

Provincial Labour Market Symposium

October 30 and 31, 2006

Health Human Resources

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Presentation Overview

Health System

Health Human Resources

Work to Date and Some Lessons
Learned

Goals

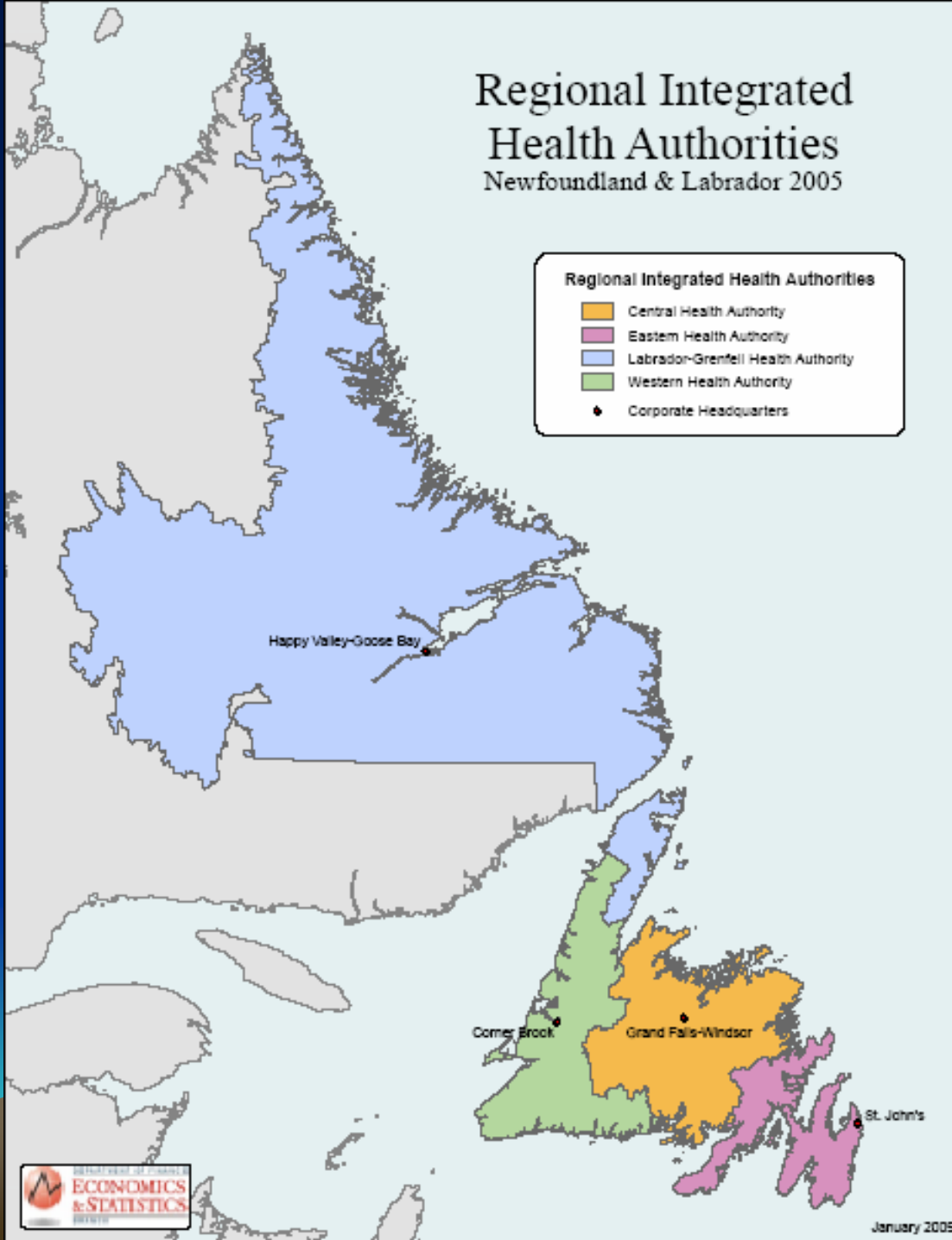
Moving Forward



Regional Integrated Health Authorities Newfoundland & Labrador 2005

Regional Integrated Health Authorities

- Central Health Authority
- Eastern Health Authority
- Labrador-Grenfell Health Authority
- Western Health Authority
- Corporate Headquarters



