

CEO Update

April 2025



The background of the slide is a photograph of a dense forest, looking up at the tall trees. The image is overlaid with a color gradient that transitions from a deep blue on the left to a bright orange on the right.

Land Acknowledgement

Northern Health (NH) acknowledges with gratitude that our work takes place on the territories of the Tlingit, Tahltan, Nisga'a, Gitksan, Tsimshian, Haisla, Haida, Wet'suwet'en, Carrier (Dakelh), Sekani (Tse'khene), Dane-zaa, Cree, Saulteau, and Dene Peoples.

Clinically Activating Capital Developments



Retention and Recruitment

- Differentiated recruitment and retention incentives
- Advertisements
- Team development
- Personal learning plans
- Clinical team supports & quality improvement
- Community partnerships
- International recruitment and streamlining



Training

- Local earn and learn opportunities
- Career laddering
- Specialty education
- Employed student nurses



Redesign

- Itinerant staff
- Virtual health
- New care roles
- Maximizing scope of existing roles
- Minimum nurse patient ratios
- Access, flow, transportation
- Volunteers

Focus on Retention and Recruitment

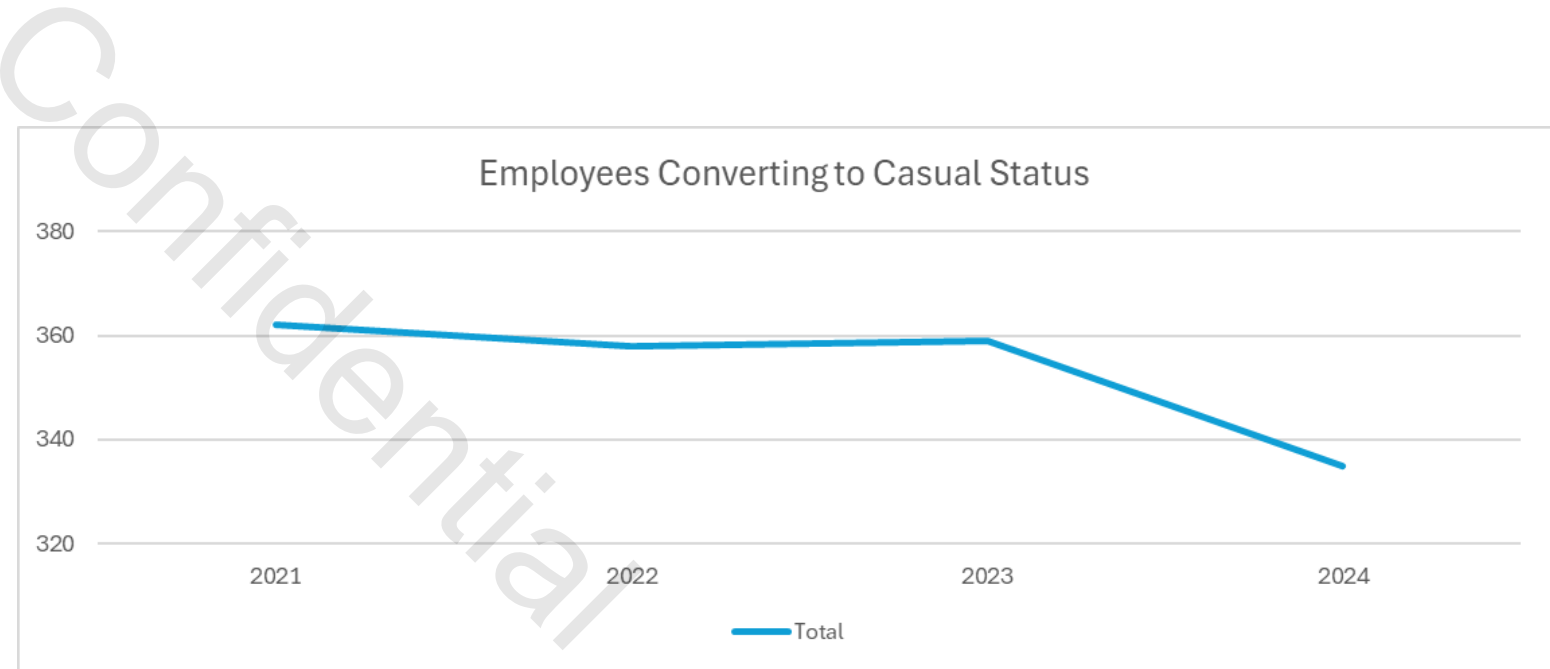
Creating a positive work environment, valuing staff and reaching and engaging a new generation of health care professionals

