

Response to Applicant – Partial Disclosure

August 8, 2024

Dear Applicant:

Re: Your request for access to information under Part II of the *Access to Information and Protection of Privacy Act* [Our File #: HCS-061-2024]

On March 1, 2024, the Department of Health and Community Services received your request for access to the following records:

All emails sent/received by The Department of Health and Community Services re staffing agency nurses from September 1, 2023, to present. Minister, Deputy Minister(s), and Assistant Deputy Ministers.

A decision has been made by the Department of Health and Community Services to provide access to some of the requested information.

Access to the remaining records, and/or information contained within the records, has been refused in accordance with the following exception(s) to disclosure, as specified in the **Access to Information and Protection of Privacy Act, 2015 (the Act)**:

Section 5(1)(e): *This Act applies to all records in the custody of or under the control of a public body but does not apply to a personal or constituency record of a minister;*

Section 29(1)(a): *The head of a public body may refuse to disclose to an applicant information that would reveal advice, proposals, recommendations, analyses or policy options developed by or for a public body or minister;*

Section 30(1)(a): *The head of a public body may refuse to disclose to an applicant information that is subject to solicitor and client privilege or litigation privilege of a public body;*

Section 31(1)(l): *The head of a public body may refuse to disclose information to an applicant where the disclosure could reasonably be expected to reveal the arrangements for the security of property or a system, including a building, a vehicle, a computer system or a communications system;*

Section 34(1)(a)(i): *The head of a public body may refuse to disclose information to an applicant if the disclosure could reasonably be expected to harm the conduct by the government of the province of relations between that government and the government of Canada or a province or their agencies;*

Section 34(1)(b): *The head of a public body may refuse to disclose information to an applicant if the disclosure could reasonably be expected to reveal information received in confidence from a government, council or organization listed in paragraph (a) or their agencies;*

Section 35(1)(c): *The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose plans that relate to the management of personnel of or the*

administration of a public body and that have not yet been implemented or made public;

Section 35(1)(d): *The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose information, the disclosure of which could reasonably be expected to result in the premature disclosure of a proposal or project or in significant loss or gain to a third party;*

Section 35(1)(f): *The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose positions, plans, procedures, criteria or instructions developed for the purpose of contractual or other negotiations by or on behalf of the government of the province or a public body, or considerations which relate to those negotiations;*

Section 35(1)(g): *The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose information, the disclosure of which could reasonably be expected to prejudice the financial or economic interest of the government of the province or a public body;*

Section 40(1): *The head of a public body shall refuse to disclose personal information to an applicant where the disclosure would be an unreasonable invasion of a third party's personal privacy;*

Please be advised the following pages are redacted in their entirety under the following exemptions:

Pages Redacted	Sections <i>ATIPPA, 2015</i>
11	29(1)(a), 31(1)(l), 35(1)(c), 35(1)(d)
12	35(1)(c), 35(1)(d), 35(1)(f)
90-91, 162, 499, 501, 504, 509, 512	29(1)(a), 34(1)(a)(i), 34(1)(b), 35(1)(d)
136-139, 141-142, 144	29(1)(a), 34(1)(a)(i), 34(1)(b)
140, 143, 239-245,	29(1)(a), 34(1)(a)(i), 34(1)(b), 35(1)(c), 35(1)(d)
234-238	34(1)(a)(i)
338-339, 341-342, 467	29(1)(a)
498, 500, 502-503, 505-508, 510, 545-546	31(1)(l), 34(1)(b), 34(1)(a)(i), 35(1)(d)
511	34(1)(a)(i), 34(1)(b), 35(1)(d)
555	29(1)(a), 35(1)(c), 35(1)(d), 35(1)(f)

Please be advised that you may ask the Information and Privacy Commissioner to review the processing of your access request, as set out in section 42 of the **Access to Information and Protection of Privacy Act, 2015** (the Act) (a copy of this section has been enclosed for your reference). A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner.

The appeal may be addressed to the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A

St. John's, NL. A1B 3V8

Telephone: (709) 729-6309

Toll-Free: 1-877-729-6309

commissioner@oipc.nl.ca

You may also appeal directly to the Supreme Court within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act (a copy of this section has been enclosed for your reference).

Please be advised that this request may be published on the [Completed Access to Information Requests](#) website. Requests will be posted when possible, but no sooner than three business days after a response is sent electronically, or five business days where a response is sent by mail. Please note that requests for personal information will not be posted online. Additional details regarding the process for publishing requests online can be found [here](#).

If you have any further questions, please feel free to contact me via email at ATIPP-Health@gov.nl.ca.

Sincerely,



Andie George
ATIPP Coordinator

Access or correction complaint

42.(1) A person who makes a request under this Act for access to a record or for correction of personal information may file a complaint with the commissioner respecting a decision, act or failure to act of the head of the public body that relates to the request.

(2) A complaint under subsection (1) shall be filed in writing not later than 15 business days

(a) after the applicant is notified of the decision of the head of the public body, or the date of the act or failure to act; or

(b) after the date the head of the public body is considered to have refused the request under subsection 16(2).

(3) A third party informed under section 19 of a decision of the head of a public body to grant access to a record or part of a record in response to a request may file a complaint with the commissioner respecting that decision.

(4) A complaint under subsection (3) shall be filed in writing not later than 15 business days after the third party is informed of the decision of the head of the public body.

(5) The commissioner may allow a longer time period for the filing of a complaint under this section.

(6) A person or third party who has appealed directly to the Trial Division under subsection 52(1) or 53(1) shall not file a complaint with the commissioner.

(7) The commissioner shall refuse to investigate a complaint where an appeal has been commenced in the Trial Division.

(8) A complaint shall not be filed under this section with respect to

(a) a request that is disregarded under section 21;

(b) a decision respecting an extension of time under section 23;

(c) a variation of a procedure under section 24; or

(d) an estimate of costs or a decision not to waive a cost under section 26.

(9) The commissioner shall provide a copy of the complaint to the head of the public body concerned.

Direct appeal to Trial Division by an applicant

52. (1) Where an applicant has made a request to a public body for access to a record or correction of personal information and has not filed a complaint with the commissioner under section 42, the applicant may appeal the decision, act or failure to act of the head of the public body that relates to the request directly to the Trial Division.

(2) An appeal shall be commenced under subsection (1) not later than 15 business days

(a) after the applicant is notified of the decision of the head of the public body, or the date of the act or failure to act; or

(b) after the date the head of the public body is considered to have refused the request under subsection 16(2).

(3) Where an applicant has filed a complaint with the commissioner under section 42 and the commissioner has refused to investigate the complaint, the applicant may commence an appeal in the Trial Division of the decision, act or failure to act of the head of the public body that relates to the request for access to a record or for correction of personal information.

(4) An appeal shall be commenced under subsection (3) not later than 15 business days after the applicant is notified of the commissioner's refusal under subsection 45(2).

From: Nolan, Karen
Sent: Wednesday, September 6, 2023 10:46 AM
To: Herritt, Jeannine
Subject: RE: FOR urgent APPROVAL: update to baie verte psa

Suellen and I chatted about this the other day. She advised that early in this process we did collect some related information. I asked her to follow up with Amy Folkes. They may be already collecting but not reporting. If not, they will discuss option on how to report. I will keep you posted.

Let me know if you want to discuss.

Karen

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Wednesday, September 6, 2023 9:31 AM
To: Nolan, Karen <knolan@gov.nl.ca>
Subject: FW: FOR urgent APPROVAL: update to baie verte psa

Hi Karen,

I know we chatted about this already, sending along for information.

Thanks,
Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Herritt, Jeannine
Sent: Sunday, August 27, 2023 9:06 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Coffey, Tina <TCoffey@gov.nl.ca>
Subject: RE: FOR urgent APPROVAL: update to baie verte psa

Thanks John, will do.

Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Sunday, August 27, 2023 2:31 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Coffey, Tina <TCoffey@gov.nl.ca>
Subject: RE: FOR urgent APPROVAL: update to baie verte psa

Thanks Jeannie.

Can we also a list of the lack resources for each area that are experiencing diversions i.e. physicians, nurses etc. ? I believe NLHS may be working on this already, perhaps we can follow-up.

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Sent: Sunday, August 27, 2023 10:20 AM

To: Osborne, Tom <tosborne@gov.nl.ca>

Cc: McGrath, John <JohnMcGrath@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>

Subject: Re: FOR urgent APPROVAL: update to baie verte psa

Hi Minister,

I will follow up with NLHS on this.

Thanks,
Jeannine

On Aug 26, 2023, at 8:29 AM, Osborne, Tom <tosborne@gov.nl.ca> wrote:

This is the same reason Todd Young said Springdale closes, not due to physician. We need a strategy to fill positions there and in the short term use agency nurses.

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

On Aug 25, 2023, at 9:26 PM, McGrath, John <JohnMcGrath@gov.nl.ca> wrote:

K thx.

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Aug 25, 2023, at 8:56 PM, Coffey, Tina
<TCoffey@gov.nl.ca> wrote:

Shortage of RNs
Tina

Tina Coffey
Department of Health and Community Services
Government of Newfoundland and Labrador
tcoffey@gov.nl.ca

On Aug 25, 2023, at 8:35 PM, Herritt, Jeannine
<JeannineHerritt@gov.nl.ca> wrote:

Hi Tina,

Did NLHS they indicate reason for the closure
on short notice?

Thanks,
Jeannine

On Aug 25, 2023, at 8:34 PM,
Coffey, Tina
<TCoffey@gov.nl.ca> wrote:

John, Minister

Please see below for
approval. This needs to
go ASAP as the closure
takes place at 10pm
tonight

gayle

UPDATED:
Temporary
Closure of
Emergency
Services and
Virtual ER at
Baie Verte
Peninsula
Health Centre

Newfoundland
and Labrador

Health Services would like to advise of a change in dates regarding the temporary staffing shortage at Baie Verte Peninsula Health Centre. See below for times when the emergency room (ER) will be open to regular services and when it will be temporarily closed.