STATEMENT V
NEWFOUNDLAND AND LABRADOR
CONSOLIDATED CURRENT AND CAPITAL ACCOUNT EXPENSES
2006-07 and 2005-06 Revised

	2006-07			2005-06
	Gross Expenditure	Related Revenue	Net Expenditure	Revised (Net)
	\$	\$	\$	\$
General Government Sector				
Consolidated Fund Services	569,069,500	21,908,600	547,160,900	518,110,700
Executive Council	81,816,600	2,584,000	79,232,600	57,062,200
Finance	77,043,800	4,626,800	72,417,000	1,589,600
Government Services	30,470,900	10,405,700	20,065,200	16,591,200
Labrador and Aboriginal Affairs	4,258,500	60,000	4,198,500	1,507,300
Legislature	15,809,900	171,200	15,638,700	15,618,300
Public Service Commission	2,015,700	-	2,015,700	1,832,900
Transportation and Works	379,311,100	49,480,000	329,831,100	223,123,900
Resource Sector				
Business	3,818,700	-	3,818,700	1,301,800
Environment and Conservation	30,813,100	9,134,700	21,678,400	17,422,000
Fisheries and Aquaculture	15,649,000	1,821,400	13,827,600	7,745,000
Innovation, Trade and Rural Development	45,836,900	600,000	45,236,900	36,415,700
Natural Resources	87,614,500	11,505,400	76,109,100	63,462,200
Tourism, Culture and Recreation	45,408,300	2,396,700	43,011,600	34,586,500
Social Sector				
Education	989,368,800	51,404,500	937,964,300	870,743,500
Health and Community Services	1,964,912,400	44,253,000	1,920,659,400	1,759,573,200
Human Resources, Labour and Employment	284,332,600	17,666,700	266,665,900	255,967,000
Justice	159,190,600	11,833,100	147,357,500	138,342,300
Municipal Affairs	178,041,400	47,778,500	130,262,900	141,612,400
Newfoundland and Labrador Housing Corporation	15,111,000	-	15,111,000	9,650,000
TOTAL EXPENSES (CASH BASIS)	4,979,893,300	267,630,300	4,712,263,000	4,172,257,700

Health System

Four Regional Health Authorities (Population %)

- Eastern (58%)
- Central (19%)
- Western (15%)
- Labrador Grenfell (7%)

Estimate \$1.3 billion annual cost for Health Human Resources in Regional Health Authorities

Approximately 19,000 employed, or 9% of provincial workforce of 214,000



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Health Human Resources – Who's Who



Table 1. Workforce Counts as of March 31, 2003.

