



Celebrating our one year anniversary



What is CHHRN

Established through funds from Health Canada and the Canadian Institutes for Health Research, CHHRN is comprised of national experts researchers and policy makers involved/interested in health human resources research, policy and/or planning.



Our Anniversary

Canadian Health Human Resources Network celebrated our one year anniversary on October 1st at the Westin Hotel in Ottawa.



INSIDE THIS ISSUE:

CHHRN Goals & Approach	2
CHHRN's Response to the Premier Council's Report	3
CHHRN Regional Hubs	4
Past CHHRN Regional Hub Consultations	5-6
CHHRN Knowledge Syntheses	7
Student Spotlight	8
CHHRN HHR Tools and Social Media, NHSRF HHR Toolkit,	9-10
CHHRN in the News Excerpts	11
Letter from CIHR	12

Keynote Address: *International Perspective Regarding the Need for an HHR Observatory, Charles Godue, PAHO*

Decision-Maker Panel: *Addressing Challenges in HHR and how CHHRN can help,*

*Terry Goertzen, ACHDHR;
Suzanne McGurn, Ontario Ministry of Health and Long Term Care*

*A full report on the event will be available soon!
For more information visit
www.hhr-rhs.ca*

About CHHRNews

CHHRNews is one of the networks' knowledge dissemination tools dedicated to providing:

- the latest information, innovations, tools and research in health human resources across the country.
- the latest updates on CHHRN activities, innovative tools and knowledge exchange products.

CHHRN Goals

The goal of this pan-Canadian HHR network is to connect HHR Researchers, Knowledge Users and Decision makers in order to:



Coordinate, gather, exchange and build capacity in **high-quality HHR Research** with help from our

Online Research Tools:

- ✓ Database of Experts
- ✓ Canadian HHR Library
- ✓ Directory of HHR Datasets



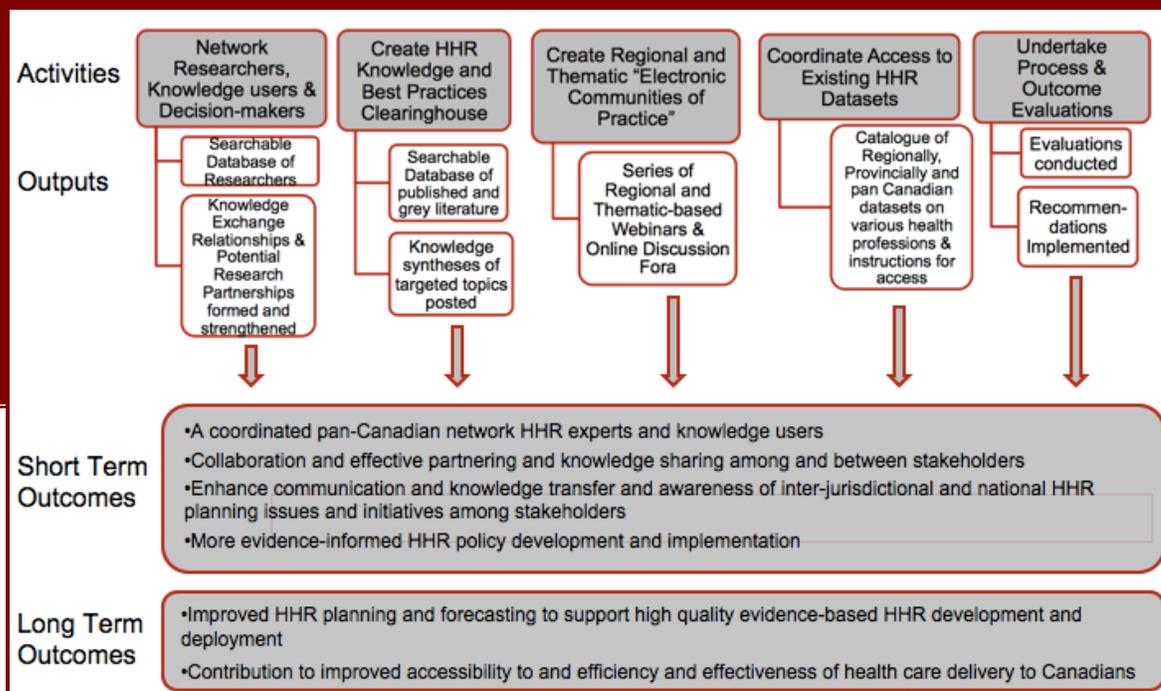
Support **high quality, evidence-based HHR policies and practices** with help from our