Friday, August 25

- **Temporarily CLOSURE**
at 10:00 p.m.

Saturday, August 26

- **OPEN** at 6:00 a.m.

Sunday, August 27

- **Temporarily CLOSURE**
at 8:00 a.m.

**Monday,
August 28**

- **OPEN** at
8:00 a.m

**Tuesday,
August 29**

- **Virtual
ER** from
8:00 a.m.
to 2:00
p.m.
- **Temporary
CLOSURE**
at 2:00
p.m.

**Wednesday,
August 30**

- **OPEN** at
8:00 a.m.

**Thursday,
August 31**

- **Temporary
CLOSURE**
at 8:00
a.m.

**In case of
emergency:** Pat
ients with a
medical

emergency who
require an
ambulance
should call 911.
Those who feel
they have a
serious or
urgent medical
problem should
proceed to
Central
Newfoundland
Regional Health
Centre in Grand
Falls-Windsor. If
you are unsure
if you should go
to the
emergency
department,
please call the
811 HealthLine.

**When a Virtual
ER is**

operating, residents can
proceed to the
ER at Baie Verte
Peninsula
Health Centre
as usual. There
will be a health-
care
professional
onsite, as well
as a physician
or nurse
practitioner (NP)
by video. For
more on Virtual
ERs,

please **visit our website.**

Other Information: NL

Health Services' Health Hub is available to **ALL** residents of Central Newfoundland who have non-emergent medical issues, who do not have a family physician or whose family physician is not available. Health Hub clinics are open Monday to Friday from **8:00 a.m. to 8:00 p.m.** and Saturday and Sunday from **12:00 p.m. to 6:00 p.m.** To reach the Health Hub, please call the Gander Medical Clinic at 709-381-0112 or 709-381-0338 or the Killick Clinic in Grand Falls-Windsor at 709-292-8404. Patients should expect an increase in wait times for both in

person and
virtual
appointments at
Health Hub
sites.

For more
information on
Health Hubs,
please **visit our
website.**

811 HealthLine
is available 24/7
to provide:

- medical
advice
(including
virtual
nurse
practitioner
appointme
nts which
can
usually be
accommod
ated within
three
days);
- health
information
; and
- support in
a mental
health
crisis.

For more
information,
please
visit: **[https://ww](https://www)**

w.811healthline
.ca/

For the most up-to-date information on temporary service closures in the central zone, please visit: **<https://www.centralhealth.nl.ca/temporary-closures-and-ver>**

NL Health Services thanks the public for their understanding as we continue to focus on providing safe and quality care for people of the Baie Verte area.

-30-

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appreciated. ***

From: Herritt, Jeannine
Sent: Monday, September 11, 2023 11:42 PM
To: Joanne Pelley
Subject: RE: Diversions- follow up

Thanks very much, Joanne

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Joanne Pelley <Joanne.Pelley@centralhealth.nl.ca>
Sent: Monday, September 11, 2023 7:13 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: Re: Diversions- follow up

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Hi Jeannine

We are closely monitoring all our sites. Springdale has always been challenged with RN resources to cover ER. We have many travel nurses there to cover for the next few weeks. [REDACTED] Let me know if you have other questions.

29(1)(a)

ER Baie Verte and Springdale

Springdale has no planned temporary closures for the remainder of September due to Nursing or Physician shortages. In saying that, many times our nursing (or physician) shortages are last minute sick calls. We do have a number of travel nurses supporting the site to prevent closures.

Baie Verte has no planned closures due to nurses but again, if we get a sick call with short notice, it may change. Currently they are only scheduled to be closed on Sept. 28 and that is due to a Physician shortage.

Joanne Pelley
VP-COO Central Zone
Provincial Chief Nursing Officer
NL Health Services

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Monday, September 11, 2023 4:48:09 PM
To: Joanne Pelley <Joanne.Pelley@centralhealth.nl.ca>
Subject: Diversions- follow up

Hi Joanne,

We've been hearing that for recent Springdale diversions that the constraint is nursing. I've asked for tracking on this issue broadly across all sites and Suellen Sheppard will be reaching out to Alissa Setliff on this, but wanted to raise the Springdale issue to your attention. Could travel/agency RNs fill the gaps in Springdale to offset the ER diversion?

Thanks,
Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

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From: McGrath, John
Sent: Monday, September 18, 2023 7:40 PM
To: Osborne, Tom
Cc: Elliott, Susan, Power, Maggie, Morrissey, Patrick (HCS), Antle, Chad
Subject: Fwd: Cash Flow Request - Q1 Agency Nurse Costs
Attachments: image001.jpg, C2023-24NLHS-01 One Time Agency Nurse Costs Q1.pdf

Hi Minister,

Passing along for your information

29(1)(a)

Patrick and Chad, can you also confirm these are incremental costs, as well (not absolute). Also what are they expected costs for the remainder of this fiscal, given the reduction in vacancy rates for RNs and India nurse expectations. Also, what is this compare to Q1 last year?

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

Begin forwarded message:

From: "Antle, Chad" <ChadAntle@gov.nl.ca>
Date: September 18, 2023 at 2:21:16 PM NDT
To: "McGrath, John" <JohnMcGrath@gov.nl.ca>, "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Subject: FW: Cash Flow Request - Q1 Agency Nurse Costs

FYI, I'll prepare the cash flows.

29(1)(a)

Thanks,
Chad

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Monday, September 18, 2023 1:03 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Quilty, Renee <RQuilty@gov.nl.ca>; Brake, Matthew B <MatthewB.Brake@centralhealth.nl.ca>; Stark, Ian <ianstark@westernhealth.nl.ca>; Tanya Pinksen <tanya.pinksen@lghealth.ca>; Fred Cram <Fred.Cram@easternhealth.ca>
Subject: Cash Flow Request - Q1 Agency Nurse Costs

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Chad – please see the attached cash flow request for Agency Nurse costs. The funding will need to be distributed by zone based on the amounts identified in the request.

Let me know if you have any questions.

Thanks,

Jason



NL Health
Services

Memorandum

TO: Chad Antle
Departmental Controller

FROM: Jason Cole
Senior Director of Provincial Budgeting, Sustainability & Data Quality

RE: Budget Adjustment/Cash Flow Request
– One-Time Agency Nurse Funding, Q1–2023-24

DATE: September 18, 2023

As per direction in our original budget letter for 2023-24, NLHS was asked to seek reimbursement of Agency/Travel Nurse costs are incurred on a quarterly basis.

We are now in a position to request a one-time cash flow for the 1st quarter of 2023-24. Our expenditures for April - June 2023 was **\$21,960,838**. A summary of costs incurred for this 3-month period is included below:

Block Funding	Funding Available	Entity	April	May	June	Q1 Total by Zone	Balance Available
Travel Nurse		Eastern	1,230,020	2,663,644	801,964	4,695,628	
Travel Nurse		Central	2,691,997	3,698,490	4,468,838	10,859,325	
Travel Nurse		Western	1,443,707	1,940,567	1,954,311	5,338,585	
Travel Nurse		Lab Grenfell	386,200	283,000	398,100	1,067,300	
Travel Nurse	25,000,000	Provincial Total	5,751,924	8,585,701	7,623,213	21,960,838	3,039,162

We are requesting a one-time cash flow in the amount of **\$21,960,838** for the first quarter of fiscal 2023-24 with the appropriate amount of funding to be distributed to each zone per the table above. We anticipate that the budget letter(s) issued will also include an increase in NLHS's expense base for 2023-24 by an equivalent amount as these expenses were not included in the health authority's original expense allocation.

Subsequent cash flow requests will be written for quarters 2, 3 and 4 for the above referenced initiative.

Should you require further information please feel free to contact my office.

From: McGrath, John
Sent: Wednesday, September 20, 2023 9:47 PM
To: Osborne, Tom
Cc: Elliott, Susan, Power, Maggie
Subject: FW: Cash Flow Request - Q1 Agency Nurse Costs

Hi Minister,

Please see below for additional information regarding the agency nursing pressure.

Regards,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Wednesday, September 20, 2023 10:57 AM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: FW: Cash Flow Request - Q1 Agency Nurse Costs

John, FYI

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Wednesday, September 20, 2023 10:53 AM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Scott Bishop <Scott.Bishop@easternhealth.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

Chad – please see the following comments in relation to your questions:

- Is this the total cost for agency nurses in the first quarter or is this the incremental amount (i.e. vacancies accounted for).

While there were some “savings” as a result of nurse vacancies, the majority was offset by increased OT costs that were caused by those position vacancies. Any incremental net savings was utilized to offset other organizational pressures in Q1.

- Can you please provide updated projections for the remainder of the year, considering the reduction in vacancy rates and India nurse expectations?

There are no changes to the latest projections as a result of India nurse recruitment. Timelines and quantity of India nurses are still very much unknown at this time

29(1)(a)

I’ve inserted a table below that identifies the numbers of Agency staff that are currently in the system. These numbers (albeit actual people and not necessarily FTEs) are higher then was originally built into the current year projections. Notice periods for Agency Nurses should also be considered here...I understand that each vendor contract may be different.

Zone	RN	LPN	PCA	NP
Eastern	66	11	0	0
Central	133	0	0	0

Western	43	24	0	0
Labrador Grenfell	2	4	7	0
Total	244	39	7	0

- For comparison purposes, what was the Q1 total from last fiscal?

The total for Q1 2022-23 was \$1,759,681 which relates primarily to CZ and LGZ. The Agency Nurse numbers didn't take off in most areas until fall of last year.

Let me know if you have any questions.