Primary Occupation	Count	Ancillary Occupations - Clinical	Count
Audiologist	13	Audiology Technician	2
Behaviour Management Specialist	79	Cardiology Technician	3
Cardiology Technologist	35	Combined LX Technician	24
Cardio-Pulmonary Technologist	3	Community Service Worker	14
Combined LX Technologist	14	Dental Technicians	17
Dentist	7	Medical Laboratory Technician	165
Dietitian/Nutritionist	69	Medical Radiation Technician	13
Dosimetrist	4	Nuclear Medicine Technician	6
Electroneurophysiology Technol.	12	Occup. Therapy Support Worker	28
Genetic Counsellor	7	Paramedic	131
Licensed Practical Nurse	2701	Personal Care Attendant	412
Manager ¹	879	Pharmacy Technician	98
Medical Laboratory Technologist	366	Physiotherapy Assistant	79
Medical Physicist	4	Prosthetist-Orthotist Technician	5
Medical Radiation Technologist	256	Psychology Assistant	6
Nuclear Medicine Technologist	13	Recreation Therapy Worker	101
Occupational Therapist	101	Social Service Worker	65
Orthopedic Technologist	10	Other (Ancillary Clinical) ³	60
Pharmacist	82	Subtotal (Ancillary Clinical)	1,229
Physiotherapist	109		
Prosthetist-Orthotist	12	Ancillary Occupations – System	Count
Psychologist (Clinical)	59	Administrative/Clerical Support ³	2284
Radiation Therapist	15	Biomedical Engineering	20
Recreation/Develop. Specialist	28	Dietary	1053
Registered Nurse	4916	Facilities	437
Respiratory Therapist	75	Housekeeping	1328
Social Worker	648	Information systems	88
Speech Language Pathologist	41	Laundry	277
Other (Primary) ²	32	Materials	387
Subtotal (Primary)	10,590	Records	102
		Other (Ancillary System) ⁴	19
		Subtotal (Ancillary System)	5,995
Total			17,814

Table 2. Physician Workforce Counts as of March 31, 2003 and Payment Method.

Physician Specialty	Total	Fee-For-Service	Salaried
General Practice	437	67%	33%
Anaesthesia	53	64%	36%
Dermatology	6	83%	17%
Emergency Medicine	2	100%	0%
General Surgery	42	67%	33%
Internal Medicine	89	62%	38%
Medical Genetics	2	50%	50%
Neuro Surgery	3	100%	0%
Neurology	12	50%	50%
Obstetrics & Gynaecology	33	52%	48%
Ophthalmology	16	88%	13%
Orthopedics	17	88%	12%
Otolaryngology (ENT)	10	80%	20%
Paediatrics	52	31%	69%
Palliative Care	2	0%	100%
Pathology	29	0%	100%
Physical Medicine	4	0%	100%
Plastic Surgery	4	100%	0%
Psychiatry	45	38%	62%
Radiation Oncologist	5	0%	100%
Radiology	43	100%	0%
Urology	7	100%	0%
Total	913	62%	38%

Table 4. Health Board and Provincial Workforce Counts as of March 31, 2003.

