tender call to supply rental vehicles for the employees of member organizations resulted in proposals from four separate companies. Following careful evaluation, it was decided to re-award the contract to Thrifty Car Rental, a company that has provided excellent service in the past. Thrifty offers discounted rates for all members traveling in the province, as well as outside of Newfoundland and Labrador. Rates are available to employees of all member organizations and may be used for leisure as well as business. To access this discounted rate, members simply have to mention that they are part of the Newfoundland and Labrador Health Boards Association or quote contract number 1660040342. To obtain a rate quotation or make a reservation, please visit: <https://www.thrifty.com/res/main.asp?corpnum=1660040342>

## Pastoral/Spiritual Care

The Provincial Co-ordinator led a training for clergy and lay people in the St. John's Community Clergy and Pastors Association. The Pastors Association invited the Provincial Co-ordinator to conduct a one-day in-service training for 35 clergy representing eight different denominations. The subjects covered included training for community clergy on "hospital visitation", "praying for the sick", "Pastoral Care for addicts and alcoholics", and "Pastoral Care for persons who have been sexually abused".

The Provincial Co-ordinator, working with Regional Pastoral Care Representatives and Ann Vivian Beresford, has been conducting meetings of the Provincial Pastoral Care MIS Workload Measurement Committee. The target date to begin reporting across the Province is April 1, 2005.

The Provincial Co-ordinator accepted the invitation of the Goosehead Ministerial Association, (Peninsulas Health Care Corporation) to conduct a workshop on Grief Management and Praying for the Sick. They invited the Clarendville and Random Island Ministerial Associations to join them in the well-attended workshop to discuss how to become more involved with Provincial Pastoral Care in Health. The Rev. Charles Lockhart, chairperson of the Goosehead Ministerial Association, stated that the workshops far exceeded

all his expectations.

A Clinical Pastoral Education Unit is being held from May 10 through July 23, 2004. Clinical Pastoral Education (CPE) is an experience-based program accredited by the Canadian Association for Pastoral Practice and Education. Rev. Colin MacKinnon is the teaching supervisor for the unit and there are five students. The students include Rev. Beverly Kean-Newhook, Major Judy Goudie, Roy Simms, Rev. Penny Alderdice, and William Pearce. Applications are now available for Clinical Pastoral Education 2005 and interviews will begin in September. Clinical Pastoral Education 2005 will be held from May 2, 2005 through July 15, 2005, with Rev. Colin MacKinnon as the teaching supervisor.

The first edition of the Provincial Directory of Pastoral Care Workers is complete. This includes a list of resource persons who could provide assistance or lead educational events and workshops on fifty-five various Pastoral Care topics. Over 300 Pastoral Care Workers are listed in the directory, which will be updated every six months.

Planning is underway for the Pastoral Care Week in October 2004 and for the Pastoral Care Allied Health Group Conference and Annual General Meeting on October 27 to 28, 2004, in St. John's.

## Recent Successful Arbitration Awards

Several recent arbitration awards have been favourable for our members. One case involved an employee in receipt of workers' compensation benefits who was receiving duplicate benefit cheques directly from the employer and from the WHSCC for a period of ten months. The employee did not bring the duplicate cheques to the employer's attention and the employer only discovered it by chance. The employee was dismissed for theft. The union argued that the grievor had not stolen anything from the employer as she was rightfully in receipt of benefits from the employer, and any example of "poor judgment" by the grievor was in relation to the

benefits she was receiving from WHSCC. The majority of the board ruled that the money the grievor was receiving from WHSCC was money that should have been reimbursed to the employer and therefore the grievor's conduct was culpable and fraudulent. The grievance was denied and the termination was upheld.

Another recent case involved a nurse who had been scheduled to work three twelve-hour shifts and was called in to work for a period of eight hours on the day preceding the start of the first scheduled shift. Although she was paid overtime for the period worked on the first day, the union also claimed

she had worked four shifts in a row and was entitled to a consecutive work premium for the last shift. The employer argued that a shift must be scheduled in order to attract the consecutive shift premium. The arbitrator agreed and also noted in his ruling that had the additional period of time worked been on the day after the three scheduled shifts, (this being an identical period of time worked to that which was the subject of the arbitration), the fourth period of time would only attract overtime and not the consecutive work premium, otherwise there would be a pyramiding of benefits. The grievance was denied.

## Update on Negotiations

Despite the passing of the *Public Services Resumption and Continuation Act*, which legislates the terms of the collective agreements with both CUPE and NAPE, the unions have agreed to the printing of new, albeit unsigned, collective agreements incorporating the legislated terms.

Interest arbitration for PAIRN, on salaries alone, took place at the end of May.

AAHP negotiations will likely commence in late summer or early fall.

