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The views expressed do not necessarily reflect those of the
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This project is funded in part by the Government of Canada and the
Government of Ontario.



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Executive Summary

The initial research done for the 2019 Local Labour Market Plan Update showed a number of disconnects between local industry requirements and the labour force supply. Employers identified concerns about the training standards of people for health care positions across the local industry as well as workforce retention issues. They often found that new employees were unprepared for the realities of a position, such as Personal Support Workers. Health care workers who came to the Quinte area, such as Nurses, would leave for more “exciting” communities. Employer consultations revealed that opportunities within the local health care industry were growing, yet they struggle to fill them.

One of the concerns that came about as the result of both consultations and data research was the number of unique job postings across a variety of occupations. During the period of August 2018 to August 2019, there were over 500 unique job postings for Registered Nurses. Medical Technicians/Technologists, Allied Primary Health Practitioners and Physiotherapists saw over 100 unique postings. Respiratory Therapists, Clinical Perfusionists and Cardiopulmonary Technologists, Medical Sonographers and Dental Hygienists and Dental Therapists and Nurse Aides saw between 150% to 300% increase in job postings. This data may be indicative of one or both concerns in any labour force—growth and churn.

The analysis of this information along with other data led to an occupation survey of employees in the local health care industry. The survey was conducted over January and February 2020. The results were shared at a forum in early March 2020 where participants discussed strategies to address recruitment and retention in the industry.

Personal Support Workers (PSWs) form an essential part of the health care industry. Their National Occupational Classification (NOC) does not fall within health care occupations but for the purpose of this research, were included as a health care position. The advertisement data did not include PSW occupations. Had it been included, it would have been in the top five occupations as research has shown a large turnover in the industry.

This report covers the job posting research done in 2019, the employer survey results from February 2020 and next step actions that were identified during the forum in March 2020.

Special Thanks

The Centre for Workforce Development (CFWD) would like to thank everyone that took the time to complete the Health Care Human Resources Strategy Survey and attend the Forum. Your input is valuable in helping the community understand your workforce issues and collaboratively work towards developing solutions to them.

The Board would also like to thank our community partners who helped connect employers in the community to this important survey. Your continued effort to assist CFWD in linking to the business community has been key to identifying local workforce issues.

We would also like to acknowledge the work done by [Community Benchmarks Inc.](#) to help analyze the local Health Care labour force data and develop questions for the survey.

Thank you everyone!

Unique Job Postings

There are literally thousands of job postings placed in Ontario every day, both online and in print media. When posting job opportunities online, many businesses place their ads across several different platforms. This can produce a large number of job postings associated with one company. When analyzing online job postings, it is important that a proven source be used that utilizes software which not only gathers all job postings, but “scrubs” them for duplication.

The source for the following tables of job postings is **EMSI 2019**. Through a stringent software platform, EMSI is able to produce “Unique Job Postings”, which is the number of deduplicated job vacancy advertisements. Deduplication is the process of identifying duplicate job postings and only counting one of the duplicates.

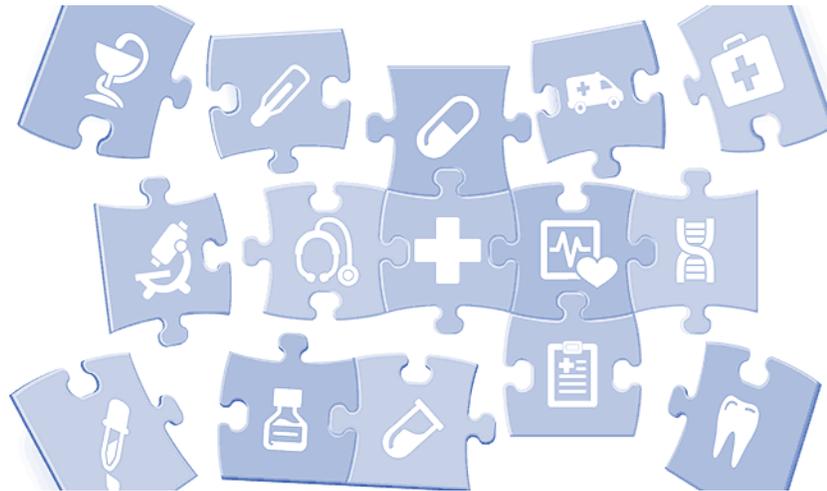
Top Ten Companies

The first table below identifies the top ten local health care companies that had unique job postings between August 2018 and August 2019. The number reflects the total job postings during that time frame. It is not surprising to see Quinte Healthcare Corporation at the top as they are dealing with both an increased demand for services as well as retention issues. However, although the demand for home care services has seen some increases, the large number of postings by agencies that provide this service is due mostly to churn caused by retention issues. This has been confirmed through anecdotal conversations with employees in the industry.