Online Decision Support Tools:

- ✓ HHR Knowledge Syntheses
- ✓ HHR Planning Toolkit
- ✓ Showcase HHR Innovations



Our Approach



Breaking News

CHHRN's Response to the Premier Council's Recently Released The Health Care Innovation Working Group Report

In January 2012, Premiers Robert Ghiz of Prince Edward Island and Brad Wall of Saskatchewan were pronounced co-chairs of the health care innovation working group; a group composed of all provincial and territorial health ministers whose purpose is to “drive a collaborative process for transformation and innovation to help ensure the sustainable delivery of health care services” and they are “committed to the proposition that on-going collaboration and cooperation is essential to providing Canadians with access to the best health care in the world”. (The Council of the Federation; January 17 2012)

Following this announcement, three working groups were created:

Health Human Resources:	Led by Newfoundland and British Columbia
Clinical Practice Guidelines:	Led by Ontario and Alberta
Scopes of Practice:	Led by Manitoba and New Brunswick

Each of the working groups produced a report which was submitted to Robert Ghiz and Brad Wall for discussion at the Premier's Council Meeting that was held in Halifax in July 2012. The Premiers released the Health Care Innovation Working Group Report shortly after the Premiers' meeting in Halifax, which focused on moving from innovation to broader health system action, represents a critical step towards a more collaborative and engaged approach. The recommendations contained in the report, *From Innovation to Action*, cover three inter-related areas of health human resource management initiatives, team-based models of care and clinical practice guidelines, also highlighted how we must take better advantage of our knowledge infrastructure to address key issues. The recommendations also called for a platform for ensuring the ongoing identification and dissemination of information on innovative models in order to help promote the adoption of leading practices.

In response to the report, Dr. Ivy Lynn Bourgeault released an op-ed piece in the Troy Media. She notes that the Premiers' report does represent a step forward to improving health care in Canada, but it falls short of getting us more clearly on the right path. She goes on to suggest that one of the key facilitators of the recommendations in the report would be a coordinated pan-Canadian health workforce 'observatory' and that the Canadian HHR Network could serve as a prototype of what such an observatory would entail. She mentions that CHHRN has “already begun working to build capacity in HHR research and link researchers to a range of knowledge users and policy-decision makers to address the issues addressed by the Premier's health Innovation Working groups, among others”. She highlights the importance of situating the health workforce challenges we face within a broader international context. This includes how the changes to Canadian immigration policy will impact on the role that internationally-educated health professionals will play in our health system, as well as how health reform in the U.S. will impact our own health human resource planning. Having a pan Canadian health workforce observatory linked to other similar entities in other countries would better enable such a linked in approach.

The Troy Media op-ed piece is available on the CHHRN website at www.hhr-rhs.ca

CHHRN Regional Hubs



The regional hubs will build upon existing strengths while bringing additional opportunities for national collaboration and knowledge sharing in support of CHHR's mandate. These hubs will also contribute to the mandate of the Central hub and its programmes of research. They will participate on the management committee, work with the hub lead to coordinate and manage research defined as regional priorities, and work with other theme hubs on joint programs of knowledge dissemination and uptake. Each of the regional hubs will be provided with administrative resources to manage the hubs activities and to participate in the knowledge exchange activities of CHHRN.



Dr. Morris Barer
Lead of CHHRN's Western Regional Hub and Scientific Director of the Institute of Health Services and Policy Research and founding Director of the Centre for Health Services and Policy Research at the University of British Columbia.