Incentivizing rural and remote recruitment and retention

- 371 new staff members approved for the \$30,000 incentive to staff for hard-to-fill positions in rural and remote Northern communities.
 - 61.9% were nurses
- Provincial Rural Retention Incentives (PRRI) for staff expanded to include all eligible employees in 25 Northern communities.

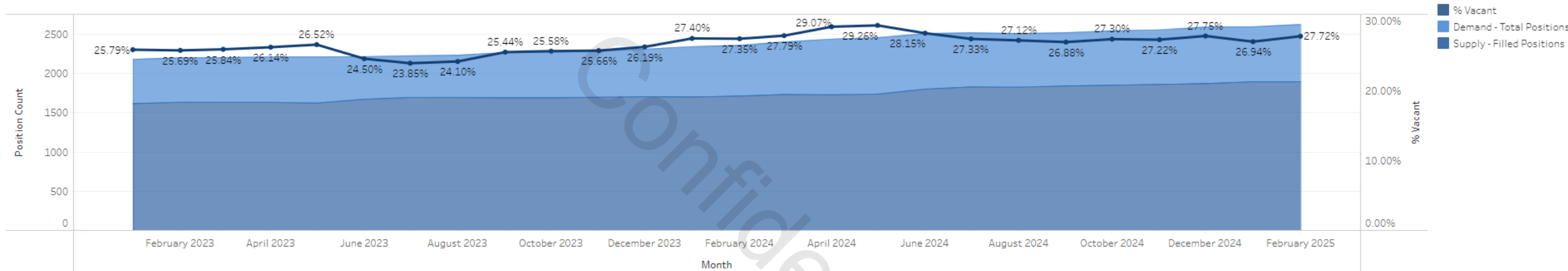
Overall Vacancy Rate Trends

- NH's overall vacancy rate is decreasing as of April 2024, marking the first decline in several years
- The regular workforce has grown by 23.63% since January 2021

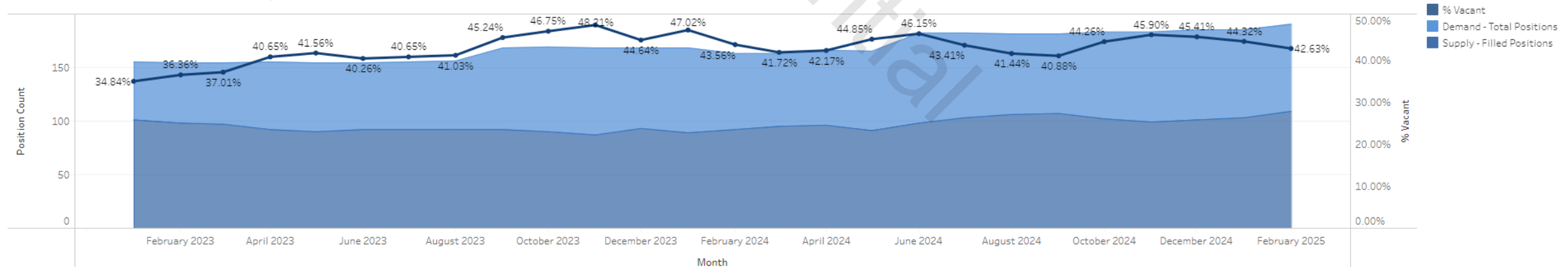


Nursing Vacancy Rates

- All nursing – 727 current vacant positions



- ER nursing – 81 current vacant positions



Medical Staff Net Gains 2024

HEALTH AUTHORITY TOTALS

79

Arrivals

48

Departures

46

Incoming

15

Outgoing

Arrivals and departures are January 1- December 31, 2024. Incoming numbers reflect signed letters of offer with various start dates.