Unique Job Postings by Company Top Ten Companies

Company	Unique Postings from Aug 2018 - Aug 2019
Quinte Healthcare Corporation	404
Victorian Order Of Nurses For Canada	219
Sienna Senior Living Inc	67
Bayshore HealthCare Ltd.	41
Lifemark Health Inc	36
Revera Inc	34
Cbi Health Co	33
Mental Health Services-Hastings Prince Edward Corp	31
Kerry's Place Autism Services	23
Providence Care	23

The unique job postings by company are continued below over the next two pages. It is noteworthy that a number of businesses that provide home care services in the local area are included on the list. The numbers support conversations with employees already noted, that this particular sector of health care is experiencing significant churn due to retention issues. Other areas of health care that are seeing substantial job posting numbers include long term care facilities, counselling and support services, rehabilitation services and dental services. Consultations in both 2018 and 2020 support that postings are generally related to growth with the exception of long term care. This sector of health care is experiencing both recruitment and retention issues.



Unique Job Postings by Company

Company	Unique Postings from Aug 2018 - Aug 2019
Para Med Home Health Care	22
Caessant Care Bourget	20
Lennox and Addington County General Hospital Association	20
Bancroft Family Health Team	18
Bayshore Home Health	18
Saint Elizabeth Health Care	18
Belleville and Quinte West Community Health Centre	16
Pt Health	15
Child & Family Centre	14
Kerrys Place Inc	13
Bayshore Inc	12
Connor Group Homes	12
Dr Bruce Coward And Associates	12
Centennial Manor LLC	11

Unique Job Postings by Company (Continued)

Company	Unique Postings from Aug 2018 - Aug 2019
Helix Hearing Care	11
Highland Shores Children's Aid Society	10
Quinte and District Rehabilitation Inc	10
Frontenac Community Mental Health and Addiction Services	9
Bridge Street Retirement Residence	8
Lifelabs LP	8
CBI Health Centre	7
Counselling Services of Belleville and District	7
Dentistry By The Bay	7
Impressions Dental	7
Doctors Medical Clinic	6
Family Dental Centre	6
Medical Pharmacies Group Limited	6
North Hastings Community Integration Association	6
Belleville Dental Labs Ltd	5
Caressant-Care Nursing And Retirement Homes Limited	5
Family Eyecare Centre	5
Hastings Centennial Manor	5
Kingston Community Health Centres	5
Medical Centre	5
Ontario Addiction Treatment Centres	5
Quinte Smiles Dental Centre Trenton	5
Smile Dental Centre	5
Integrated Family Health Care	4
Morrison Healthcare Food Serv	4
Rackham & Wright Dentistry	4
Heath Residence	3
Lennox & Addington Resources for Children	3
Regional Hospice of Quinte Inc, The	3
Dental Office	2

Who is Posting from Outside the Area?

It is important to understand which companies are placing job postings in the Hastings, Prince Edward and Lennox and Addington County areas. There are 29 companies from varying areas across Ontario as well as from other provinces that are advertising in the local area. These postings provide a good indication of occupation demand elsewhere and that tight labour markets are forcing companies reach into areas they may not have in the past. These positions can appear attractive to an employee that is considering looking elsewhere because of wage, work environment or community issues they have encountered. This makes it even more important that regionally, strategies be developed to retain staff in this industry.

Company	Unique Postings from Aug 2018 - Aug 2019
Canadian Forces Health Services	85
North East Local Health Integration Network	44
Valley Medical Laboratories	42
A-Supreme Nursing & Homecare	23
Chartwell Kanata Retirement Residence	16
Dental Care Inc	16
Tudhope Manor Retirement Residence	15
Omni Health Care Ltd	13
Source Momentum Health Care Solutions Corp	13
Cedarvale Terrace Long Term Care Home	11
London Health Sciences Centre	10
Bvm Foot And Health Care	9
Association Of Ontario Health Centres	8
Arvan Re-Hab Group	7
Aurora Orthodontics	6
Riverbend Retirement Residence	6
Thornccliffe Place Retirement Home Ltd	6
Bairn Croft Residential Services	5

Who is Posting from Outside the Area? (Cont'd)