Thanks,
Jason

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, September 19, 2023 2:45 PM
To: Jason Cole <Jason.Cole@easternhealth.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

Hey Jason, thank for this.

A couple of questions:

- Is this the total cost for agency nurses in the first quarter or is this the incremental amount (i.e. vacancies accounted for).
- Can you please provide updated projections for the remainder of the year, considering the reduction in vacancy rates and India nurse expectations?
- For comparison purposes, what was the Q1 total from last fiscal?

Thanks,
Chad

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Monday, September 18, 2023 1:03 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Quilty, Renee <RQuilty@gov.nl.ca>; Brake, Matthew B <MatthewB.Brake@centralhealth.nl.ca>; Stark, Ian <ianstark@westernhealth.nl.ca>; Tanya Pinksen <tanya.pinksen@lghealth.ca>; Fred Cram <Fred.Cram@easternhealth.ca>
Subject: Cash Flow Request - Q1 Agency Nurse Costs

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Chad – please see the attached cash flow request for Agency Nurse costs. The funding will need to be distributed by zone based on the amounts identified in the request.

Let me know if you have any questions.

Thanks,
Jason



Jason Cole, CPA, CGA
Senior Director
Provincial Budgeting, Sustainability and Data
Quality

t: 709-752-4267

e: Jason.Cole@easternhealth.ca

w: NLHealthServices.ca

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Discovery - Health and Community Services

Subject: Interview - NTV (David Salter) Travel Nurses

Location: West Block Lobby

Start: Thu 9/21/2023 11:00 AM

End: Thu 9/21/2023 11:15 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Keith, Nadine

Required AttendeesOsborne, Tom; Elliott, Susan; McGrath, John; Scott, Brian; Konieczny, Jennifer; Coffey, Tina; Thomas, Laura

Discovery - Health and Community Services

Subject: Briefing - Interview - NTV (David Salter) Travel Nurses
Location: Executive Boardroom

Start: Thu 9/21/2023 10:45 AM
End: Thu 9/21/2023 11:00 AM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Keith, Nadine
Required AttendeesOsborne, Tom; Elliott, Susan; McGrath, John; Scott, Brian; Konieczny, Jennifer; Coffey, Tina; Thomas, Laura

From: Konieczny, Jennifer
Sent: Tuesday, September 26, 2023 3:11 PM
To: Morrissey, Patrick (HCS), Antle, Chad
Cc: Herritt, Jeannine
Subject: RE: Agency Nurses

Daphne says that the first quarter numbers are sufficient.

Thanks!
Jennifer

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Tuesday, September 26, 2023 2:58 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Agency Nurses

Let's get the most recent if they are able to provide within a reasonable time frame?

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, September 26, 2023 2:57 PM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Agency Nurses

29(1)(a), 35(1)(d)

\$22M in the first quarter, [REDACTED] I would have to reach out to get the latest actuals to date.

Thanks,
Chad

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Tuesday, September 26, 2023 2:56 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: FW: Agency Nurses

What is the latest from NLHS on the below?

Tks

Patrick

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Tuesday, September 26, 2023 2:45 PM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Cc: Osborne, Daphne <DaphneOsborne@gov.nl.ca>
Subject: Re: Agency Nurses

Hi Jennifer,

Adding Patrick to weigh in on the financials.

Thanks,
Jeannine

On Sep 26, 2023, at 2:34 PM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Hi Jeannine,

Would this fall under your shop:

“Government is spending about \$35 million in 2023-24 on contracts for nurses hired through agencies to fill the gaps in the health care system.” Is this amount accurate for 2023-24 so far at least?

Thanks,
Jennifer

From: Antle, Chad
Sent: Tuesday, September 26, 2023 4:18 PM
To: Morrissey, Patrick (HCS)
Subject: FW: Cash Flow Request - Q1 Agency Nurse Costs
Attachments: Agency Nurse Update - YTD August 2023.xlsx

FYI...the straightline projection doesn't have the vacancy factor incorporated.

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Tuesday, September 26, 2023 4:12 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Scott Bishop <Scott.Bishop@easternhealth.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

29(1)(a)

Chad – Please see attached and inserted below for reference.

AGENCY/TRAVEL NURSE EXPENSE - August YTD 2023-24				
Zone	Q1 Total	July & August	YTD Total	Straight Line Projection to March 31, 2024
Eastern	4,695,628	4,402,071	9,097,699	
Central	10,859,325	7,030,254	17,889,579	
Western	5,338,585	5,247,905	10,586,490	
Lab Grenfell	1,067,300	717,200	1,784,500	
Total	21,960,838	17,397,430	39,358,268	

29(1)(a), 35(1)(d)

Thanks,
Jason

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, September 26, 2023 2:59 PM
To: Jason Cole <Jason.Cole@easternhealth.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

Hey Jason, what are the latest actuals to date? Could we get it ASAP?

Thanks,
Chad

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Wednesday, September 20, 2023 10:53 AM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Scott Bishop <Scott.Bishop@easternhealth.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

Chad – please see the following comments in relation to your questions:

- Is this the total cost for agency nurses in the first quarter or is this the incremental amount (i.e. vacancies accounted for).

While there were some “savings” as a result of nurse vacancies, the majority was offset by increased OT costs that were caused by those position vacancies. Any incremental net savings was utilized to offset other organizational pressures in Q1.

- Can you please provide updated projections for the remainder of the year, considering the reduction in vacancy rates and India nurse expectations?

There are no changes to the latest projections as a result of India nurse recruitment. Timelines and quantity of India nurses are still very much unknown at this time

29(1)(a)

I’ve inserted a table below that identifies the numbers of Agency staff that are currently in the system. These numbers (albeit actual people and not necessarily FTEs) are higher than was originally built into the current year projections. Notice periods for Agency Nurses should also be considered here...I understand that each vendor contract may be different.

Zone	RN	LPN	PCA	NP
Eastern	66	11	0	0
Central	133	0	0	0
Western	43	24	0	0
Labrador Grenfell	2	4	7	0
Total	244	39	7	0

- For comparison purposes, what was the Q1 total from last fiscal?

The total for Q1 2022-23 was \$1,759,681 which relates primarily to CZ and LGZ. The Agency Nurse numbers didn’t take off in most areas until fall of last year.

Let me know if you have any questions.

Thanks,
Jason

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, September 19, 2023 2:45 PM
To: Jason Cole <Jason.Cole@easternhealth.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

Hey Jason, thank for this.

A couple of questions:

- Is this the total cost for agency nurses in the first quarter or is this the incremental amount (i.e. vacancies accounted for).
- Can you please provide updated projections for the remainder of the year, considering the reduction in vacancy rates and India nurse expectations?
- For comparison purposes, what was the Q1 total from last fiscal?

Thanks,
Chad

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Monday, September 18, 2023 1:03 PM

To: Antle, Chad <ChadAntle@gov.nl.ca>

Cc: Quilty, Renee <RQuilty@gov.nl.ca>; Brake, Matthew B <MatthewB.Brake@centralhealth.nl.ca>; Stark, Ian <ianstark@westernhealth.nl.ca>; Tanya Pinksen <tanya.pinksen@lghealth.ca>; Fred Cram <Fred.Cram@easternhealth.ca>

Subject: Cash Flow Request - Q1 Agency Nurse Costs

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Chad – please see the attached cash flow request for Agency Nurse costs. The funding will need to be distributed by zone based on the amounts identified in the request.

Let me know if you have any questions.

Thanks,
Jason



Jason Cole, CPA, CGA
Senior Director
Provincial Budgeting, Sustainability and Data
Quality

t: 709-752-4267

e: Jason.Cole@easternhealth.ca

w: NLHealthServices.ca

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AGENCY/TRAVEL NURSE EXPENSE - August YTD 2023-24

Zone	Q1 Total	July & August	YTD Total	Straight Line Projection to March 31, 2024
Eastern	4,695,628	4,402,071	9,097,699	
Central	10,859,325	7,030,254	17,889,579	
Western	5,338,585	5,247,905	10,586,490	
Lab Grenfell	1,067,300	717,200	1,784,500	
Total	21,960,838	17,397,430	39,358,268	

29(1)(a), 35(1)(d)

From: Antle, Chad
Sent: Tuesday, September 26, 2023 4:20 PM
To: Morrissey, Patrick (HCS)
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

29(1)(a), 35(1)(d)

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Tuesday, September 26, 2023 4:20 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

What kind of vacancy factor do they typically apply?

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, September 26, 2023 4:18 PM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: FW: Cash Flow Request - Q1 Agency Nurse Costs

FYI...the straightline projection doesn't have the vacancy factor incorporated.

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Tuesday, September 26, 2023 4:12 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Scott Bishop <Scott.Bishop@easternhealth.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

29(1)(a)

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Total	21,960,838	17,397,430	39,358,268	

Thanks,
Jason

29(1)(a), 35(1)(d)

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Sent: Tuesday, September 26, 2023 2:59 PM
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Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

Hey Jason, what are the latest actuals to date? Could we get it ASAP?

Thanks,

Chad

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Sent: Wednesday, September 20, 2023 10:53 AM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Scott Bishop <Scott.Bishop@easternhealth.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

Chad – please see the following comments in relation to your questions:

- Is this the total cost for agency nurses in the first quarter or is this the incremental amount (i.e. vacancies accounted for).

While there were some “savings” as a result of nurse vacancies, the majority was offset by increased OT costs that were caused by those position vacancies. Any incremental net savings was utilized to offset other organizational pressures in Q1.

- Can you please provide updated projections for the remainder of the year, considering the reduction in vacancy rates and India nurse expectations?

There are no changes to the latest projections as a result of India nurse recruitment. Timelines and quantity of India nurses are still very much unknown at this time

29(1)(a)

I've inserted a table below that identifies the numbers of Agency staff that are currently in the system. These numbers (albeit actual people and not necessarily FTEs) are higher than was originally built into the current year projections. Notice periods for Agency Nurses should also be considered here...I understand that each vendor contract may be different.