"The staff of CHHRN's Western Hub have been working on a research synthesis that focuses on the impact of feminization of the physician workforce on the supply of health services"
 - See page 7 for details



Dr. Ivy Lynn Bourgeault
Lead of CHHRN's Central Regional Hub, CIHR/Health Canada Research Chair in Health Human Resources Policy and Scientific Director of the Ontario Health Human Resources Research Network at the University of Ottawa

"The staff of the CHHRN's Central Regional Hub have been working on a research synthesis that focuses on internationally educated health professionals in the Canadian context."
 - See page 7 for details



Dr. Gail Tomblin-Murphy
Lead of CHHRN's Eastern Regional Hub and Director of the newly designated WHO Collaborating Centre Health Workforce Planning and Research, located at Dalhousie University

"The staff of the CHHRN's Eastern Regional Hub have been working on a synthesis that focuses on planning for health workforce and system based on the health needs of the population"
 - See page 7 for details

PAST

Regional Hub

Consultations

Central Regional Hub Consultation

The first Canadian Health Human Resources Research Network (CHHRRN) Consultation was held in Toronto on May 10th 2010 before we have secured funding from Health Canada and CIHR. The purpose of this consultation was to formulate the mandate, structure and organization of CHHRRN. The consultation consisted of a series of breakout sessions where we asked participants to identify and/or discuss:



- Innovative ideas for the network's mandate and focus
- Key promising and innovative research themes
- Organizational and operational framework for the network
- Sustainability plans and key organizational partners

Full consultation report for this event is available on the CHHRRN website www.hhr-rhs.ca

Eastern Regional Hub Consultation

The CHHRRN official launch was held in Halifax, Nova Scotia on May 9th, 2011. This Kick-Off event included a series of panel presentations with experts who presented tools and innovations in HHR planning and decision-making. It also provided an opportunity for dialogue amongst researchers, knowledge users, and decision makers with the aim of improving and enhancing CHHRRN's web-portal and data clearinghouse, and identifying research priorities in the area of HHR mix and distribution.



Introductions were followed by a series of panel presentations and break-out sessions covering the following four topics: supply data on HHR, HHR needs- and supply-based modeling; HHR mix issue; and HHR distribution issues.

The event concluded with a discussion of what the Network's priorities should be over the coming years. Participants reported that CHHRRN should focus on engaging stakeholders from all levels – local, regional, provincial and national – and on building a comprehensive web portal that includes common HHR measures and definitions, interprofessional planning models, databases and data sources, a database of HHR researchers, and HHR best practices. The network should also communicate some of these best practices using the Canadian Health Services Research Foundation's Mythbusters and research syntheses tools.

Participants also identified four working groups/topics that need to be established in order to help address these priorities:

- Competency-based HHR planning
- Rural, remote, aboriginal HHR
- Skill-mix shifting, modeling & models of care
- Common definitions, measures, data sets & standards

Full consultation report for this event is available on the CHHRRN website www.hhr-rhs.ca

Western Regional Hub Consultation



The CHHRRN Western Canada Consultation was held in Vancouver on February 17th, 2012. Like the Kick-Off event, the Western Canada Consolation included a series of panel presentations with experts who presented tools and innovations in HHR planning and decision-making, and also provided an opportunity for dialogue amongst researchers, knowledge users, and decision makers.

The three break out sessions during this event addressed the following specific objectives: to identify existing HHR datasets, the accessibility of those datasets, and the partnerships required to facilitate data access; to identify areas CHHRRN can apply to Canadian Health Services Research Foundation's mythbusters, "What Ifs", and decision support syntheses; and to discuss how the Nova Scotia Health Services Research Foundation's HHR Toolkit could best be used to support the development and use of needs-based planning models for matching specific needs, resources, and skill capabilities.

The closing discussion focused on how CHHRRN can successfully move forward. In particular, the network should facilitate collaboration between provincial governments, research organizations, and the public to develop policy forms that rely on high-quality HHR planning evidence, as well as moving away from interest-based physician association negotiations. The development of a national HHR observatory would be a dramatic step forward in this regard. CHHRRN has taken the first steps in improving the availability and visibility of HHR planning evidence by hosting a comprehensive library of HHR planning tools, as well as by connecting HHR researchers, knowledge users, and decision makers across Canada to promote the sharing of successes, failures, and lessons learned.