Summary of External Hires & Exits 2024

Profession	2023 Hires	2024 Hires	2024 % Increase
Registered Nurse	266	471	77%
LPN	107	224	109%
Health Care Assistant	218	240	10%
Allied Health*	95	117	23%
All Hires	2016	2444	21%

*Allied Health Professions

- Nutritionist
- Medical Laboratory Technician
- Medical Radiation Technologist
- Clinical Laboratory X-ray Technologist
- Environmental Health Specialist
- Social Services Worker
- Ultrasound Technician
- Speech-Language Pathologist
- Occupational Therapist
- Physical Therapist
- Pharmacologist

Net gain=849

Advertising



NH Recruitment attended 70 recruitment events in 2024 including local, national, and international conferences, job fairs, and presentations.



Expanding recruitment marketing on social media, including introduction of reddit with good engagement from potential US candidates.



Incorporating short videos into recruitment marketing – strongest reach and sharing comes with promotions that include video.



Focused on Medical Staff, Staff and Indigenous Candidates

Team Development and Personal Learning

In 2024/25 the Employee Experience and Organization Development supported team and individual growth and development opportunities:

518 staff were supported to participate in development courses such as Coaching out of the Box, Crucial Conversations and the Linx leadership development programs

100 staff received financial support for career development through NH and NH-administered scholarship funding

Career Advising Services were offered to more than 2,000 staff, with close to 200 direct engagements

The Psychological Health and Safety team facilitates wellbeing programs for staff and leaders including "HealthyMe", HEAR ME Check-ins.

International recruitment and streamlining



Northern Health has created internationally educated nurse(IEN) pathways. This included a comprehensive guide designed to assist recruiters, managers, staff, and educators in planning for the hiring, onboarding, and integration of IENs into the Canadian healthcare system

33 Internationally educated nurses were hired in 2024



Northern Health is a member on the BC Immigration Task Force and has aligned practices with the Provincial Framework for the Provincial Nominee Program

Team Enhancements

Making hospitals safer for staff and patients

In 2024

- 64 more relational security officers (RSO) hired (108 to date).
- Expanded RSO program to 4 more facilities (7 in total).

Supporting Cultural Safety

- Indigenous Patient Liaison Program expanded to all hospitals except for Mackenzie and McBride
- In 2024, an additional 8.2 FTE to support the expansion in Hazelton, Haida Gwaii, Fort Nelson, For St James, and Prince George.

Supporting Quality Improvement

- Quality check-ins completed with 12 long term care homes in advance of accreditation survey in June.
- Supporting grassroots improvement among clinical teams
- Increasing clinical educators
- Patient experience surveys completed (Inpatient, Mental Health, Hospital at Home).

Community Engagement

Think Tank 2024: Focus
how to Recruit & Retain
medical staff for north.



In-person event attendees posing for a group picture during the Northern Health Think Tank 2024 event held in Vancouver, BC in October 2024.

***Partnered retention and recruitment committees with communities
across the North***

Focus on Training

Growing the next generation of Northerners to serve

Confidential

Grow our own/Earn and learn

- Access to Practical Nursing:
 - Training starting June 2025 to August 2026. Program covers tuition, books and provides a stipend during training.
 - As of April, NH filled 27 sponsored seats
 - 2 successful applicants are Indigenous
- Combined Lab/X-ray Technician:
 - NH has five students graduating in July 2025, and a further two in July 2026.
- Rehabilitative Assistants:
 - Candidate selection is underway for eight funded seats to begin in May 2025. Forty applications received.
- Future considerations to explore Earn and Learn programs with focus on allied health occupations (e.g. pharmacy technicians, medical laboratory assistants)