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Labrador Grenfell	2	4	7	0
Total	244	39	7	0

- For comparison purposes, what was the Q1 total from last fiscal?

The total for Q1 2022-23 was \$1,759,681 which relates primarily to CZ and LGZ. The Agency Nurse numbers didn't take off in most areas until fall of last year.

Let me know if you have any questions.

Thanks,
Jason

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, September 19, 2023 2:45 PM
To: Jason Cole <Jason.Cole@easternhealth.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: RE: Cash Flow Request - Q1 Agency Nurse Costs

Hey Jason, thank for this.

A couple of questions:

- Is this the total cost for agency nurses in the first quarter or is this the incremental amount (i.e. vacancies accounted for).
- Can you please provide updated projections for the remainder of the year, considering the reduction in vacancy rates and India nurse expectations?
- For comparison purposes, what was the Q1 total from last fiscal?

Thanks,
Chad

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Monday, September 18, 2023 1:03 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Quilty, Renee <RQuilty@gov.nl.ca>; Brake, Matthew B <MatthewB.Brake@centralhealth.nl.ca>; Stark, Ian <ianstark@westernhealth.nl.ca>; Tanya Pinksen <tanya.pinksen@lghealth.ca>; Fred Cram <Fred.Cram@easternhealth.ca>
Subject: Cash Flow Request - Q1 Agency Nurse Costs

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Chad – please see the attached cash flow request for Agency Nurse costs. The funding will need to be distributed by zone based on the amounts identified in the request.

Let me know if you have any questions.

Thanks,
Jason



Jason Cole, CPA, CGA
Senior Director
Provincial Budgeting, Sustainability and Data
Quality

t: 709-752-4267
e: Jason.Cole@easternhealth.ca
w: NLHealthServices.ca

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From: McGrath, John
Sent: Monday, October 23, 2023 5:15 PM
To: Osborne, Tom
Cc: Scott, Brian, Konieczny, Jennifer, Herritt, Jeannine, Elliott, Susan, Thomas, Laura, Coffey, Tina
Subject: Re: For Approval: Media response re travel nurse accommodations

Does this include India nurses as well?

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Oct 23, 2023, at 4:49 PM, Osborne, Tom <tosborne@gov.nl.ca> wrote:

Agree

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

On Oct 23, 2023, at 4:37 PM, Scott, Brian <BrianScott@gov.nl.ca> wrote:

We should add some context to this response to highlight the number of nurses recruited during that time, which will lead to NLHS using travel nurses even less. We have key messages to add to this.

Brian Scott
Director of Communications
Health and Community Services
Government of Newfoundland and Labrador
e: brianscott@gov.nl.ca
t: 709.729.1377
www.gov.nl.ca/hcs/ | @HCS_GovNL

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Sent: Monday, October 23, 2023 3:11 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Elliott, Susan <elliotts@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: For Approval: Media response re travel nurse accommodations

Hi everyone,

For approval.

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Monday, October 23, 2023 3:09 PM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: Media response re travel nurse accommodations

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Hi there,

Please see below inquiry and response for CBC and let me know if it's okay to go.

Thank you!

--Tracey

Media:

CBC, Ariana Kelland

Context:

The reporter is requesting information on the amount of money spent by the health authority to house travel nurses.

Questions:

1. What is the total amount spent in each zone from Jan 1, 2023 to now?
2. How many units or apartments are being utilized?

Response:

DRAFT

Formatting issues, please see page 35 for the full table.

Zone	Total accommodation costs for travel nurses (January 1 to August 31, 2023)	Number of units for travel nurses
Eastern (Rural & Urban)	\$969,527	100
Central	\$1,252,540	129
Western	\$361,644.07	18
Labrador-Grenfell	29(1)(a) As there are no specific units or accommodations designated for travel nurses, we are unable to provide a cost or number of units as requested.	

In consultation and approved by:

Sandy Penney
Joanne Pelley
Teara Freake
Ron Johnson
Ken Baird (for Debbie Walsh)
Debbie Molloy
Scott Bishop

Lynette Oates

<image001.jpg> **Tracey Boland** (she/her)

Media Relations Manager
Corporate Communications

t: 709-777-1412 / 709-730-7759

e: TraceyL.Boland@easternhealth.ca

w: NLHealthServices.ca

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DRAFT

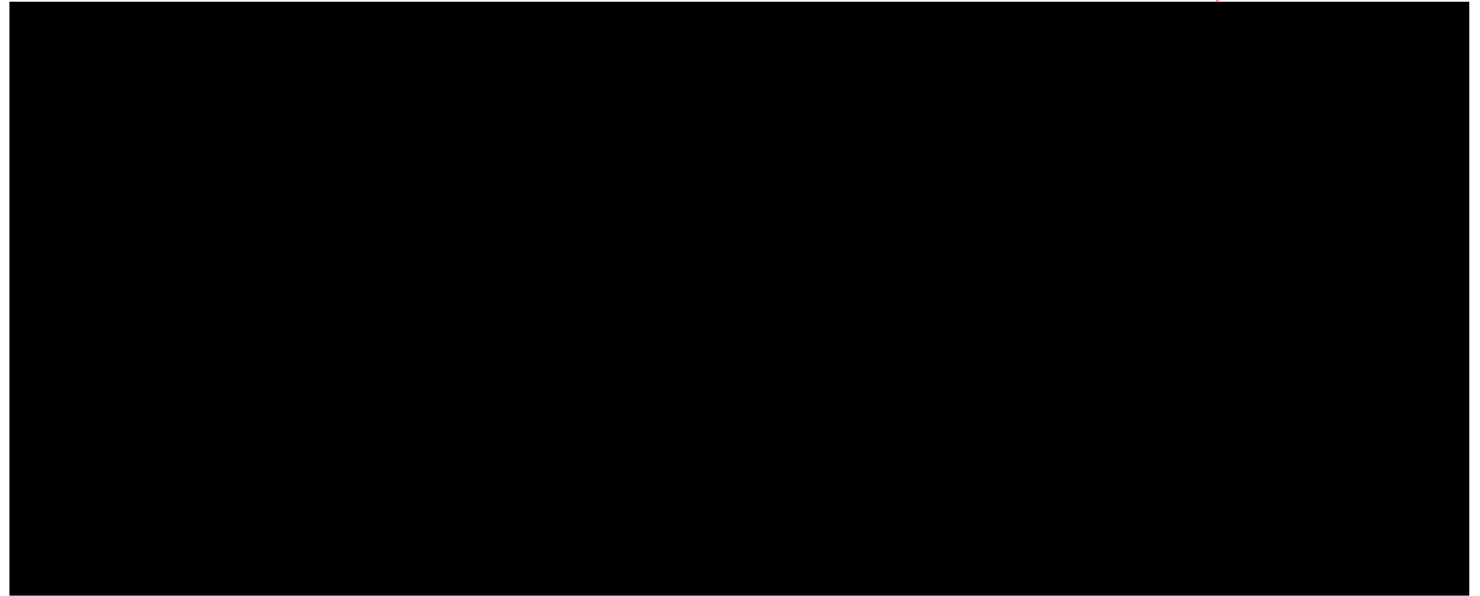
Zone	Total accommodation costs for travel nurses (January 1 to August 31, 2023)	Number of units for travel nurses
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Western	\$361,644.07	18
Labrador-Grenfell	<i>As there are no specific units or accommodations designated for travel nurses, we are unable to provide a cost or number of units as requested.</i>	

29(1)(a)

From: Scott Bishop <Scott.Bishop@easternhealth.ca>
Sent: Monday, October 23, 2023 6:19 PM
To: Morrissey, Patrick (HCS)
Cc: Jason Cole
Subject: Agency nurses

Comments from senior director provincial HR when questioned on agency ask:

29(1)(a), 35(1)(c), 35(1)(d), 35(1)(g)



Scott Bishop
Vice President - Corporate Services
Newfoundland & Labrador Health Services

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From: Konieczny, Jennifer
Sent: Tuesday, October 24, 2023 9:42 AM
To: Herritt, Jeannine, McGrath, John, Osborne, Tom
Cc: Scott, Brian, Thomas, Laura, Coffey, Tina, Elliott, Susan
Subject: For Approval: Updated Media response re travel nurse accommodations

Hi everyone,

Revisions to this NL Health Services media response below for approval.

Travel nurses have been in use for a long time and help health care providers fill short-term vacancies. By filling those vacancies, they also allow regular nurses to take much-needed time off from work and reduce their amount of overtime.

Since the start of this fiscal year (April 1, 2023), we have recruited more than 170 nurses, including registered nurses, nurse practitioners, and licensed practical nurses. We have reduced the number of vacancies from 675 to 582 with more nurses from India anticipated to be arriving this fall. As we continue to be successful with recruitment, we look forward to one day no longer having to rely on agency nurses.

DRAFT

Zone	Total accommodation costs for travel nurses (January 1 to August 31, 2023)	Number of units for travel nurses
Eastern (Rural & Urban)	\$969,527	100
Central	\$1,252,540	129
Western	\$361,644.07	18
Labrador-Grenfell	<i>Accommodation costs are included in Labrador Grenfell Zone’s regular operational budget. As there are no specific units or accommodations designated for travel nurses, we are unable to provide a cost or number of units as requested.</i>	

29(1)(a)

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Monday, October 23, 2023 3:09 PM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: Media response re travel nurse accommodations

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Hi there,

Please see below inquiry and response for CBC and let me know if it’s okay to go.