Full consultation report for this event is available on the CHHRRN website www.hhr-rhs.ca

CHHRRN Francophone Consultation



The CHHRRN Francophone consultation was held in Montreal on September 20th, 2012. The consultation included a presentation on a study looking at equity of access to services and health care professionals in minority languages and similar to the Eastern and Western consultations, a series of breakout sessions was held to generate feedback on the types of tools, research and innovations in HHR that CHHRRN should undertake/develop. A decision making panel was also held to shed light on some of the unique challenges faced by the decision makers in Québec and how CHHRRN can contribute to addressing these challenges. The purpose of the consultation was also to exchange ideas, comments and suggestions about issues and barriers to the introduction of these models / tools and strategies to advance the latest innovations HHR.

Full consultation report for this event will soon be available on the CHHRRN website www.hhr-rhs.ca

Internationally Educated Health Professionals

The staff of the CHHRN's Central Regional Hub has been working on a research synthesis that focuses on internationally educated health professionals in the Canadian context. Approximately 25% of practicing physicians in Canada were initially trained in other countries. There are thousands of trained immigrants eager to practice in the medical field who have not had the opportunity to be assessed, retrained (when needed), and integrated into the Canadian workforce. This Knowledge Synthesis will examine the state of research regarding the integration of IEHPs throughout the integration process, including:

- recruitment/immigration/pre-arrival assessment
- assessment/bridging/orientation programs
- certification/workforce integration/employment experience



Feminization of the physician workforce

The staff of CHHRN's Western Hub have been working on a research synthesis that focuses on the impact of feminization of the physician workforce on the supply of health services. Almost 20% of Canadians report that we are facing a shortage of physicians. An increasing proportion of females in the physician workforce is one of the most commonly listed causes of this perceived shortage. Thus, this synthesis will investigate four possible mechanisms by which an increasing proportion of females in the physician workforce could be having (and could have in the future) a negative effect on available clinical supply:

1. Reduced length of career;
2. Lower productivity during practice;
3. Restrictions in segment(s) of patient population served;
4. Restrictions in mix of service provided.

Health Human Resources Planning

The staff of CHHRN's Eastern Regional Hub have been working on a synthesis that focuses on planning for health workforce and system based on the health needs of the population. Planning for health systems and HHR based on the needs of people is a key mandate for most governments across Canada. However, provinces and territories are increasingly challenged to meet growing demand for health care services, and there are growing concerns about the ability of the country to continue to fund the current health care system into the future. At CHHRN's eastern hub, a synthesis paper on needs-based approaches to HHR and health systems planning is being prepared. The paper will review the principles of needs-based HHR planning, discuss the main challenges planners and researchers face in conforming to these, and identify a range of frameworks, analytical approaches, and planning tools that have been developed to address some of these challenges.

Look for these and other exciting HHR knowledge translation products on the CHHRN website soon!

HHR Student Spotlight



Lindsay Hedden is a PhD Candidate in the School of Population and Public Health at the University of British Columbia, and a Policy Researcher for CHHRN. She is supervised by Dr. Morris Barer. Her current research focuses on the perception that the increasing proportion of female primary care physicians in British Columbia is contributing to a primary care service shortage. Her studies will assess the true impact of the feminization of the primary care workforce – focusing on career trajectories, activity, practice patterns and scopes of practice – relative to that of other trends in workforce demographics and activity patterns. These studies will all rely on administrative data sources obtained through Population Data BC, including the Medical Services Plan (MSP) Client Registry; MSP Claims Database; and College of Physicians and Surgeons of BC Registry.

Calling all Masters, Doctoral Students and Post-Doctoral Students! Become a member of CHHRN and Spotlight your HHR Theses

About the call:

The Pan-Canadian Health Human Resources Network is inviting all Doctoral Students and Post-Doctoral Students doing a dissertation or post-doctoral fellowship on topics related to **Health Human Resources** to join our network and expose your research on our website.

How to join:

Send us your CV, the title of your thesis and short (250 word) abstract to info@hhr-rhs.ca

Membership is FREE!!!