Health Career Access Program



Supporting training for health care assistants

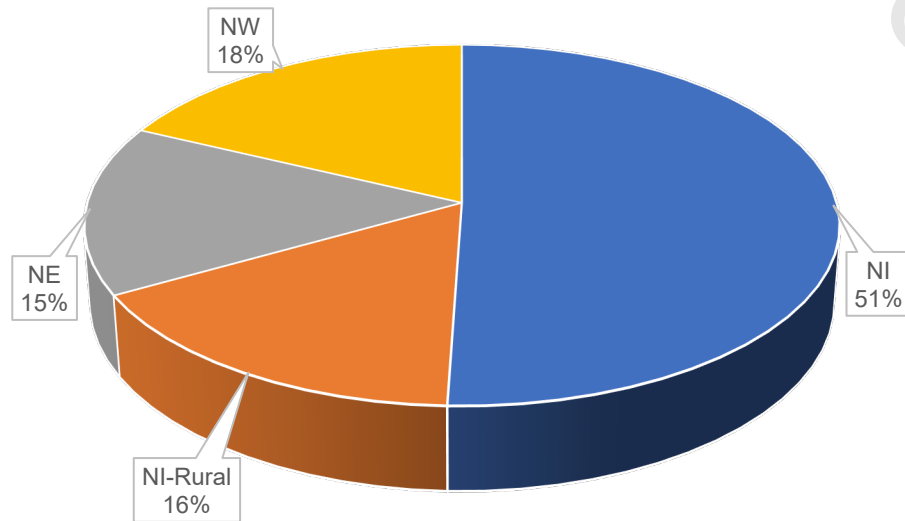
- In 2024, 138 more Health Career Access Program (HCAP) students have been hired into long-term care and community care.
- To date, 411 graduates are working as health care assistants with NH.

Specialty education and career ladder

- To offer more flexible timelines and increase access, the Clinical Learning team has adopted an in-house regional education for many specialty education courses for RN & LPNs in areas such as critical care, emergency, perioperative, perinatal, pediatrics, neonatal, hemodialysis, orthotech, etc.
- NH will be the provincial pilot site for implementing the new provincial LPN emergency care curriculum, supporting upskilling of LPNs in ED
- For 2025/2026 we are proposing 310 specialty education seats (297 seats are delivered by the Clinical Learning team, 13 seats delivered through BCIT or UNBC)
 - Nurses completing over 225 hours of specialty education sign a 18 months return of service agreement with NH