Thank you!
--Tracey

Media:

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Questions:

1. What is the total amount spent in each zone from Jan 1, 2023 to now?
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Response:

DRAFT

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Labrador-Grenfell	<i>As there are no specific units or accommodations designated for travel nurses, we are unable to provide a cost or number of units as requested.</i>	

29(1)(a)

In consultation and approved by:

Sandy Penney
Joanne Pelley
Teara Freake
Ron Johnson
Ken Baird (for Debbie Walsh)
Debbie Molloy
Scott Bishop
Lynette Oates



**NL Health
Services**

Tracey Boland (she/her)

Media Relations Manager
Corporate Communications

t: 709-777-1412 / 709-730-7759

e: TraceyL.Boland@easternhealth.ca

w: NLHealthServices.ca

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From: Osborne, Tom
Sent: Tuesday, October 24, 2023 3:26 PM
To: Konieczny, Jennifer
Cc: Herritt, Jeannine, McGrath, John, Scott, Brian, Thomas, Laura, Coffey, Tina, Elliott, Susan
Subject: Re: For Approval: Updated Media response re travel nurse accommodations

Good

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

On Oct 24, 2023, at 1:27 PM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Hi Minister and John,

Checking in on this. Jeannine approved with the edits below. Approved?

Travel nurses help fill short-term vacancies and increase access to care. By filling those vacancies, they also allow regular nurses to take much-needed time off from work and reduce their amount of overtime.

Since the start of this fiscal year (April 1, 2023), we have recruited more than 170 nurses, including registered nurses, nurse practitioners, and licensed practical nurses. We have reduced the number of vacancies from 675 to 582 with more nurses from India anticipated to be arriving this fall. As we continue to be successful with recruitment, we look forward to one day no longer having to rely on agency nurses.

DRAFT

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Labrador-Grenfell 29(1)(a)	<i>Accommodation costs are included in Labrador Grenfell Zone's regular operational budget. As there are no specific units or accommodations designated for travel nurses, we are unable to provide a cost or number of units as requested.</i>	

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Monday, October 23, 2023 3:09 PM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer

<JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>

Subject: Media response re travel nurse accommodations

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi there,

Please see below inquiry and response for CBC and let me know if it's okay to go.

Thank you!

--Tracey

Media:

CBC, Ariana Kelland

Context:

The reporter is requesting information on the amount of money spent by the health authority to house travel nurses.

Questions:

1. What is the total amount spent in each zone from Jan 1, 2023 to now?
2. How many units or apartments are being utilized?

Response:

DRAFT

Zone	Total accommodation costs for travel nurses (January 1 to August 31, 2023)	Number of units for travel nurses
Eastern (Rural & Urban)	\$969,527	100
Central	\$1,252,540	129
Western	\$361,644.07	18
Labrador-Grenfell	29(1)(a) As there are no specific units or accommodations designated for travel nurses, we are unable to provide a cost or number of units as requested.	

In consultation and approved by:

Sandy Penney

Joanne Pelley

Teara Freake

Ron Johnson

Ken Baird (for Debbie Walsh)

Debbie Molloy

Scott Bishop

Lynette Oates

<image001.jpg>

Tracey Boland (she/her)

Media Relations Manager
Corporate Communications

t: 709-777-1412 / 709-730-7759

e: TraceyL.Boland@easternhealth.ca

w: NLHealthServices.ca

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From: Nolan, Karen
Sent: Wednesday, November 1, 2023 12:14 PM
To: Herritt, Jeannine
Subject: RE: Agency NPs
Attachments: Reasons for ED Diversions

Hi Jeannine

Please see attached email with some info as requested. Awaiting addition details from NLHS.

Let me know if you want to discuss.

Karen

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Wednesday, November 1, 2023 9:12 AM
To: Nolan, Karen <knolan@gov.nl.ca>
Subject: Re: Agency NPs

I sent the agency NP question to Debbie Molloy

On Nov 1, 2023, at 9:10 AM, Nolan, Karen <knolan@gov.nl.ca> wrote:

Will do. Did you provide update on agency NPs or do you need me to provide this?

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Wednesday, November 1, 2023 8:56 AM
To: Nolan, Karen <knolan@gov.nl.ca>
Subject: Fwd: Agency NPs

Hi Karen,

Can you provide an update on the resource constraints for diversions?

Thank you,
Jeannine

Begin forwarded message:

From: "McGrath, John" <JohnMcGrath@gov.nl.ca>
Date: November 1, 2023 at 8:55:01 AM NDT
To: "Herritt, Jeannine" <JeannineHerritt@gov.nl.ca>, "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Cc: "Power, Maggie" <MaggiePower@gov.nl.ca>
Subject: Agency NPs

Hi there,

Do we have an update on utilization or progress on securing agency NPs, and the summary of resource constraints for diversions.

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Sheppard, Suellen
Sent: Wednesday, November 1, 2023 12:10 PM
To: Nolan, Karen
Subject: Reasons for ED Diversions

Karen,

Regarding the request for data on the reasons for ED diversions, I reached out to Amy Folkes and she is working with her team to provide site-specific information by end of today. That said, Amy and I did discuss the general reasons for ED diversions back in September. The following bullets are based on that discussion, including September ED data, as well as information from other QP notes on recruitment, retention, and agency nurses. See below.

Suellen

Key messages

- Our government and Newfoundland and Labrador Health Services recognize the concerns of health care staff and the public when emergency services are disrupted.
- When emergency departments in our province experience staff shortages, Newfoundland and Labrador Health Services may decide to close the emergency department and divert patients to another emergency department, or provide virtual emergency services.
- In September 2023, emergency department diversions were predominantly due to physician and nurse practitioner shortages, although RN shortages were noted for the Dr. W. Templeman Health Centre (Bell Island) and Green Bay Health Centre (Springdale). For some rural emergency rooms, a single staff sick call at any time could cause a short notice closure of the emergency department.
- All zones are closely monitoring situations in their rural emergency departments and making all reasonable efforts to keep emergency departments open.
- Government and Newfoundland and Labrador Health Services will continue to recruit health professionals for emergency departments using our competitive recruitment initiatives and generous collective agreements.
 - For example, incentives ranging from \$20,000 to \$40,000 are available to eligible NPs with the option of an additional incentive to provide coverage for select Category B emergency departments for an additional \$10,000.
- Agency nurses are not a new concept. They have been around for a long time and help health care providers fill short-term vacancies. By filling those vacancies, they also allow regular nurses to take much-needed time off from work and reduce their amount of overtime. The alternative is to not fill those vacancies, which would result in people not receiving care and nurses working more shifts and overtime.
- As we continue to be successful with recruitment of registered nurses and nurse practitioners, we look forward to one day no longer having to rely on agency nurses.

Secondary Messages – September 2023 Data:

Eastern Rural Zone

- The Dr. W. Templeman Health Centre (Bell Island) experienced a spike in ED diversion hours over winter and spring 2022/23 related to both physician and nursing staff recruitment/availability. While the number of diversion hours decreased in late spring/summer 2023, the numbers for September 2023 are increasing again. Several options are being explored to deliver a staffing model that can sustain virtual ED.
- Dr. W. H. Newhook Community Health Centre (Whitbourne) has remained on ED diversion since summer 2022. This site is now providing urgent care for up to 3-4 days per week with an intent to expand when nursing resources are secured, with ED services delivered at the next closest Category A or Cat B facilities. However, there have recently been instances where urgent care is limited to less than three days per week. These diversions are due to both physician and nursing recruitment issues.
 - Employing this model has allowed the Placentia Health Centre (Placentia) ED to remain fully operational, which is further in distance from the nearest Category A facility. The Placentia site also has adjacency to the LTC facility.
- U.S. Memorial Health Centre (St. Lawrence) has remained on ED diversion since December 2022, with some ED diversion hours happening since July 2022. This site has employed virtual primary care appointments for clients in the area, and ED services are currently accessible at Grand Bank Health Center and Burin Peninsula Health Care Center. These diversions are also associated with physician and nursing recruitment issues.
- Bonavista Peninsula Health Centre (Bonavista) experienced ED diversions and virtual ED requirements primarily in spring 2023, although the number of diversion hours and virtual ED requirements is starting to increase again in fall 2023.
- Three sites in the Eastern Rural Zone - Placentia Health Centre (Placentia), A.A. Wilkinson Memorial Health Centre (Old Perlican), and Dr. S. Beckley Health Centre (Grand Bank) – have had little-to-no interruption.
- Primary barriers to utilizing virtual ED are associated with “receiving physician capacity” to support the virtual model and recruitment of additional resources, including nursing, respiratory therapy, and (in some sites) laboratory services.

Central Zone

- The number of hours of ED diversion has decreased slightly at sites across the Central Zone, from a high of 2706 hours in April 2023, to 2231 hours in August 2023. Diversions are due to staffing challenges (i.e., lack of in-person physician coverage at Category B). Central Zone is closely monitoring the situation and making every effort to keep emergency departments open. Central Zone continues to have a higher number of ED diversion hours than other NLHS Zones.

Western Zone and Labrador-Grenfell Zone

- Western Zone and LG Zone confirmed there have been no ED diversions for their Zones. Rather, in these zones, virtual ED is offered when coverage is available at a Category A site to support virtual services. Virtual services may include RN-led or NP-led EDs with virtual support.

- Virtual service is preferred to diversion in some sites due to the travel distances between sites.
- In the LGH zone, the White Bay Central Health Centre (Roddickton) has offered virtual ED services since the physician left the area in Christmas 2021. The Strait of Belle Isle Health Centre (Flower's Cove) has offered virtual ED services since the physician left the area in May 2022.

Suellen Sheppard, H.B.Comm.; M.Ad.Ed.

Health Care Consultant, Regional Services Division, Department of Health and Community Services

Pronouns: she/her/hers

"When I was a boy and I would see scary things in the news, my mother would say to me, 'Look for the helpers. You will always find people who are helping.'" ~ Mister Rogers

The content of this email is privileged and/or confidential, and the sender does not waive any related rights and obligations. Any distribution, use or copying of this email of the information it contains by other than an intended recipient is unauthorized. If you received this email in error, please advise the sender (by return email or otherwise) immediately and then delete the message. The integrity and security of this email cannot be guaranteed over the Internet. Therefore, the sender will not be held liable for any damage caused by the message.

