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Congratulations to Tanya Ivany, Marie Duffett and Deborah Hutchings-Mulcahy: Graduate Scholarships awarded for studies in Health Administration

The Newfoundland and Labrador Health Boards Association (NLHBA) awarded three Graduate Scholarships for studies in Health Administration at the Board of Directors meeting held May 9, 2003. The winners of the scholarships are: **Tanya Ivany**, Central West Health Corporation; **Marie Duffett**, Health Care Corporation of St. John's and **Deborah Hutchings-Mulcahy**, Health Care Corporation of St. John's.

"This is an NLHBA Board initiative to foster management development in the health system," explained Verdon Young, President, "The scholarships are open to staff with five years or more management experience in a Health Board, and come with a Return-in-Service commitment to a Health Board. We are very proud of this year's scholarship winners and offer them our best congratulations on their achievements."

**Congratulations to Des Dillon,
Chair of the Health and Community
Services Central Board**

The NLHBA is proud to congratulate Des on being chosen as one of the two recipients of the Thérèse Casgrain Volunteer Award. The award is presented annually to one man and one woman in Canada for their outstanding volunteer efforts and their lifelong commitment to a social cause. Des Dillon was presented with the award on April 29, 2003, at an official ceremony in Ottawa, presided over by the Right Honourable Jane Stewart, Minister of Human Resources and Development.

Des Dillon was the President of

the NLHBA Board of Directors, a volunteer position, for the past two years. His impressive volunteer career has encompassed many years of work with the Canadian Red Cross, provincially, nationally and internationally, with youth programs and with the health system. The Minister was particularly impressed by his unique work as Chair of the Committee to establish a Disaster and Relief Distribution Centre for the United Nations in Gander. It is clear that this award could not have been presented to a more worthy recipient. Congratulations, Des!

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Notes from the Executive Director



Strategic Health Plan: The NLHBA is working with the Department of Health and Community Services to ensure that all aspects of the plan unfold in a timely manner.

The Health Accord: The Terms of Reference for selecting members of the Health Council are still not released and we are also looking for more information on the indicators, originally scheduled to be announced by September 2003.

The Health Charter: The NLHBA response to the proposed Health Charter has been submitted to the Department of Health and Community Services and we are anxiously awaiting the outcome.

NLHBA Restructuring: We are working through the restructuring of the Association as approved by the NLHBA Board of Directors. Some employees have already obtained alternative employment and the Association is providing assistance to others. The major area of change will be in Group Purchasing. A review of the Group Purchasing program will be completed shortly and individual members will be advised accordingly.

Biomedical Waste Contract Signed

On April 11, 2003, the Association signed a five (5) year contract with Island Waste Management Inc. of St. John's, for the Transportation, Treatment and Disposal of Biomedical Waste. While the price per kilogram to dispose of waste went down 5.4%, this contract now provides for one price per kilogram throughout the five year agreement. Unless members take the appropriate action to do better waste segregation, it will cost the system \$80,000 to \$100,000 annually. A Committee comprising the Group Purchasing Director and representatives from the Department of Health and Community Services and Environment, chaired by David McCormack of the Health Care Corporation of St. John's, has already met over the development of guidelines for waste segregation with the help of all members.

Mediation Efforts Generate Much Success

Recent efforts of several health board members and the Labour Relations Department to institute mediation efforts has resulted in the resolution of a number of outstanding grievances. This alternative dispute mechanism has been found to be effective in certain situations and employers are reminded to explore this effective and cost efficient means of resolving labour disputes. For further information contact one of our Labour Relations Officers at 364-7701.

Congratulations: Peninsulas Health Care Corporation and Health Care Corporation of St. John's

Peninsulas Health Care Corporation and the Health Care Corporation of St. John's were shortlisted for the Employer of Distinction Award by the Newfoundland and Labrador Employers' Council (NLEC) on April 29, 2003. "We are glad to see the recognition of leadership, innovation and creativity in the health system in this province," said John Peddle, Executive Director. "The Employer of Distinction Award is intended to recognize organizations that encourage excellence in all areas of progressive employment relationships. The health system believes in the value of a healthy, safe and motivated workforce and we are pleased that two of this province's health organizations have been distinguished in this way." He went on to encourage all health boards to become involved with the NLEC award.

Labour Relations Department holds "Year in Review"

The Labour Relations Department of the Association will be holding a year in review on June 5, 2003 at Hotel St. John's commencing at 9:00 a.m. This event will facilitate an open and frank discussion with the Association's Labour Relations Officers about recent arbitration awards and the impact the awards will have on future operations of our health system. This is sure to be an informative session for human resource personnel and managers of health board members. Subject to seating availability the session may be open to external groups/organizations. To register or for further information contact Cindy Parsons at 364-7701 Ext. 301.

Website Updates

- *Response to Proposed Health Charter* added (to front page and Documents section)
- Documents section changed slightly to permanently reference past winners of the Article of the Year
- Notice of the 2003 Article of the Year competition added to front page
- Strategic Social Plan link updated
- Communications list updated

Bulletin Board: Health Boards take note!
 Post your messages on our Bulletin Board for broad health system coverage!

NLHBA Receives Charitable Organization Designation

As a follow up to the Spring 2003 Newsletter, the Association received its designation as a charitable organization on May 2, 2003. This will allow the Association to access substantial discounts for the acquisition of hardware and software to maintain its local area network (LAN) system, in-house databases and website programs.