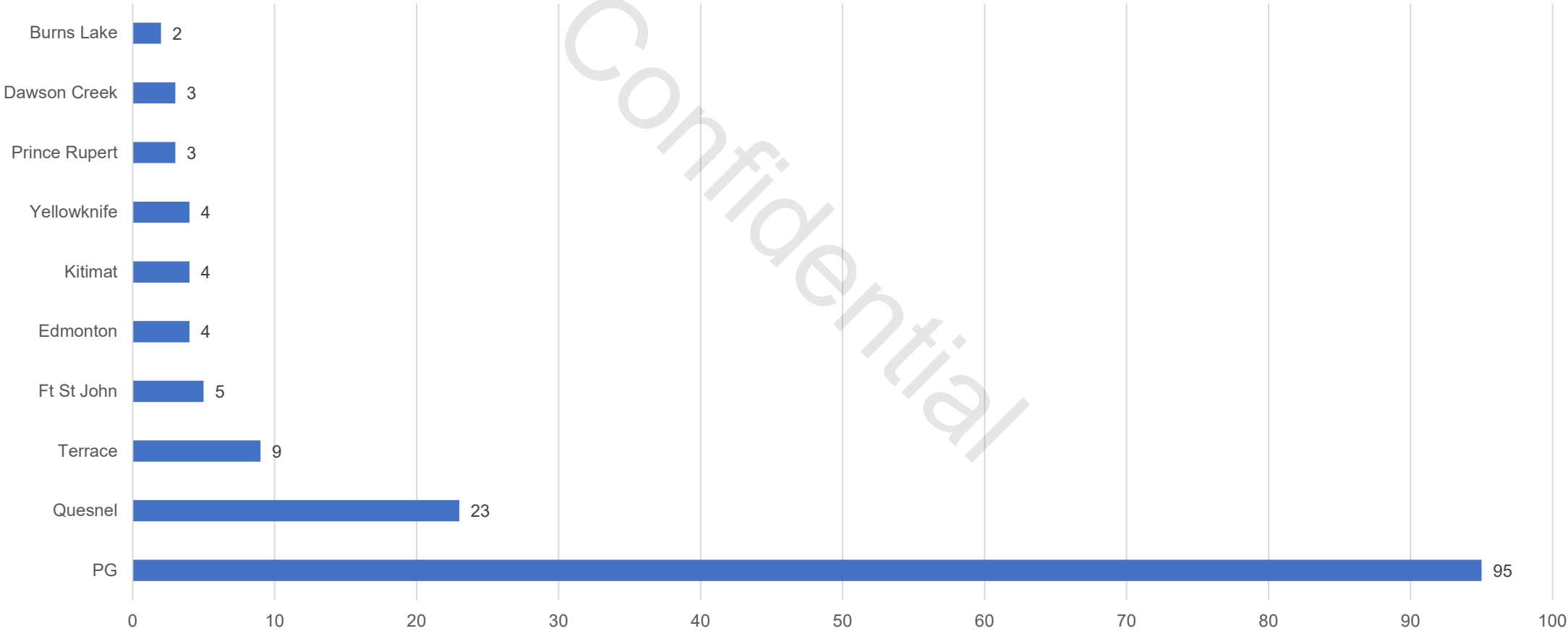
Employed Student Nursing

2024-2025 ESN hires by HSDA



- For 2025-2026 NH has successfully hired 175 ESN positions, estimating 184 in total
- Each ESN working up to 600 hours
- 68 ESNs are re-hires from last year
- In 2024-2025 we hired 171 ESNs and employed them for an average of 484 hours

Distribution of Hires by Home Community (Top 10)

