

**Ministry of Health**

***An Independent Audit of the Recruitment and Retention of Rural and Remote Nurses in Northern BC (Released 02/18)***

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Initial PAC Meeting: 29/03/18

1<sup>st</sup> Action Plan Update 01/04/19

2<sup>nd</sup> Action Plan Update 01/04/20

Rec. #	OAG Recommendations	Action Planned	Target Date	Assessment of Progress by Entity <sup>1</sup>	Action Taken <sup>2</sup>
1.	That Northern Health, to create a more effective health human resource plan, consider a broad range of factors, including community characteristics, population health needs, scope of practice, stakeholder input and current circumstances.	Complete comprehensive Health Human Resources Plan,	/05/19	Partially Implemented	<p><b>Short-Term</b> November 2017 to Present – Implementation of a Workforce Planning Toolkit at the departmental levels using a phased in approach across the Health Authority. The Workforce Planning Toolkit will collect data and information specific to operational challenges and incorporate strategic initiatives to augment unit specific needs. The workforce planning process will include feedback from various stakeholders and will inform an overarching recruitment strategy for RNs and NPs. Workforce Planning is scheduled to be fully implemented by December 21, 2018.</p> <p><b>Mid- and Long-Term</b> March 2018 – Established a work plan incorporating key target dates required for the delivery of the HHR Plan by April, 2019. The HHR Plan will incorporate the Workforce Planning Toolkit analysis, community needs, scope of practice and stakeholder input. This work plan includes the completion of a comprehensive Recruitment and Retention Strategy.</p>

<sup>1</sup>The Select Standing Committee on Public Accounts (PAC) will request an update (i.e. Assessment of Progress and Actions Taken column completed) on a yearly basis from the audited organization until all recommendations are fully implemented or otherwise addressed to the satisfaction of the PAC.

<sup>2</sup> This action plan and their subsequent updates have not been audited by the OAG. However, at a future date that Office may undertake work to determine whether the entity has accurately represented their progress in addressing the recommendations. The results of that work will be reported in a separate report prepared by the OAG.

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2.	That Northern Health work with communities and the provincial government to expand temporary and long-term affordable housing options in northern rural and remote communities.	Implementation of Strategies for Rural and Remote Nursing Recruitment	01/06/2018	Partially Implemented	<p><b>Short/Mid-Term</b> Northern Health received Ministry of Health funding in 2017, via provisions in the Nurses Bargaining Association collective agreement, to pilot an Introductory Housing program that helps offset housing challenges in northern communities by securing properties that can be temporarily rented by staff as they work to obtain permanent housing. Communities for housing confirmed by April 15, 2018 with housing secured by June 1, 2018</p>
		Partnership with Local and Regional Government	Ongoing	Fully or Substantially Implemented	<p><b>Short-Term/Implemented</b> Northern Health has a long standing practice of engaging with communities and stakeholders to develop and implement recruitment/retention initiatives. For example partnering with the Peace River Regional District where the Board recognized the need for more health care workers in the region and has built a scholarship program for this reason. This program will help to recruit new workers and encourage current workers to expand their skills.</p> <p><b>Medium/Long Term</b> Northern Health Recruitment Services will meet bi-annually with First Nations Health Authority to identify options for collaborating on housing options in our communities throughout the North beginning September 2018. Northern Health Recruitment Services will meet with local communities to enhance recruitment, retention and housing options between April 2018 and April 2019.</p>