Eligible HHR Topics

- **HHR Planning**
 - Supply/Needs-based modeling
- **HHR Mix/Distribution**
 - Skill-mix
 - Task shifting
 - Models of Care Innovation
- **Mobility/Migration**
 - Internationally Educated Health Professionals,
 - International Medical Graduates
- **Rural/Remote and/or Aboriginal HHR**

Benefits of Membership

- Create a profile of your HHR interests and expertise on our online HHR expert directory
- Ability to share HHR ideas and theses/ research topics with CHHRN experts, researchers and decision-makers
- **Exposure of your research to a range of decision-makers/ knowledge users!!**



For more information:
www.hhr-rhs.ca

CHHRN HHR Tools



CHHRN Expert Directory

The CHHRN Expert Directory (CHHRN-ED) is a searchable online database of key researchers, experts and decision-makers in health human resource issues in Canada (available via www.hhr-rhs.ca). The purpose of the directory is to better link expert resources in health human resource researchers to a range of stakeholders to help build research capacity, inform health policy and share innovative ideas and research on important health human resource issues.

Key Features

In addition to basic information about our key researchers, experts and decision makers in health human resources in Canada, our searchable online directory provides member-specific features that allows our expert resources the flexibility to create their own profiles and choose how their information be presented.

Members can choose how their information will be shared by choosing one of the following databases:

- **Partners (Public) Database:** A database for members who want their information shared publicly on the CHHRN website (i.e. anyone visiting the website can view this information) and view/access information from other members of the Partners (public) database.
- **Members (Private) Database:** A database for members who want to share their information with CHHRN members only.

CHHRN Membership

Interested in becoming a member? Send us an email with your CV at: info@hhr-rhs.ca



CHHRN Online Library of HHR Literature

Researchers at the Pan-Canadian Health Human Resources Network have created an online searchable library about Canadian Health Human Resources. This virtual resource was designed to make relevant published and grey literature available to a range of knowledge users and researchers. The library currently holds greater than 5000 French and English language references which can be easily searched and downloaded for you use!

Updated on an on-going basis, the CHHRN library includes citations and summary information for restricted publications with easy links and directions to facilitate your access to full content. However the library's greatest asset is the feature that permits you to search for and locate grey literature including reports, research-based resource materials, power point presentations and consultation reports.

Content areas of CHHRN library cut across 46 categories and include key words for health human resources, health sectors, research setting, key methods and data sources. The library also has resources to maximize your search efforts; including a glossary of terms and an online tutorial. Currently, the CHHRN research librarian, Heather McDonald, is conducting a user test of the library. Designed to provide the library team with feedback regarding the English library classification scheme the user test will help us refine the functionality of the library to better meet the needs of our users.

If you are interested in providing us with feedback, please contact us at info@hhr-rhs.ca.

We look forward to hearing from you!

CHHRN HHR Tools



CHHRN Data Directory

Researchers as well as decision and policy makers in the field of Canadian healthcare resources face a common challenge in Canada today: the lack of access to information sources and databases necessary for their work. The Canadian Healthcare Human Resources Database Directory (CHHRDD) will establish an online, searchable index of all known and available Canadian healthcare human resource databases and information sources. The objective of this index is to facilitate, expand and strengthen healthcare human resource research, decision and policy making by maximizing the range and quality of information sources available. It will provide an on-line, searchable index of a wide variety of Canadian data sources. The index will contain details about the database owner, content, access steps and requirements. To date over 250 sources have been indexed; the search is continuing. CHHRDD is being developed by the Pan-Canadian Health Human Resource Network.

NSHRF Pan-Canadian HHR Toolkit



The Nova Scotia Health Research Foundation (NSHRF) Pan-Canadian Health Human Resource (HHR) Planning Toolkit website is now live! We received funding from Health Canada to develop the Toolkit. The Toolkit is based on experience and best practices from across Canada and supports HHR planners and decision-makers.

Visit the website to learn more and interact with fellow HHR practitioners at www.hhrtoolkit.ca



CHHRN Social Media



Join our HHR discussion on our online discussion forum!!