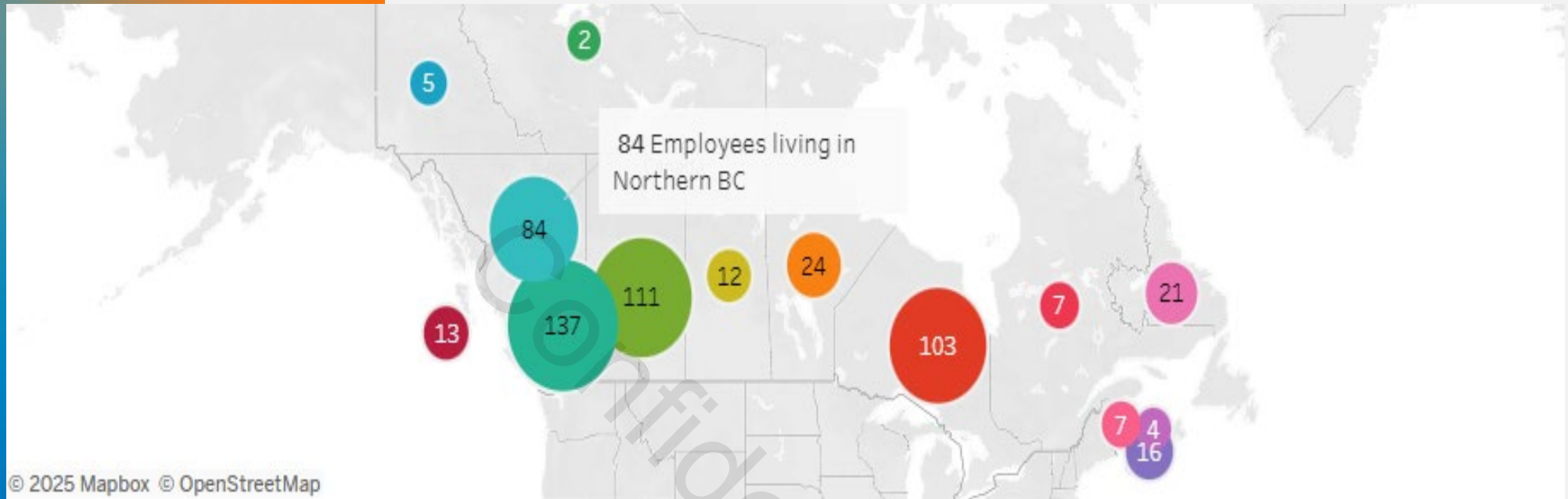


Focus on Redesign

Creating a sustainable system that is able to meet future demand

Confidential

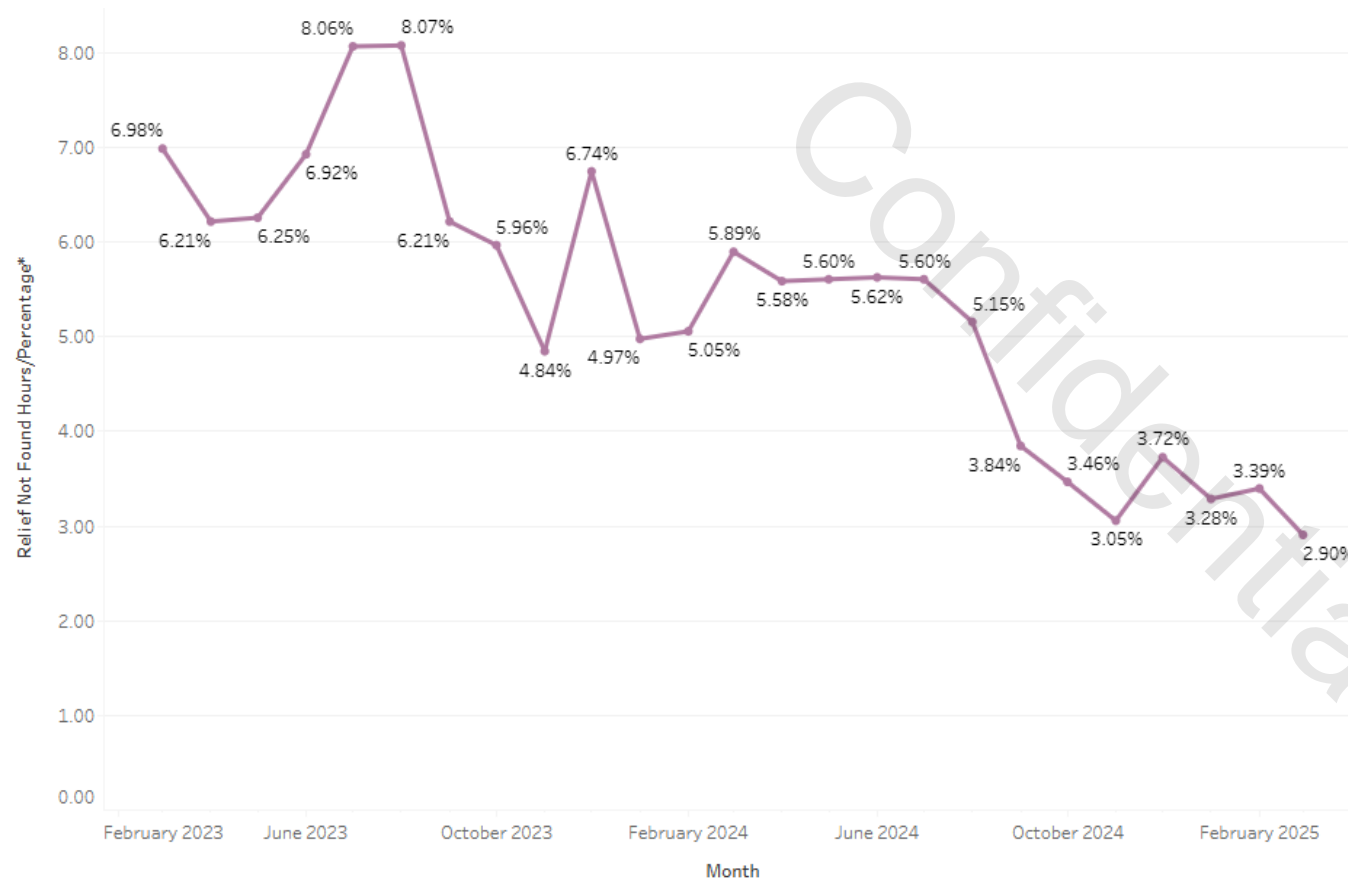
Expanding GoHealth BC



Sending nurses where they are needed most

- GoHealth BC nurses now serving 32 communities across BC! GoHealth BC nurses worked 52,182 hours in the month of March, the majority of which were spent caring for Northerners