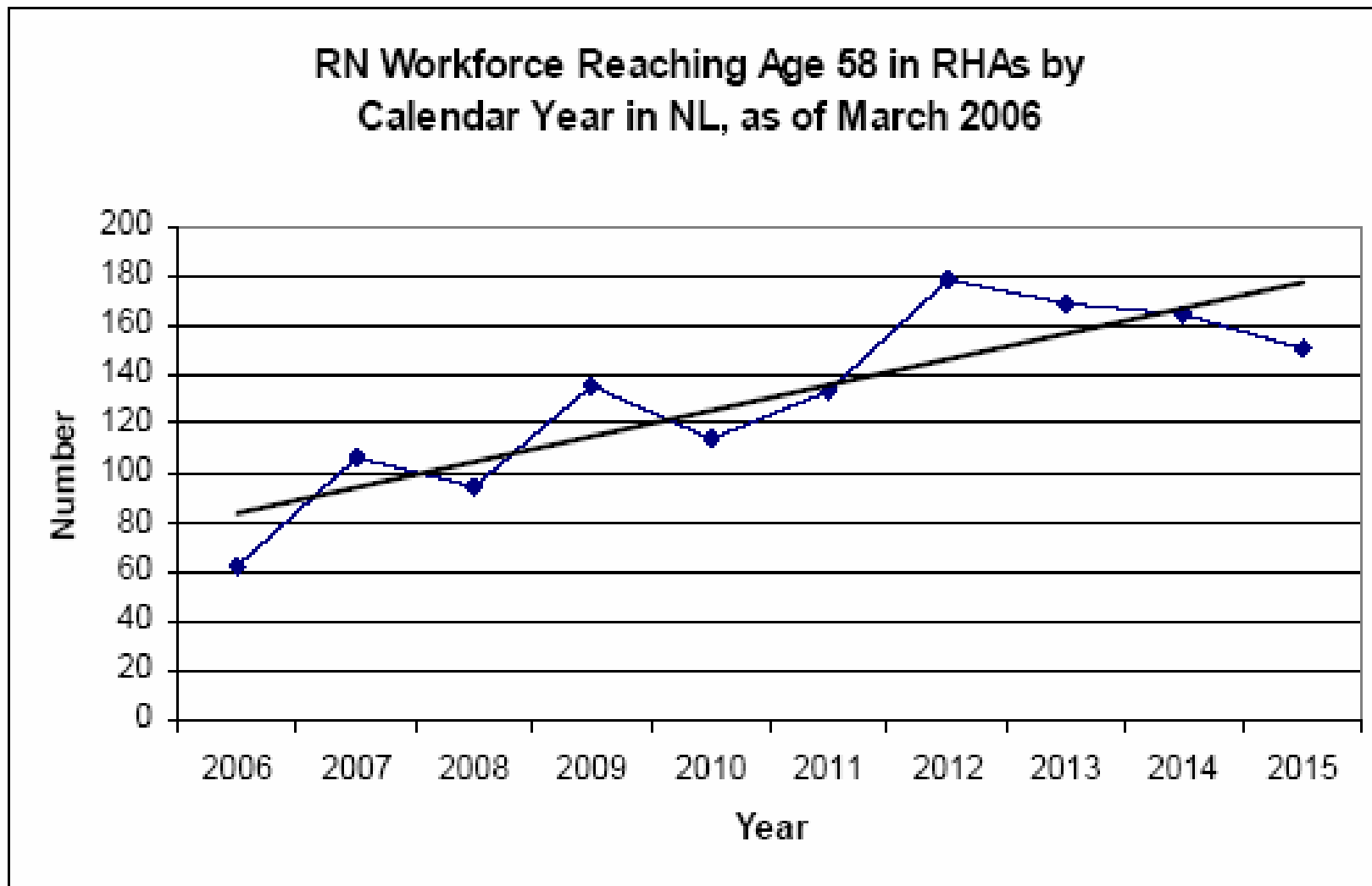
Primary Occupation	Health Board Count	Estimated Provincial Count ¹	Health Board Count as a Per Cent of Provincial Count
Audiologist	13	16	81%
Behaviour Management Specialist	79	79	100%
Cardiology Technologist	35	35	100%
Cardio-Pulmonary Technologist	3	3	100%
Combined LX Technologist	14	14	100%
Dentist	7	165	4%
Dietitian/Nutritionist	69	135	51%
Dosimetrist	4	4	100%
Electroneurophysiology Technol.	12	12	100%
Genetic Counsellor	7	7	100%
Licensed Practical Nurse	2701	2940	92%
Manager ^{3,4}	879	879	100%
Medical Laboratory Technologist	366	430	85%
Medical Physicist	4	4	100%
Medical Radiation Technologist	256	280	91%
Nuclear Medicine Technologist	13	14	93%
Occupational Therapist	101	135	75%
Orthopedic Technologist	10	10	100%
Pharmacist	82	544	15%
Physiotherapist	109	187	58%
Prosthetist-Orthotist	12	12	100%
Psychologist (Clinical)	59	206	29%
Radiation Therapist	15	19	79%
Recreation/Develop. Specialist	28	28	100%
Registered Nurse ²	4916	5609	88%
Respiratory Therapist ³	75	75	100%
Social Worker ⁴	648	942	69%
Speech Language Pathologist	41	90	46%
Other (Primary)	32	32	100%
Total (Excluding Physicians)	10,590	12,906	82%

Table 7. Average Age as of March 31, 2003.