Company	Unique Postings from Aug 2018 - Aug 2019
Kingston General Hospital	5
Barrington Retirement Home, The	5
Artemis Assessment And Treatment	4
Genesis Community Rehabilitation	4
The Ear Depot	4
Winnipeg Regional Health Authority, The	4
Altima Dental Canada Inc	3
Eldercare, Inc.	3
Thornhill Eye Care	3
Alberta Health Services	1

Unique Job Postings by Occupation

The table below identifies the top five occupations across the health care industry that were advertised from August 2018 to August 2019. It is not surprising that Registered Nurses and Registered Psychiatric Nurses are the lead occupation group. Personal Support Workers are not identified in this listing, however, market comparison for this occupation is described later in this report.

Occupation	Unique Postings from Aug 2018 - Aug 2019
Registered nurses and registered psychiatric nurses	506
Allied primary health practitioners	157
Physiotherapists	115
Other medical technologists and technicians (except dental health)	114
Medical laboratory technicians and pathologists' assistants	85



Increase in Postings by Occupation

The table below identifies the top five occupations across the health care industry that experienced increases in advertisement from August 2018 to August 2019. This list differs from the previous one and is an indicator that these occupations are seeing a significant increase in demand across the region. Personal Support Workers are not identified in this listing, similar to the last table, however, market comparison for this occupation is outlined following this table.

Occupation	% Change (Aug 2018 - Aug 2019)
Respiratory therapists, clinical perfusionists and cardiopulmonary technologists	300%
Medical sonographers	300%
Dental hygienists and dental therapists	200%
Nurse aides, orderlies and patient service associates	157%
Dental assistants	150%



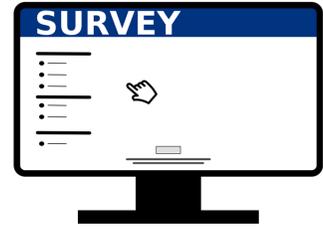
Personal Support Workers

Personal Support Worker Overview	Hastings, Prince Edward and Lennox and Addington Counties
Historical Jobs (2013)	299
Historical Job Change (2013 - 2018)	33%
Jobs (2018)	397
Jobs (2019)	411
Projected Jobs (2023)	455
Projected Job Change (2018 - 2023)	16%

The above table is supportive of the increased need for Personal Support Workers (PSWs) across the region. Positions from 2013 through 2019 saw significant growth and this is not expected to slow down, with a 16% increase through to 2023. This data coincides with both employer discussions and the high number of current local job postings.

Employee Survey

During January/February 2020, a survey of employees in Health Care occupations across the Hastings, Prince Edward and Lennox and Addington Counties was conducted. There were 54 responses to the survey. The answers were shared with participants at the Health Care Forum held in early March 2020. At that forum, [Erik Lockhart](#), a Senior Facilitator with the Smith School of Business at Queen's Executive Decision Centre, Queen's University, led an interactive session to drill down on some key actionable items that could be worked on moving forward.



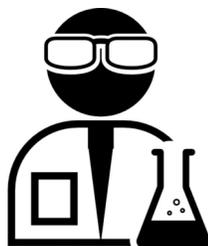
Below are the survey questions.

1. What is your specific occupation?
2. How long have you been employed with your current health care employer?
3. How long have you been employed within the Hastings, Prince Edward and Lennox and Addington health care sector?
4. Do you commute into Hastings, Prince Edward and Lennox and Addington for work?
5. Where do you commute from?
6. Are you considering moving into Hastings, Prince Edward or Lennox and Addington?
7. Did you relocate to this area in the last ten years?
8. What was the primary reason for moving here?
 - a. Employment opportunity
 - b. Good community in which to live
 - c. Family/personal reasons
 - d. Other
9. If you were to leave the area, would it primarily be for:
 - a. A different/better job
 - b. Desire to live somewhere else
 - c. Family/personal reasons
 - d. Other
10. Which do you believe is the greater obstacle to attracting healthcare workers to Hasting, Prince Edward and Lennox and Addington?
 - a. Number and quality of employment opportunities in health care sector
 - b. Community attributes
11. Which do you believe is currently the stronger selling point to attracting healthcare workers to the area?
 - a. Employment opportunities in health care sector
 - b. Community attributes
12. If you could change one thing about your current job to give you greater job satisfaction, what would it be?
13. If you could change one thing about your community that would give you greater life satisfaction, what would it be?