From: Antle, Chad
Sent: Friday, November 3, 2023 10:41 AM
To: Morrissey, Patrick (HCS), McGrath, John
Subject: FW: Cash Flow Agency Nurse Costs - July and August
Attachments: C2023-24NLHS-06 One Time Agency Nurse Costs - July and August.pdf

29(1)(a), 35(1)(c), 35(1)(g)

Hey guys, see attached. [REDACTED]

Thanks,
Chad

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Friday, November 3, 2023 10:06 AM
To: Antle, Chad <ChadAntle@gov.nl.ca>; Quilty, Renee <RQuilty@gov.nl.ca>
Cc: Fred Cram <Fred.Cram@easternhealth.ca>; Stark, Ian <ianstark@westernhealth.nl.ca>; Tanya Pinksen <tanya.pinksen@lghealth.ca>; Brake, Matthew B <MatthewB.Brake@centralhealth.nl.ca>
Subject: Cash Flow Agency Nurse Costs - July and August

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Chad/Renee – please see the attached cash flow request for Travel Nurse costs.

29(1)(a), 35(1)(g)

Thanks,
Jason



Jason Cole, CPA, CGA
Senior Director
Provincial Budgeting, Sustainability and Data
Quality

t: 709-752-4267
e: Jason.Cole@easternhealth.ca
w: NLHealthServices.ca

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NL Health
Services

Memorandum

TO: Chad Antle
Departmental Controller

FROM: Jason Cole
Senior Director of Provincial Budgeting, Sustainability & Data Quality

RE: Budget Adjustment/Cash Flow Request
– One-Time Agency Nurse Funding, July and August 2023-24

DATE: Nov 3, 2023

As per direction in our original budget letter for 2023-24, NLHS was asked to seek reimbursement of Agency/Travel Nurse costs are incurred on a quarterly basis.

We are now in a position to request a one-time cash flow for the months of July and August 2023-24. Our expenditures for this period were **\$18,289,169** and a summary of costs incurred for this 2-month period is included below:

Block Funding	Funding Available	Entity	July	August	Total Utilized
Travel Nurse		Eastern	2,942,734	1,459,337	4,402,071
Travel Nurse		Central	3,526,672	3,772,302	7,298,974
Travel Nurse		Western	2,593,202	3,277,722	5,870,924
Travel Nurse		Lab Grenfell	219,400	497,800	717,200
Travel Nurse	25,000,000	Provincial Total	9,282,008	9,007,161	18,289,169

We are requesting a one-time cash flow in the amount of **\$18,289,169** for July and August of fiscal 2023-24 **with the appropriate amount of funding to be distributed to each zone per the table above.** We anticipate that the budget letter(s) issued will also include an increase in NLHS's expense base for 2023-24 by an equivalent amount as these expenses were not included in the health authority's original expense allocation.

Subsequent cash flow requests will be written for September, Q3 and Q4 for the above referenced initiative.

Should you require further information please feel free to contact my office.

From: Osborne, Tom
Sent: Monday, November 6, 2023 2:48 PM
To: Konieczny, Jennifer
Cc: Herritt, Jeannine, McGrath, John, Scott, Brian, Thomas, Laura, Coffey, Tina
Subject: Re: For Approval: NLHS Interview re travel nurses

Okay

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

On Nov 6, 2023, at 12:40 PM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Good afternoon,

Checking in on this. Approved?

Thanks,
Jennifer

Sent from my iPhone

On Nov 6, 2023, at 9:27 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Good morning,

For approval.

Thanks,
Jennifer

Sent from my iPhone

Begin forwarded message:

From: "Tracey Boland (Communications)"
<TraceyL.Boland@easternhealth.ca>
Date: November 6, 2023 at 9:20:11 AM NST
To: "Scott, Brian" <BrianScott@gov.nl.ca>, "Coffey, Tina"
<TCoffey@gov.nl.ca>, "Konieczny, Jennifer"
<JenniferKonieczny@gov.nl.ca>, "Thomas, Laura"
<LauraThomas@gov.nl.ca>
Subject: Interview re travel nurses

Good morning,

Please see below interview request. CEO is unavailable so Debbie Molloy, VP for HR, can do it today. Good with you?

Attaching our previous statement for background.

Thanks!
--Tracey

From: ARIANA KELLAND
Sent: Thursday, November 2, 2023 11:21 AM
To: Tracey Boland (Communications)
<TraceyL.Boland@easternhealth.ca>
Subject: David Diamond interview request

EXTERNAL EMAIL : This email originated from outside the organization. Please ensure you use additional caution before opening attachments or clicking on URL links.

Hello,

I am requesting an interview with David Diamond regarding the amount of money spent on accommodations for travel nurses.

If Mr. Diamond is unavailable to accommodate an interview, please let me know.

Thank you,
Ariana

--

Ariana Kelland
CBC News - *Newfoundland and Labrador*
Twitter: [@arianakelland](https://twitter.com/arianakelland)



Sender notified by [Mailtrack](#)

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<mime-attachment>

From: Herritt, Jeannine
Sent: Monday, November 6, 2023 4:31 PM
To: Konieczny, Jennifer
Subject: RE: For Approval: NLHS Interview re travel nurses

Approved

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Sent: Monday, November 6, 2023 12:40 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: Re: For Approval: NLHS Interview re travel nurses

Trellix Web Control Warning

This e-mail message contains potentially unsafe links to these sites:

 https://mailtrack.io/?utm_source=gmail&utm_medium=signature&utm_campaign=signaturevirality11&

Good afternoon,

Checking in on this. Approved?

Thanks,
Jennifer

Sent from my iPhone

On Nov 6, 2023, at 9:27 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Good morning,

For approval.

Thanks,
Jennifer

Sent from my iPhone

Begin forwarded message:

From: "Tracey Boland (Communications)" <TraceyL.Boland@easternhealth.ca>
Date: November 6, 2023 at 9:20:11 AM NST
To: "Scott, Brian" <BrianScott@gov.nl.ca>, "Coffey, Tina" <TCoffey@gov.nl.ca>, "Konieczny, Jennifer" <JenniferKonieczny@gov.nl.ca>, "Thomas, Laura" <LauraThomas@gov.nl.ca>
Subject: Interview re travel nurses

Good morning,

Please see below interview request. CEO is unavailable so Debbie Molloy, VP for HR, can do it today. Good with you?

Attaching our previous statement for background.

Thanks!

--Tracey

From: ARIANA KELLAND

Sent: Thursday, November 2, 2023 11:21 AM

To: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>

Subject: David Diamond interview request

EXTERNAL EMAIL : This email originated from outside the organization. Please ensure you use additional caution before opening attachments or clicking on URL links.
--

Hello,

I am requesting an interview with David Diamond regarding the amount of money spent on accommodations for travel nurses.

If Mr. Diamond is unavailable to accommodate an interview, please let me know.

Thank you,
Ariana

--

Ariana Kelland

CBC News - *Newfoundland and Labrador*

Twitter: [@arianakelland](https://twitter.com/arianakelland)



Sender notified by [Mailtrack](#)

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<mime-attachment>

From: Morrissey, Patrick (HCS)
Sent: Thursday, November 9, 2023 10:03 AM
To: Macmillan, Doriann
Subject: RE: Meeting for Patricia / Hired Health Workers

Thanks Doriann.

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Sent: Thursday, November 9, 2023 9:56 AM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: FW: Meeting for Patricia / Hired Health Workers

Hi Patrick – this is a just a heads up that Patricia is looking to have a chat with John M on the above (travel nurses etc) following COF last week.
Expect you and I will be pulled.

Thanks,
Doriann

From: Macmillan, Doriann
Sent: Thursday, November 9, 2023 9:54 AM
To: Bailey, Bev <bbailey@gov.nl.ca>
Subject: Meeting for Patricia / Hired Health Workers

Hi Bev – Can you kindly book a 30 minute skype meeting for Patricia and John McGrath at HCS (and include Patrick Morrissey and I, as ADMs).

Please and thanks.
Doriann

Doriann Macmillan
Assistant Deputy Minister
Intergovernmental Affairs
Executive Council
Government of Newfoundland and Labrador
T: 709.729.6267 or 709.697.3134
E: DoriannMacmillan@gov.nl.ca

From: [REDACTED] 31(1)(l)
Sent: Friday, November 10, 2023 5:02 PM
To: Morrissey, Patrick (HCS) 31(1)(l)
Subject: [REDACTED] Action Assigned. For Your Information (NRR)
Attachments: Agency Nurses Fact Sheet for IGA, [REDACTED]

Action: For Your Information (NRR)
Responsible Location: Morrissey, Patrick
Due Date: 11/24/2023 at 4:59 PM
Record Number: DOC-65416
Assigned by: O'Toole, Maggie

Notes:

"Friday, November 10, 2023 at 4:59:15 PM (GMT+03:30) O'Toole, Maggie:"
Drafted fact sheet. C. Antle provided figures. Actioned to J. McGrath. John - numbers of nurses weren't able at time of writing, sending now as I understood this was time sensitive.