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3.	That the University of Northern British Columbia and the Ministries of Health and Advanced Education (sic) work with Northern Health and other key stakeholders to analyze the distribution of nursing education programs in the north and implement changes to address regional recruitment challenges.	Consider Northeast BC Nursing Training Program	03/31/18	Partially Implemented	<p><b>Short-Term/Implemented</b></p> <p>The University of Northern British Columbia (UNBC) and Northern Health have been collaborating for several years on a proposal for a nursing program in the northeast quadrant of the province (e.g., Fort St. John, Dawson Creek, and Fort Nelson).</p> <p>Northern Health has provided UNBC with information and support for the submission of UNBC's proposal to the Ministry of Advanced Education, Skills and Training by end of April 2018.</p>
		Expanding Access to Nursing Education in the North	Ongoing	Partially Implemented	<p><b>Short-Term</b></p> <p>Northern Health, UNBC and local community colleges continue to work together to maximize educational opportunities and clinical practica for nurses. The practice-driven Rural Nursing Certificate Program introduced in 2006-07 at the University of Northern British Columbia is a key educational component for nurses practicing in rural communities.</p> <p><b>Mid-Term</b></p> <p>In 2010, Northern Health has initiated meetings with various educational and nursing practice stakeholders quarterly to facilitate dialogue for improving access and content for rural nursing training programs and assess UNBC nursing education program alignment with the recruitment and retention needs of Northern Health.</p>

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4.	That Northern Health continue to work with the British Columbia Nurses' Union to develop and implement new recruitment and retention programs for RNs in the north.	Targeted Strategies with BC Nurses Union to Recruit and Retain Rural Nurses: The Ministry, HEABC and the Nurses' Bargaining Association negotiated a \$2 million fund to support recruitment and retention strategies in rural BC health authorities.	Ongoing	Partially Implemented	<p><b>Long-Term</b> Northern Health received Ministry of Health funding in 2017, via provisions in the Nurses Bargaining Association collective agreement, to pilot an Introductory Housing program that helps offset housing challenges in northern communities by securing properties that can be temporarily rented by staff as they work to obtain permanent housing. Communities will be confirmed by April, 2018 and by June 1, 2018 housing will be confirmed.</p>
				Partially Implemented	<p><b>Mid- to Long-term</b> Northern Health will implement a Travel Nurse Pool that will employ nurses located in Prince George on a unique rotation that requires them to work in communities outside of Prince George on a regular and predictable basis (18-24 weeks per year). These nurses will also float to various worksites within Prince George when not working in rural and remote communities. Travel Nurse Pool (TNP) Supervisor filled by March 31, 2018 TNP Positions (13) posted by April 15, 2018 First Placement out of Prince George July 1, 2018</p>

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5.	That Northern Health develop an RN recruitment strategy with clear goals and performance measures that guide its activities and enable it to assess progress.	Complete a comprehensive Health Human Resources Recruitment Strategy	31/10/18	Partially Implemented	<p><b>Mid-Term</b> By October 31, 2018, Northern Health will develop a singular and comprehensive recruitment strategy for nurses and other priority healthcare providers that recognizes the unique needs and features of the North</p> <p>March 2018 – Establish a work plan incorporating key target dates required for the delivery of the comprehensive Recruitment Strategy. This timeline includes:</p> <ul style="list-style-type: none"> <li>• Recruitment and Retention focus groups in each Health Service Delivery Area (HSDA) which will include Northern Health leadership and staff, (May 31, 2018) community members, and indigenous partners.</li> <li>• Identifying overarching recruitment strategies and profession recruitment plans. (September 2018)</li> <li>• Confirming a standardized philosophy for recruitment. (June 30, 2018)</li> <li>• By September 30 2018, identify key performance indicators and recruitment metrics to monitor progress of the strategy for implementation by April 1, 2019.</li> </ul>
6.	That Northern Health establish clear responsibilities for all aspects of its recruitment and hiring processes, including oversight.	Create a Regional Director, Recruitment and Retention Position	Complete	Fully or Substantially Implemented	<p><b>Implemented</b> In February 2018, Northern Health’s Human Resources department created a Regional Director, Recruitment and Retention position to enable a region-wide focus on attracting and retaining nurses and other health care professionals. This position has clear responsibilities for all aspects of Northern Health’s recruitment and hiring processes including identification and monitoring of metrics.</p>