## Estimated Provincial Health Board Retirements

An important element for human resource planning is the projected number of retirements. Regardless of pension eligibility, predictions can be made using an assumed age of retirement. This is simplistic but useful for showing trends in retirement.

To estimate the number of retirements, an assumed age of retirement was used based on anecdotal evidence, past calculations, eligibility of unreduced pensions, and age distribution graphs for various professionals. An assumed age of 58 years is thought to be representative of an average age of retirement. For managers, medical laboratory technologists, medical radiation technologists, and pharmacists, the assumed age of retirement is 55 years. The Health and Community Services Human Resource Planning Unit determined how many employees achieved this assumed age of retirement in each of the next ten years.

There are employees currently in the system beyond the assumed age of retirement. This group of employees will turnover but likely remain constant in quantity for a number of reasons such as the large number of employees who do not meet eligibility for non-reduced pensions. Additionally, some will exit before their assumed retirement age. Retirement is only one exit from the system and may represent a small proportion of an entire workforce's separations. For some occupation groups, the health system is not the only employer and changes in these other sectors could impact the health system. For example, only 15 per cent of provincial pharmacists work in the provincial health system.

The following table shows the total percentage of

Estimated Percentage of Provincial Health Board Workforce Retiring, 2004 to 2013

Primary Occupation	%	Ancillary Occupations - Clinical	%
Audiologist	0%	Combined LX Technician	71%
Behaviour Management Specialist	10%	Community Service Worker	21%
Cardiology Technologist	60%	Dental Technicians	35%
Combined LX Technologist	14%	Medical Laboratory Technician	35%
Dietitian/Nutritionist	9%	Medical Radiation Technician	77%
Electroneurophysiology Technol.	33%	Occup. Therapy Support Worker	21%
Licensed Practical Nurse	32%	Paramedic	25%
Manager	47%	Personal Care Attendant	29%
Medical Laboratory Technologist	39%	Pharmacy Technician	22%
Medical Radiation Technologist	34%	Physiotherapy Assistant	53%
Nuclear Medicine Technologist	15%	Recreation Therapy Worker	28%
Occupational Therapist	11%	Social Service Worker	20%
Orthopedic Technologist	40%	Subtotal (Ancillary Clinical)	31%
Pharmacist	17%		
Physiotherapist	10%	Ancillary Occupations - System	%
Prosthetist-Orthotist	58%	Administration <sup>5</sup>	29%
Psychologist (Clinical)	19%	Biomedical Engineering	10%
Radiation Therapist	20%	Dietary	29%
Recreation/Develop. Specialist	0%	Facilities	39%
Registered Nurse	21%	Housekeeping	34%
Respiratory Therapist	1%	Information systems	10%
Social Worker	16%	Laundry	46%
Speech Language Pathologist	5%	Materials	38%
Subtotal (Primary)	26%	Records	40%
		Subtotal (Ancillary System)	32%
Total Estimated Percentage of Workforce Retiring			28%

the current workforce projected to retire in the next ten years. For reasons of confidentiality, groups with a workforce less than ten provincially are excluded from this analysis.

The Human Resource Planning Unit used data from health boards' payroll data for this analysis. Any employee paid at least once from January 1, 2003 to March 31, 2003 was included. For more information contact the Human Resource Planning Unit.

## Graduate Scholarships for Studies in Health Administration

This scholarship is a NLHBA Board initiative to foster management development in the health system with Scholarships totaling up to \$10,000 annually. Congratulations to the 2004 Scholarship winners:

**Carol Chafe**, Health Care Corporation of St. John's

**Heather Predham**, Health Care Corporation of St. John's

**Jeff Parsons**, Newfoundland Cancer Treatment and Research Foundation



L-R: Jeff Parsons, Heather Predham, Verdon Young, Carol Chafe

P.O. Box 8234  
 Stn. "A"  
 St. John's, NL  
 A1B 3N4  
 Tel: (709) 364-7701  
 Fax: (709) 364-6460  
 Suite 202  
 Board of Trade Building  
 66 Kenmount Rd  
 St. John's, NL  
 A1B 3N7  
 Website: [www.nlhba.nf.ca](http://www.nlhba.nf.ca)  
 E-mail: [admin@nlhba.nf.ca](mailto:admin@nlhba.nf.ca)

## Article of the Year

The deadline for submissions for the 2004 Article of the Year Competition is *Friday, July 23, 2004.*

Further information is available on our web site [www.nlhba.nf.ca](http://www.nlhba.nf.ca)

If you have any questions, concerns, or suggestions for our NewsNet, please contact Jeannie House, Director of Advocacy and Information at (709) 364-7701 ext. 320 or at [jhouse@nlhba.nf.ca](mailto:jhouse@nlhba.nf.ca)