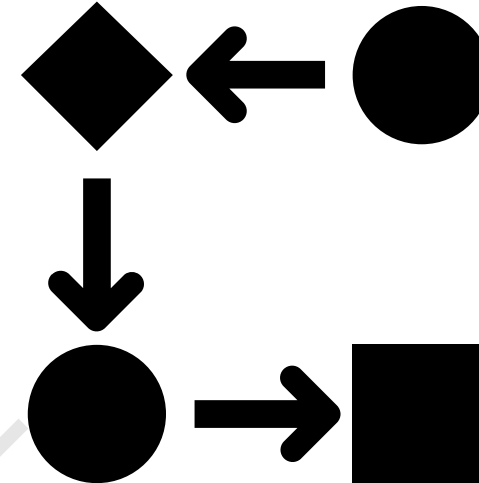
Reduction in Relief Not Found Hours



- Growth of GoHealth BC Program contributed to the reduction in uncovered hours

Improving Hospital Access and Flow

- Aligned with Provincial policy, implementing a health authority wide structure to support a patient-centered approach for rapid response to access, flow, and transfer issues, including coordination out of a NH Patient Transfer and Flow Office
- In 2025, starting a Northern Emergency Response Team based out of the University Hospital of Northern British Columbia to retrieve patients in outlying communities within three hours of the hospital for definitive care.



Virtual Hybrid Supports - Teledoc Project

- Virtual Emergency Services
 - Fraser Lake (implementing)
 - 8 hours day/ 5 days week (160 monthly hours)
 - Prince Rupert (planning)
- Virtual Inpatient Services
 - Prince Rupert (exploration)
- Virtual Urgent Primary Care
 - Prince George (implementing)
 - Quesnel (exploration)

In addition to Teledoc, continuing to expand Real time virtual supports for physicians offered through the Rural Coordinating Centre of BC

Volunteers

Making a difference with volunteers

- Continued year of growth
- Volunteers contributed over 14,286 hours in 2024, primarily in direct client service
- 520 currently registered volunteers (109 Groups, 411 Direct Service)
- New acute care programs launched in Fort St. John, Terrace, Prince Rupert, Prince George
- Youth volunteers increasing:
 - 209 volunteers under 25
 - 121 volunteers 18 & under

Trialing new roles and maximising scope of practice

Associate physicians in Dawson Creek and Prince George

Trialing Nurse Practitioners provision services in emergency departments in all three HSDAs, UPCCs and PG Hospital At Home

Social Work and the establishment of Social Services Assistant positions to support difficult to fill Social Worker positions. These positions receive education through the local PSIs.

Establishment of Rehab Assistant positions to support difficult to fill physiotherapist and occupational therapist positions.

Minimum Nurse Patient Ratios

Provincially, mNPR will occur in five phases, separating between three hospital-based phases, community, and Long-Term Care (LTC) /Assisted Living (AL).

Phase 1 includes: Medical and Surgical, Palliative Care, Rehabilitation, Focused (special) Care, High Acuity Units (HAU), Intensive Care Units (ICU), and Rural & Remote Sites. Please note that Emergency, Community and Long-Term Care are to follow in subsequent phases.

Phase 1 Implementation started in NH in January 2025 and will continue through 6 waves.

Rural and remote sites require different nursing staffing considerations to support a generalist nursing approach that allows nurses and the health care team to respond to a broad range of patient needs and to manage planned and unplanned capacity pressures that are common in rural environments.

A mNPR Rural and Remote Hospital Ratios provides a strong foundation for the successful implementation and application of mNPR in rural and remote settings. Twenty of the twenty-six hospitals in NH meet the rural and remote definition.

Transportation

- New Northern Health Connections contract is in the process of being finalized. The new contract will continue to build on the program that is currently available but has also incorporated explicit onboarding language for potential expansion of services.
- NH is working with Northern Development Trust on specific partnerships between NH Connections and BC Bus North to optimize and potentially improve coverage and access through improved scheduling, online booking, and joint promotional materials. FNHA has signed on as a partner for this work.
- NH is working with the Rural Coordination Centre of BC to develop a provincial approach to non emergent health transportation. This work will include health authorities, non-profits, organizations and municipal leaders that have a role or interest in health transportation.



Questions?