Visit the CHHRN website for details: www.hhr-rhs.ca

CHHRN IN THE NEWS Excerpts

Health Council of Canada's Progress Report 2012



The following are key excerpts from the Health Council of Canada's Progress Report 2012 on the issue of health human resources:

*“Canada has achieved gains in the supply of health human resources. However, more attention has to be paid to achieving the **right mix of providers** and supporting various health care professionals to work to their **full scopes of practice** in order to strengthen the performance of Canada's health workforce, and ensure the sustainability of the Canadian health Care system” (HCC, 2012, pg 10).*

*“In 2010, the House of Commons Standing Committee on Health issued a series of recommendations that could help address some of Canada's health human resources issues, including a proposal to create an **arm's-length national observatory on health human resources** to promote research on best practices, to promote data collection, to act as a knowledge translator, and to identify key priorities for future research.” (HCC, 2012, pg 10).*

CHHRN Blog: Progress on HHR Issues?

Can our progress towards more effective and efficient use of health human resources (HHR) be seen as a case of a glass half full or half empty – or is it that any progress should be seen as only a drop in the bucket of what is actually possible? The conclusions that the Health Council of Canada has reached in regards to HHR issues in its Progress Report are correct. We in Canada have ‘succeeded’ in increasing the supply of HHR (indeed to the point where we are hearing calls of surpluses and underemployment of some medical specialists, but we have done so while neglecting to attend to the appropriate mix of HHR and other measures to ensure that existing, highly trained health professionals are working to their full scope of practice.

The issue of scope of practice is increasingly being highlighted at important policy tables, the Council of the Federation being just one. Being able to work to full scope is not only important for the productivity of the health workforce, it is a critical element in efforts to retain highly qualified staff (yet another neglected issue). We have also improved collaborative practice and education initiatives – through the investment and successful efforts of the [CIHC](#), which is no longer being funded – but there has been little interprofessional planning of HHR supply and distribution. That is, any improvements in planning models are still limited by geographic and professional isolation. So we've done much less than we could in strengthening the evidence base for national planning and even less to foster closer collaboration across sectors critical in the planning process.

We are disappointed that repeated calls to establish a pan-Canadian HHR observatory – echoed by all stakeholders and members of the Parliamentary Committee on Health in 2010 – has not been heeded. Such an observatory would, as described by the WHO, collect, analyze and translate data and information on the health workforce, facilitate a dialogue among HHR stakeholders, and contribute to policy development and a broader understanding of HHR issues. It is in this vacuum that we have been attempting to create some much needed research and knowledge exchange tools at the pan-Canadian HHR Network, with pilot funds received from Health Canada and the CIHR. It is our intention to make evidence more accessible to those making critically important HHR decisions and to help sustain our publicly funded health system.

Share your comments in the CHHRN discussion forum! Visit the www.hhr-rhs.ca for details



Letter from Canadian Institutes of Health Research



Dr. Robyn Tamblyn,
Scientific Director CIHR
Health Services and
Policy Research

Dr. Bourgeault's Applied Chair in Health Human Resources, jointly funded by CIHR's Institute of Health Services and Policy Research and Health Canada, draws upon a programme of research to inform the Pan Canadian Health Human Resource Strategy and Internationally Education Health Professional Initiative. With Dr. Bourgeault's enthusiasm and support from the Applied Chair, she has been able to build an impressive programme of research that has leveraged additional funds and decision-maker support to create a Pan-Canadian HHR Network, which focuses on critical policy issues that impact the delivery of healthcare in Canada and abroad.

With limited start-up funds, the Network leads, Drs. Bourgeault, Tomblin-Murphy, and Barer, have quickly built an exciting programme that promises to mentor the next generation of HHR researchers, educate HHR managers, and foster links with HHR decision-makers that will help to transform healthcare.

I am confident that the CHHRN is well-positioned to improve HHR policy, planning and management at the pan-Canadian level and I would like to wish them the best!

- Dr. Robyn Tamblyn



CHHRN
Canadian Health
Human Resources Network

University of Ottawa
1 Stewart Street, Room 229
Ottawa, On
info@hhr-hrs.ca
www.hhr-hrs.ca