We obtained responses from a variety of different occupations which included:



Administration



**Medical Laboratory
Technician**



Nurse



**Personal Support
Worker**



Counsellor



**Health Information
Management**



**Developmental
Services Worker**



**Physical
Therapist**



**Pharmacy
Assistant**



**Health
Inspector**

Respondents provided the following Migration and Commuting Patterns

20%

Commute into Hastings, Prince Edward and Lennox and Addington to work. Many of those respondents commute from Northumberland County

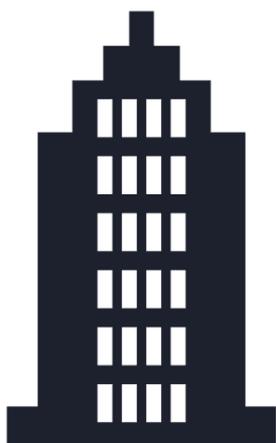


18%

Are considering moving to Hastings, Prince Edward or Lennox and Addington Counties

80%

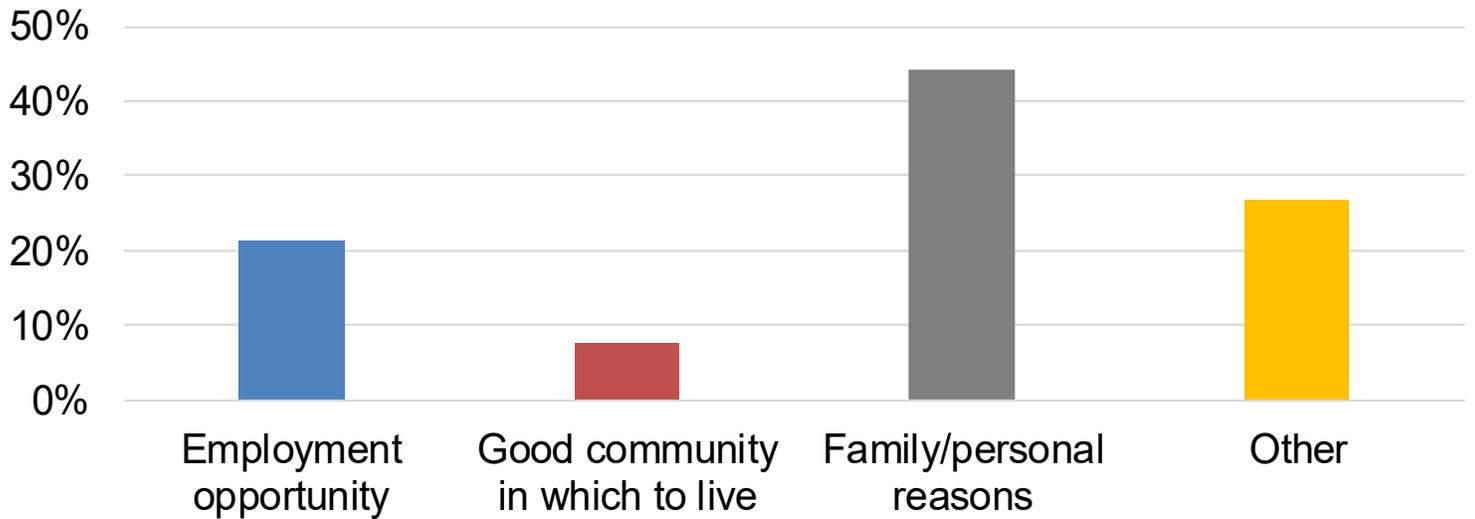
Live in Hastings, Prince Edward or Lennox and Addington Counties