The Solution to the Physician Recruitment/Retention Problem - "Become the Employer of Choice"

Perhaps the best way to solve human resources issues is to develop a reputation as the "employer of choice". Medical literature on recruitment and retention tells us how to improve our recruitment/retention capability. Many of these ideas are not surprising and certainly not new, but, considered all together, they reflect the ideal workplace where recruitment does not need ads. Employers who create an environment of achievement, recognition, responsibility and advancement recruit by reputation. In a highly competitive market, that is an attractive place to be! The following is a summary of the advice from physicians to employers who want to gain that recruitment advantage.

- Organize reasonable workloads by monitoring and maintaining an acceptable pace;
- Pay attention to the immediate family needs of new physicians;
- Consider issues related to spousal employment needs;
- Provide sufficient office space and clerical support;
- Address any isolation concerns through opportunities to network, exchange and learn through technology;
- Encourage and support professional development opportunities;
- Provide the opportunity to contribute to decisions that impact practice and client care;
- Demonstrate concern through health promotion, wellness and safety programs;
- Create opportunities to recognize knowledge and contribution;
- Have a competitive compensation package;
- Design recruitment/retention packages specifically for remote areas;
- Provide opportunities for leadership: engage in training health professionals, research and pilot projects;
- Create an atmosphere of healthy interpersonal relationships;
- Organize a locum relief service;
- Involve local business and community organizations in recruitment and retention.

Scarlet Hann
 NLHBA Provincial Physician
 Recruitment Coordinator

*Please note that Glendine Martin is now working as Secretary with the Physician Recruitment office.

Group Purchasing Downsizing

With the decision of the Board to downsize the Association's Group Purchasing Department, a review of the Association's Group Purchasing Program has begun and a report will be available to member organizations in May. The only contracts affected to date are the food supply contracts for the St. John's Nursing Home Board (SJNHB). We are meeting with SJNHB Materials Management and Management Information Systems to facilitate the transfer.

Wheels in Motion for Upcoming Negotiations

The March 31, 2004 expiry of a number of health collective agreements is quickly approaching. Consequently, the Labour Relations Department has arranged meetings with employers to discuss collective bargaining issues and prepare proposals for negotiations which are scheduled to commence with several bargaining groups in September 2003.

Health and Community Services Human Resource Planning: Studying Newfoundland and Labrador's Health System Managers

One of the main purposes of the management study was to generate a demographic profile of this group through collecting statistical information from human resource departments. Highlights of the information obtained from employers include:

- There are approximately 950 health system managers employed throughout the provincial health boards and within the Department of Health and Community Services, with the bulk of health system managers (70%) being employed by an institutional board.
- Sixty-seven per cent of health system managers are female.
- Fifty-one per cent of health system managers have some formal business training, with the majority of this training being obtained from programs offered by the Canadian Healthcare Association.
- Approximately 23 employees report to each supervising manager (a manager who is responsible for more than a personal clerk or secretary). However, there are significant variations in the span of control indicator by employment setting and by primary area of responsibility.

- Compared to other health professional groups, health system managers are among the oldest, with approximately 50% of health system managers over the age of forty-five and only 3% of the current management workforce under age thirty.
- If the current management workforce remains stable over the next 5-10 years and individuals retire at age fifty-five, nearly 53% of health system managers will retire during this period. This retirement estimate decreases to 39% in the next ten years using age fifty-eight as a more appropriate retirement age.

Information was also obtained by surveying health system managers. Approximately 975 management surveys were distributed to the health system in March 2002 and 569 surveys were returned with a 58% response rate. Management Survey highlights include:

- Two thirds of survey respondents indicated that their highest level of education was either a Certificate/Diploma (39%) or a Bachelor's degree (34%). Nineteen per cent (19%) of survey respondents

held Master's degrees.

- Ten per cent of survey respondents had more than fifty employees reporting to them, with the majority of those being employed in clinical or program management positions. For example, 64% of survey respondents with more than fifty employees reporting to them had a nursing professional background.
- The travel responsibilities of survey respondents with staff in alternative locations were also significant as 46% indicated having this added challenge. Of those, 50% indicated they traveled more than once a week and 60% indicated they traveled in excess of 100 kilometres per month.

A copy of this report is available on the HR Planning web site at <http://www.nlhba.nf.ca/hr/documents/MGMTsurvey.pdf>.

For further information please contact the HR Team at 364-7701 or see our website: www.nlhba.nf.ca/hr

Goodbye and good luck, Stephanie, Maureen and Vivian!

We are saying goodbye to Stephanie Mandville, Management Analyst with the Health Human Resources Planning Group, Maureen Harvey, Research Analyst with Labour Relations, and Vivian Whelan, Secretary with Physician Recruitment. Stephanie has moved on to a position as Human Resources Officer for Policy and Planning with the Health Care Corporation of St. John's (HCCSJ), Maureen is taking up a position in Parks and Recreation with the City of Mount Pearl, and Vivian is going to Human Resources with HCCSJ. We all enjoyed working with them and know they have a bright future ahead.

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

Reminder: 2003 Article of the Year Competition

Send in your articles on the provincial health system for the 2003 award by the deadline of **July 18, 2003** to:

John F. Peddle, Executive Director,
Newfoundland and Labrador Health
Boards Association
P.O. Box 8234, St. John's, NL A1B 3N4
Fax (709) 364-6460
Email: jpeddle@nlhba.nf.ca

\$500.00 will be awarded for the winning article, with \$250.00 and \$100.00 awarded for second and third place articles respectively. Articles for submission must relate or contribute to the province's health system, be between 1000 and 2000 words in length and be previously unpublished. Full details of the competition can be found at www.nlhba.nf.ca.