--
This email message has been automatically generated [REDACTED] 31(1)(l)

Health and Community Services

Agency Nurses

November 10, 2023

Background:

- The recruitment and retention of health care professionals, including nurses has been a challenge. The labour shortages in health care have resulted in the Newfoundland and Labrador Health Services (NLHS) using agency nurses to help fill short-term vacancies. By filling those vacancies, they also allow regular nurses to take much-needed time off from work and reduce their amount of overtime.
- However, at present, the alternative is to not fill those vacancies, which would result in people not receiving care and nurses working more shifts and overtime.
- In 2022-23, the regional health authorities spent the following on agency nurses:

Regional Health Authority	Amount
Eastern Health	\$5.2M
Central Health	\$16.2M
Western Health	\$7.7M
Labrador-Grenfell Health	\$3.5M
Total	\$32.6M

- In 2023-24, the actuals to date and projections for the NLHS are as follows:

Agency / Travel Nurse Expense – August Year to Date 2023-24				
Zone	Quarter 1	July and August	Year to Date	Straight Line Projection to March 31, 2024
Eastern	\$4,695,628	\$4,402,071	\$9,097,699	
Central	\$10,859,325	\$7,030,254	\$17,889,579	
Western	\$5,338,585	\$5,247,905	\$10,586,490	
Labrador Grenfell	\$1,067,300	\$717,200	\$1,784,500	
Total	\$21,960,838	\$17,397,430	\$39,358,268	

Other Jurisdictions

- At the October 2023 Health Ministers' Meeting, Quebec shared that it has legislation pertaining to limiting the use of personnel placement agencies' services and independent labour in the health and social services sector. It received royal assent in April 2023.
- It outlines that a health and social services entity cannot use a personnel placement agency's services except to the extent prescribed in regulations, which may vary depending on the category of entities, health regions or territories. Further, it gives the Minister of Health the power, in exceptional circumstances, to authorize a health and social services entity to continue to use personnel placement agency's services for a period the Minister determines. Lastly, it grants the Minister of Health inspection and investigation powers.

From: Morrissey, Patrick (HCS)
Sent: Monday, November 13, 2023 3:01 PM
To: Macmillan, Doriann
Cc: O'Toole, Maggie
Subject: Agency Nurses [Attachment included on page 55](#)
Attachments: Agency Nurses Fact Sheet for IGA.DOCX

Hi Doriann,

Please see attached as requested.

Thanks,

Patrick Morrissey, CPA, CA | Assistant Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-2189 | E: patrickmorrissey@gov.nl.ca

From: Macmillan, Doriann
Sent: Monday, November 13, 2023 3:37 PM
To: Morrissey, Patrick (HCS)
Cc: O'Toole, Maggie
Subject: Re: Agency Nurses

Thank you, kindly folks!
Doriann

Doriann Macmillan
709.729.6267 (office)
709.697.3134 (mobile)

On Nov 13, 2023, at 3:01 PM, Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca> wrote:

Hi Doriann,

Please see attached as requested.

Thanks,

Patrick Morrissey, CPA, CA | Assistant Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-2189 | E: patrickmorrissey@gov.nl.ca

<Agency Nurses Fact Sheet for IGA.DOCX>

From: Morrissey, Patrick (HCS)
Sent: Wednesday, November 15, 2023 12:26 PM
To: McGrath, John
Subject: FW: Agency Nurses [Attachment included on page 55](#)
Attachments: Agency Nurses Fact Sheet for IGA.DOCX

From: Morrissey, Patrick (HCS)
Sent: Monday, November 13, 2023 3:01 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Cc: O'Toole, Maggie <MaggieOTOole@gov.nl.ca>
Subject: Agency Nurses

Hi Doriann,

Please see attached as requested.

Thanks,

Patrick Morrissey, CPA, CA | Assistant Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-2189 | E: patrickmorrissey@gov.nl.ca

From: Morrissey, Patrick (HCS)
Sent: Wednesday, November 15, 2023 12:30 PM
To: Herritt, Jeannine
Subject: FW: Agency Nurses [Attachment included on page 55](#)
Attachments: Agency Nurses Fact Sheet for IGA.DOCX

From: Morrissey, Patrick (HCS)
Sent: Monday, November 13, 2023 3:01 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Cc: O'Toole, Maggie <MaggieOTOole@gov.nl.ca>
Subject: Agency Nurses

Hi Doriann,

Please see attached as requested.

Thanks,

Patrick Morrissey, CPA, CA | Assistant Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-2189 | E: patrickmorrissey@gov.nl.ca

From: Konieczny, Jennifer
Sent: Tuesday, November 28, 2023 9:48 AM
To: Herritt, Jeannine, McGrath, John, Osborne, Tom
Cc: Thomas, Laura, Coffey, Tina
Subject: RE: For Approval: Media response - travel agency nurses

29(1)(a)

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Tuesday, November 28, 2023 9:35 AM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Thomas, Laura <LauraThomas@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: RE: For Approval: Media response - travel agency nurses

Hi Jennifer,

29(1)(a)

Thanks,
Jeannine

310 new nurses hired since April 2023*

**Last updated October 2023*

There were 545 new nurses hired between April 2022 and March 2023.

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Sent: Tuesday, November 28, 2023 8:25 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Thomas, Laura <LauraThomas@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: For Approval: Media response - travel agency nurses

Good morning,

For approval. This is the response that CBC requested for their article this morning: <https://www.cbc.ca/news/canada/newfoundland-labrador/nl-travel-nurses-complaint-1.7040821>

Comms branch has asked to be advised of the response and NL Health Services' communications approach as well. I will forward to Scott once it is approved.

Approved?

Thanks,
Jennifer

Sent from my iPhone

Begin forwarded message:

From: "Tracey Boland (Communications)" <TraceyL.Boland@easternhealth.ca>
Date: November 28, 2023 at 8:18:18 AM NST
To: "Konieczny, Jennifer" <JenniferKonieczny@gov.nl.ca>, "Coffey, Tina" <TCoffey@gov.nl.ca>, "Thomas, Laura" <LauraThomas@gov.nl.ca>
Subject: Media response - travel agency nurses

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

As mentioned, please see below media response. Good with you?

Thanks!

—Tracey

Media:

CBC, Mark Quinn

Context/Questions:

CBC says the nurses' union has confirmed reports that NL Health Services is giving preferential treatment to travel/ agency nurses over union member/casual nurses. The union says NL Health Services management is giving travel/ agency nurses more shifts and overtime than union members and casual nurses. CBC is asking the health authority to respond.

Response: DRAFT

At NL Health Services, we recognize and appreciate the critical role nurses play in the delivery of quality health care to the people of our province and are committed to ongoing recruitment and retention efforts to mitigate the human resource challenges and support staff wellbeing and work-life. Given ongoing staffing challenges, and the need to support current employees to be able to take vacation, support their well-being and maintain workplace staffing levels, NL Health Services has engaged travel nursing agencies to provide nurses to fill vacant positions, temporarily, on an as-needed basis. These nurses are used as a short-term measure to fill vacancies, and help relieve some pressure on human resources within our health-care system.

NL Health Services' employees are offered the opportunity to take any and all available shifts first, before an agency nurse. Agency nurses would only be used when unable to cover shifts with NL Health Services' nursing staff.

NL Health Services, in partnership with the Provincial Government, are actively recruiting for more nurses and, as these efforts yield results, reliance on external travel agencies will decrease.

29(1)(a)

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From: [REDACTED] 40(1)
Sent: Tuesday, November 28, 2023 11:02 AM
To: Osborne, Tom
Subject: Travel Nurses

Good Morning Minister Osborne,

Can you please explain why your department is continuing to use travel nurses at extra cost to taxpayers when at home options are available?

Thank you,

[REDACTED] 40(1)

From: McGrath, John
Sent: Tuesday, November 28, 2023 11:04 AM
To: Herritt, Jeannine, Konieczny, Jennifer
Cc: Osborne, Tom, Thomas, Laura, Coffey, Tina
Subject: RE: For Approval: Media response - travel agency nurses

[REDACTED] 29(1)(a)

Thanks

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Tuesday, November 28, 2023 10:33 AM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Cc: McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: Re: For Approval: Media response - travel agency nurses

Ok thanks

On Nov 28, 2023, at 10:32 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Hi Jeannine,

NLHS says:

[REDACTED] 29(1)(a)

Thanks,
Jennifer

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Tuesday, November 28, 2023 9:35 AM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Thomas, Laura <LauraThomas@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: RE: For Approval: Media response - travel agency nurses

Hi Jennifer,

[REDACTED] 29(1)(a)

Thanks,
Jeannine

310 new nurses hired since April 2023*

**Last updated October 2023*

There were 545 new nurses hired between April 2022 and March 2023.

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Sent: Tuesday, November 28, 2023 8:25 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Thomas, Laura <LauraThomas@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: For Approval: Media response - travel agency nurses

Good morning,

For approval. This is the response that CBC requested for their article this morning: <https://www.cbc.ca/news/canada/newfoundland-labrador/nl-travel-nurses-complaint-1.7040821>

Comms branch has asked to be advised of the response and NL Health Services' communications approach as well. I will forward to Scott once it is approved.

Approved?

Thanks,
Jennifer

Sent from my iPhone

Begin forwarded message:

From: "Tracey Boland (Communications)" <TraceyL.Boland@easternhealth.ca>
Date: November 28, 2023 at 8:18:18 AM NST
To: "Konieczny, Jennifer" <JenniferKonieczny@gov.nl.ca>, "Coffey, Tina" <TCoffey@gov.nl.ca>, "Thomas, Laura" <LauraThomas@gov.nl.ca>
Subject: Media response - travel agency nurses

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As mentioned, please see below media response. Good with you?
Thanks!
—Tracey

Media:
CBC, Mark Quinn

Context/Questions:

CBC says the nurses' union has confirmed reports that NL Health Services is giving preferential treatment to travel/ agency nurses over union member/casual nurses. The union says NL Health Services management is giving travel/ agency nurses more shifts and overtime than union members and casual nurses. CBC is asking the health authority to respond.