Primary Occupation	Age	Ancillary Occupations - Clinical	Age
Audiologist	34.0	Audiology Technician ¹	-
Behaviour Management Specialist	36.9	Cardiology Technician ¹	-
Cardiology Technologist	49.9	Combined LX Technician	50.5
Cardio-Pulmonary Technologist ¹	-	Community Service Worker	38.0
Combined LX Technologist	41.4	Dental Technicians	41.3
Dentist	52.2	Medical Laboratory Technician	43.6
Dietitian/Nutritionist	37.1	Medical Radiation Technician	50.7
Dosimetrist ¹	-	Nuclear Medicine Technician	42.5
Electroneurophysiology Technologist	45.7	Occupational Therapy Support Worker	38.5
Genetic Counsellor	39.6	Paramedic	42.1
Licensed Practical Nurse	44.0	Personal Care Attendant	40.8
Manager	46.1	Pharmacy Technician	38.4
Medical Laboratory Technologist	42.7	Physiotherapy Assistant	45.9
Medical Physicist ¹	-	Prosthetist-Orthotist Technician	49.5
Medical Radiation Technologist	41.7	Psychology Assistant	46.7
Nuclear Medicine Technologist	38.1	Recreation Therapy Worker	40.5
Occupational Therapist	34.6	Social Service Worker	40.2
Orthopedic Technologist	47.2	Other (Ancillary Clinical)	36.4
Pharmacist	38.4	Group Avg. (Ancillary Clinical)	41.5
Physiotherapist	35.7		
Prosthetist-Orthotist	43.8	Ancillary Occupations - System	Age
Psychologist (Clinical)	40.7	Administration	43.5
Radiation Therapist	36.4	Biomedical Engineering	35.7
Recreation/Develop. Specialist	33.9	Dietary	43.9
Registered Nurse	41.1	Facilities	47.8
Respiratory Therapist	33.2	Housekeeping	44.7
Social Worker	38.6	Information systems	36.3
Speech Language Pathologist	35.7	Laundry	48.1
Other (Primary)	42.4	Materials	45.5
Group Avg. (Primary)	41.9	Records	47.7
		Other (Ancillary System)	44.3
		Group Avg. (Ancillary System)	44.5
Average			42.7

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Source: Association of Registered Nurses of Newfoundland and Labrador, Registration Statistics, (As of March 16, 2006).

Work to Date

- **Steering Committee and Working Committees established in 1999, completed work in 2003**
- **Stakeholder model (Gov, Employers, Professional Associations, Unions, Educators, Practitioners)**
- **Final Report (and other work) available at www.nlhba.nl.ca/hr**
- **Health Human Resource Planning Unit: RN and LPN Supply Reports, Indicator Report, Vacancy Surveys, etc.**



Examples of Issues (random order):

- **Inappropriate placement of graduates**
 - **Difficulty in retaining graduates/lack of permanent positions**
 - **Aging workforce**
 - **Lack of employee supports**
 - **High turnover of certain groups including foreign-trained physicians**
 - **Excessive overtime**
 - **Using one's full range of skills**
 - **Absenteeism**
 - **Stressful workplaces**
- 

STRESS STEW: start with a base of low-fat staffing, sprinkle with mandatory overtime and denied annual leave, add a little injury or threat of violence, a healthy sprinkling of call-backs, and a few cups of finely chopped management, cook on low for several years. Serve with a side dish of casual employment.



Some General Lessons Learned (Health HR):

- Rural issues paramount
- Targeted recruitment works/market the place
- Recruitment is about relationship building
- Enrolments are a long-term consideration, do not change lightly
- Suggested minimum number of graduates:
4% of workforce being served
- Workforce utilization important

Vision:


A competent, healthy, stable and efficient workforce.

Goals:

- 1. Integrated Planning***
- 2. Appropriate Supply***
- 3. Strong Leadership***
- 4. Effective Utilization***
- 5. Quality Workplaces***
- 6. Timely Evidence***



Moving Forward

- **Re-engaging stakeholders**
 - **Anticipate supply and demand issues**
 - **Targeted recruitment and retention including our own graduates**
 - **Careful planning towards goals**
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Thank-you