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		Collaborative Focus for the Health Authority in all Aspects of Recruitment and Retention	01/05/18	Fully or Substantially Implemented	<p><b>Short- and Mid-Term</b></p> <p>In March 2018, Northern Health implemented a focused and strategic monthly meeting between the Recruitment and Retention Team and the Chief Operating Officers of each of the three HSDAs (Northwest, Northern Interior and Northeast). These meetings will enable a focused review of all current postings and is intended to result in a more proactive approach to recruitment and retention of nurses and other health care providers.</p>
		Review and Refresh Current Manager Recruitment and Retention Training, Resources, and Processes	31/03/19	Partially Implemented	<p><b>Long-Term</b></p> <p>By March 31, 2019, Northern Health will review and refresh current HR training, processes and resources for managers to enable improved and transparent practices for the recruitment, selection, and retention of nurses and other health care providers.</p>
			31/03/19	Partially Implemented	<p><b>Long-Term</b></p> <p>By March 31, 2019, Northern Health will review the current recruitment and retention tools and resources used by Managers to select candidates to fill vacant positions by ensuring alignment with Northern Health values and strategic priorities.</p>
7.	That Northern Health ensure that all hiring managers receive comprehensive training on their recruitment and retention roles and responsibilities.	Leadership and Management Pathways	31/03/19	Partially Implemented	<p><b>Long-Term</b></p> <p>By March 31, 2019, Northern Health will develop a robust and clear leadership and management pathway, as a key nursing retention strategy, in order to ensure a consistent approach to leadership and management development thereby enabling existing and future leaders to develop competencies to support healthy and effective workplaces – and positively influence recruitment and retention of nurses and other health care providers.</p>

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		Strengthen Leadership and Management Training Access	31/03/19	Partially Implemented	<b>Short-Term</b> By March 31, 2019, Northern Health will expand access to comprehensive leadership and management training for existing and future leaders of the organization. This includes additional cohorts of the Core LINX introductory leadership course, with an emphasis on leveraging e-learning, early access to module training and other options.
8.	That Northern Health develop and implement a standard orientation process for RNs that can be adapted to meet the needs of diverse sites.	Support Newly Graduated Nurses	01/09/18	Partially Implemented	<b>Mid-Term</b> By September 1, 2018 Northern Health's Professional Practice and Education Services departments will jointly develop a plan on how workshops and other supports will be implemented by/at each site to newly graduated nurses.  By September 1, 2018, Northern Health will use designated funding to enable new graduates from smaller communities to travel to the workshops, which will be hosted in Prince George, Fort St. John, and Terrace.
8.	That Northern Health develop and implement a standard orientation process for RNs that can be adapted to meet the needs of diverse sites.	Improve Nurse Orientation and On-Boarding	31/12/18	Partially Implemented	<b>Long-Term</b> By December 31, 2018, Northern Health will develop a standardized nursing orientation program available to all Nurses (RN/RPNs) throughout all Northern Health sites. This orientation will collate and standardize pre-existing nursing orientations that are currently available throughout the Health Authority.
			31/05/18	Partially Implemented	<b>Short-Term</b> By May 31, 2018, Northern Health will refresh Northern Health's Onboarding Program. The new program will be hosted on our e-learning platform, and all new hires will be required to complete the program before their start date.

Rec. #	OAG Recommendations	Action Planned	Target Date	Assessment of Progress by Entity <sup>1</sup>	Action Taken <sup>2</sup>
9.	That Northern Health develop an RN retention strategy with clear goals and performance measures that guide its activities and enable it to assess progress	Complete a comprehensive Health Human Resources Retention Strategy	30/04/2019	Partially Implemented	<p><b>Mid-Term</b></p> <p>March 2018 – Established a work plan incorporating key target dates required for the delivery of the comprehensive Recruitment and Retention Strategy. This timeline includes:</p> <ul style="list-style-type: none"> <li>• Recruitment and Retention focus groups in each Health Service Delivery Area (HSDA) which will include Northern Health leadership and staff, (May 31, 2018) community members, and indigenous partners.</li> <li>• Identifying overarching recruitment strategies and profession recruitment plans. (September 2018)</li> <li>• Confirming a standardized philosophy for recruitment. (June 30, 2018)</li> </ul> <p>. By April 30, 2019, Northern Health will develop a comprehensive retention strategy for nurses and other priority healthcare providers that recognizes the unique need and features of the North</p>

Prepared by: Northern Health Authority and Ministry of Health

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