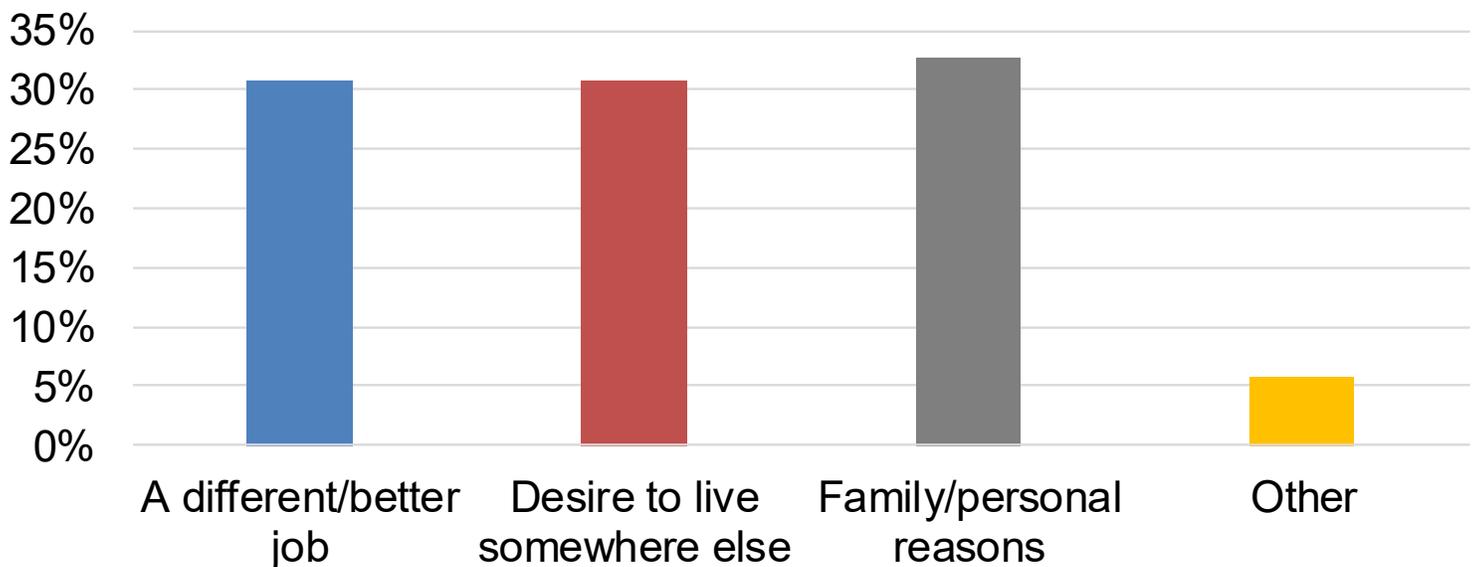
25%

Have relocated to Hastings, Prince Edward or Lennox and Addington Counties in the last 10 years

Primary Reasons for Moving Here



Primary Reasons for Leaving the Area



82%

Said employment opportunities in health care sector is currently the strongest selling point to attracting healthcare workers to the area

What would you change about your current job to give you greater job satisfaction?

- **Pay rate**
 - **Better Communication**
 - **Benefits, time off, employee recognition**
 - **Allow us to be used to our full potential in the laboratory departments**
- } **Common theme across all respondents**
- Less paperwork regarding accountability and more trust regarding work done
 - Regulation of PSW services, recognition of job, quality employers, sufficient staff for the jobs
 - Ability for stabilized and annualized funding
 - More supports for clients
 - Keep PSW's in their geographical areas, less management, no double dipping in various programs
 - Better support for seniors (physicians, LTC beds, more frontline staff)
 - Making RMT's HST exempt like other health care practitioners
 - Ability to work from home
 - Safety regulations
 - Have more full time positions available than part time
 - Ability to transfer between hospitals without losing seniority
 - Smaller nurse to patient ratio
 - More opportunities for growth and career expansion

What would you change about your community that would give you greater life satisfaction?

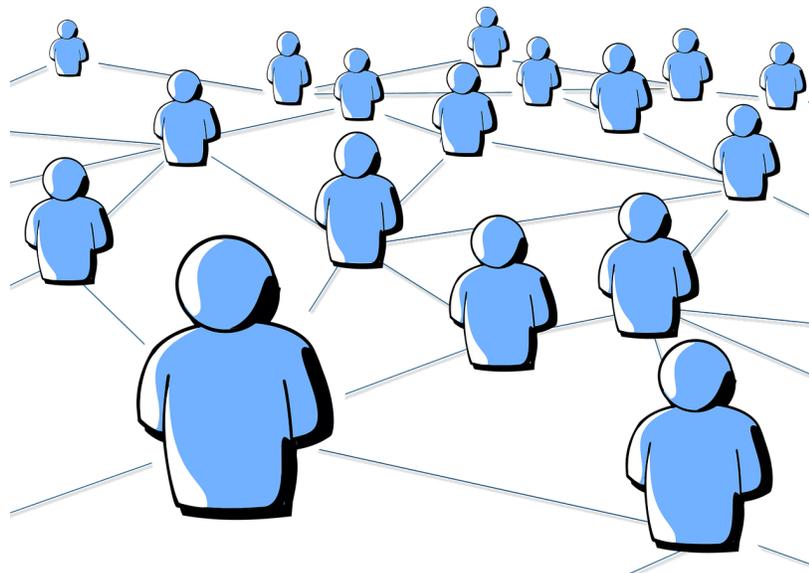
- **Better cost of living, lower rental and housing expenses**
 - **More Shopping, entertainment, restaurants, local nightlife and amenities**
 - **More attractions/activities for young people and their families**
- Common theme across all respondents**
- Less stigma, hatred and gossip
 - Quality healthcare for all, more Doctors, better hospital services, better support for those experiencing poverty, less wait time for specialists
 - Better bus route and times
 - Be able to work in my own community
 - Housing for seniors (LTC beds), better treatment for seniors from local hospitals and doctors
 - PSW awareness
 - Better downtown core, better roads
 - Better education throughout schooling showing better ways of living (posture, nutrition, physical and mental health, sleep)
 - Reduce taxes
 - Greater resources allocated to geriatric and mental health care services
 - Community members and police to stop reinforcing unacceptable behaviours in people with disabilities, DSW's are trying to teach them acceptable behaviour in public
 - We need a pool in Napanee
 - Healthier lifestyle promotions, employer provided mandatory exercise programs
 - Better access to childcare in smaller communities

Health Care Workforce Forum

CFWD held a forum in March 2020 where participants brainstormed ideas to address the workforce challenges in order to strengthen the health care sector.

Erik Lockhart of Lockhart Facilitation and Queen's University Executive Decision Centre led us through a brainstorming session, asking the group to assess the current state of the regional workforce by identifying assets, strengths, gaps and needs.

A desired future state was defined in terms of what success with our workforce would look like in five years. The group then brainstormed over 60 potential strategies and actions. These were prioritized into a short list of key initiatives. Below are the highlights from each section.



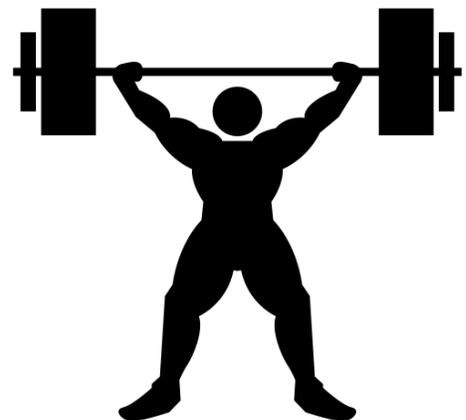
Our Five Year Vision of Success

- Better communication and streamlining across all agencies
- Integrated Mental Health Services with both clinical and community care
- Ensuring better work-life balance and enough bench strength among current staff
- Offering better compensation and benefits
- Providing better high school guidance for health care and pre-healthcare
- Landing more local specialists and becoming a local “hub” of specialists; resulting in more available, consistent health care with better patient/provider ratio



Strengths and Assets

- ⇒ Leading in point of care testing
- ⇒ Stroke protocol and recovery, COPD Project
- ⇒ Access to post-secondary training
- ⇒ Provide access to substance abuse services
- ⇒ Wide variety of jobs available
- ⇒ Existing healthcare providers



Gaps and Needs

- High physical and mental demand with no support. Shift work can be difficult and inflexible, often part time hours are guaranteed
- Lack coordination, structure and consistency in all agencies, communication gaps between primary care and community care (very confusing for clients)
- Retention, keeping people in long term employment
- Funding for continuing education
- Health care career awareness (there are more jobs than nursing or doctors), career fairs etc
- Problems attracting, finding and keeping students to pursue careers in health care
- Adult education. Ongoing education is important, laddered credential programs within the area are lacking
- Recognition and support for health care workers (workforce often does not feel valued)



Key Initiatives and Actions

- **Early exposure/awareness about health care careers:** work with the local board of education to ensure students are exposed to the variety of health care careers locally; get into the schools at earlier grade levels; educate the guidance counsellors
- **Better marketing of health care career pathways:** What is health care? What are the opportunities? e.g. Video marketing
- **Promote our strengths/successes:** what we do well (stroke care, point of care testing, etc.)
- **CFWD to be at the table with Quinte Ontario Health Team assisting development of new health care model**
- **Encourage communication to front end:** better info to front line workers within agencies (to share, inspire, engage, improve care)
- **More collaboration among agencies or bring them all together**
- **Needs assessment for frontline workers:** increased focus on hiring, streamlining administrative positions



Next Steps

It is important to develop a plan that can implement the key initiatives and actions outlined above. The first step will be in mid to late 2020, to establish a steering committee that can identify tasks, timelines and responsibilities of actions identified.



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