Response: DRAFT

At NL Health Services, we recognize and appreciate the critical role nurses play in the delivery of quality health care to the people of our province and are committed to ongoing recruitment and retention efforts to mitigate the human resource challenges and support staff wellbeing and work-life. Given ongoing staffing challenges, and the need to support current employees to be able to take vacation, support their well-being and maintain workplace staffing levels, NL Health Services has engaged travel nursing agencies to provide nurses to fill vacant positions, temporarily, on an as-needed basis. These nurses are used as a short-term measure to fill vacancies, and help relieve some pressure on human resources within our health-care system.

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29(1)(a)

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From: Herritt, Jeannine
Sent: Tuesday, November 28, 2023 11:32 AM
To: Konieczny, Jennifer
Cc: McGrath, John, Osborne, Tom, Thomas, Laura, Coffey, Tina
Subject: Re: Urgent: For approval: Interview Response - travel agency nurses

Who is doing the interview?

On Nov 28, 2023, at 11:31 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Hi folks,

29(1)(a)

NLHS would like to do an interview with CBC rather than send a statement. [REDACTED]

Approved to set up the interview?

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Tuesday, November 28, 2023 11:22 AM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Cc: Coffey, Tina <TCoffey@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: RE: Media response - travel agency nurses

We are considering an interview instead of statement to help balance the story. Would be with Collette Smith, Senior Director of Human Resources. [REDACTED]

29(1)(a)

Good with that approach?

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Sent: Tuesday, November 28, 2023 11:20 AM
To: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Cc: TCoffey <TCoffey@gov.nl.ca>; Laura Thomas <LauraThomas@gov.nl.ca>
Subject: RE: Media response - travel agency nurses

Hi Tracey,

29(1)(a)

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Tuesday, November 28, 2023 10:30 AM

To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>

Subject: RE: Media response - travel agency nurses

29(1)(a)

From: Tracey Boland (Communications)

Sent: Tuesday, November 28, 2023 9:46 AM

To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; TCoffey <TCoffey@gov.nl.ca>; Laura Thomas <LauraThomas@gov.nl.ca>

Subject: RE: Media response - travel agency nurses

29(1)(a)

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>

Sent: Tuesday, November 28, 2023 9:37 AM

To: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>; TCoffey <TCoffey@gov.nl.ca>; Laura Thomas <LauraThomas@gov.nl.ca>

Subject: RE: Media response - travel agency nurses

Hi Tracey,

29(1)(a)

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>

Sent: Tuesday, November 28, 2023 8:18 AM

To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>

Subject: Media response - travel agency nurses

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As mentioned, please see below media response. Good with you?

Thanks!

—Tracey

Media:

CBC, Mark Quinn

Context/Questions:

CBC says the nurses' union has confirmed reports that NL Health Services is giving preferential treatment to travel/ agency nurses over union member/casual nurses. The union says NL Health

Services management is giving travel/ agency nurses more shifts and overtime than union members and casual nurses. CBC is asking the health authority to respond.

Response: DRAFT

At NL Health Services, we recognize and appreciate the critical role nurses play in the delivery of quality health care to the people of our province and are committed to ongoing recruitment and retention efforts to mitigate the human resource challenges and support staff wellbeing and work-life. Given ongoing staffing challenges, and the need to support current employees to be able to take vacation, support their well-being and maintain workplace staffing levels, NL Health Services has engaged travel nursing agencies to provide nurses to fill vacant positions, temporarily, on an as-needed basis. These nurses are used as a short-term measure to fill vacancies, and help relieve some pressure on human resources within our health-care system.

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NL Health Services, in partnership with the Provincial Government, are actively recruiting for more nurses and, as these efforts yield results, reliance on external travel agencies will decrease. Since April 2023, NL Health Services has hired 310 new nurses

29(1)(a)

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From: Parsons, Gail
Sent: Tuesday, November 28, 2023 12:05 PM
To: Parsons, Gail
Subject: Caucus Record: Open Line
Attachments: Travel Nurses MHA Barry Petten.mp3
audio clipping available at the following weblink:
MHA Barry Petten: <https://soundcloud.com/vocm/openline-tuesday-nov-28th-1?in=vocm/sets/vocm-openline>

Commenting on healthcare including Travel Nurses.

[audio clipping attached]

From: McGrath, John
Sent: Tuesday, November 28, 2023 12:48 PM
To: Herritt, Jeannine
Cc: Konieczny, Jennifer, Osborne, Tom, Thomas, Laura, Coffey, Tina
Subject: Re: Urgent: For approval: Interview Response - travel agency nurses

Good

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Nov 28, 2023, at 11:34 AM, Herritt, Jeannine <JeannineHerritt@gov.nl.ca> wrote:

Thanks - ok

On Nov 28, 2023, at 11:33 AM, Konieczny, Jennifer
<JenniferKonieczny@gov.nl.ca> wrote:

Collette Smith, Senior Director of Human Resources.

Sent from my iPhone

On Nov 28, 2023, at 11:32 AM, Herritt, Jeannine
<JeannineHerritt@gov.nl.ca> wrote:

Collette Smith, Senior Director of Human Resources.

From: McGrath, John
Sent: Monday, December 4, 2023 3:25 PM
To: Morrissey, Patrick (HCS), Herritt, Jeannine, O'Toole, Maggie
Subject: Fwd: PREMIER'S OFFICE/HEALTH/WELLNESS/SENIORS/LONG-TERM CARE--New Approach to Hiring Travel Nurses

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

Begin forwarded message:

From: "Lagassé, Jeannine" <Jeannine.Lagasse@novascotia.ca>
Date: December 4, 2023 at 3:22:59 PM NST
To: Eric Beaulieu <Eric.Beaulieu@gnb.ca>, lthibeau@gov.pe.ca, "McGrath, John" <JohnMcGrath@gov.nl.ca>
Subject: FW: PREMIER'S OFFICE/HEALTH/WELLNESS/SENIORS/LONG-TERM CARE--New Approach to Hiring Travel Nurses

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Colleagues:

Minister Thompson reached out to your Minister's this morning on the release below. Please let me know if I can provide any further information for you.

Jeannine

From: CNS Release <release@gov.ns.ca>
Date: Monday, December 4, 2023 at 2:39 PM
To: Harrison, Dan J <Dan.Harrison@novascotia.ca>
Subject: PREMIER'S OFFICE/HEALTH/WELLNESS/SENIORS/LONG-TERM CARE--New Approach to Hiring Travel Nurses

PREMIER'S OFFICE/HEALTH/WELLNESS/SENIORS/LONG-TERM CARE--New Approach to Hiring Travel Nurses

A change to how the Province employs travel nurses will help create more stability in healthcare and long-term care in Nova Scotia.

Premier Tim Houston announced today, December 4, that travel nurses working for Nova Scotia Health, IWK Health or a government-funded long-term care facility can only be hired for a maximum 180 days.

"Travel nurses have been a critical part of maintaining our healthcare system while we work to train and hire more nurses. But the associated costs are much higher and there is always the risk of them leaving, creating instability in the system," said Premier Houston. "There will always be nurses who want to travel, but the change we are making today will encourage more to take on permanent positions where they are needed most. I'm calling on premiers across the country to consider doing the same."

Effective December 15, the change applies to all government contracts for travel nurses. They must wait one year before they can be assigned to work as a travel nurse for these institutions again. They may choose to take a permanent assignment in Nova Scotia or continue to work as a travel nurse in another province.

Nurses graduating from post-secondary institutions in Nova Scotia cannot work as travel nurses in the province for one year following graduation.

Quotes:

"There are many opportunities across the province to join the healthcare system in a permanent position. We welcome any travel nurse who would like to be part of creating long-term, lasting change in healthcare in Nova Scotia."

- Michelle Thompson, Minister of Health and Wellness

"Travel nurses have been an important part of providing long-term care as we worked to hire and train more people in the sector, but we have always been clear that it was never meant to be a permanent solution. We hope some travel nurses will consider taking permanent positions in the province."

- Barbara Adams, Minister of Seniors and Long-term Care

Quick Facts:

- a travel nurse is any nurse who works in Nova Scotia under a government contract with a staffing agency, travel nurse agency or organization that supplies nurses on a contract basis
- there are more than 350 travel nurses working Nova Scotia at any given time

Additional Resources:

Action for Health, the Province's strategic plan to improve healthcare:

<https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Factionforhealth.novascotia.ca%2F&data=05%7C01%7CDan.Harrison%40novascotia.ca%7C4b8484665e914707042d08dbf4f85a96%7C8eb23313ce754345a56a297a2412b4db%7C0%7C0%7C638373119753201340%7CUnknown%7CTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IklhaWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=kkO19zFf%2BkbtAX9mGLnUjai2aba6YQ%2FpvrxCiAmIJ14%3D&reserved=0>

News release - Government Invests in More Nursing Seats:

<https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fnovascotia.ca%2Fnews%2Frelease%2F%3Fid%3D20220712001&data=05%7C01%7CDan.Harrison%40novascotia.ca%7C4b8484665e914707042d08dbf4f85a96%7C8eb23313ce754345a56a297a2412b4db%7C0%7C0%7C638373119753201340%7CUnknown%7CTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IklhaWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=aZty2n2RECYkSWMi3JS%2FxxdVn7qupWKWCO8aFm7pZc%3D&reserved=0>

News release - New Practical Nursing Program Will Train 30 L'nu Students:

<https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fnovascotia.ca%2Fnews%2Frelease%2F%3Fid%3D20221026004&data=05%7C01%7CDan.Harrison%40novascotia.ca%7C4b8484665e914707042d08dbf4f85a96%7C8eb23313ce754345a56a297a2412b4db%7C0%7C0%7C638373119753201340%7CUnknown%7CTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IklhaWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=DsDa8xJGODrqeKb3Sd3eHVmbQ43hR5X%2F%2F%2FBPhTd%2FglyU>

%3D&reserved=0

News release - All Graduating Nurses to Get Job Offers:

<https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fnovascotia.ca%2Fnews%2Frelease%2F%3Fid%3D20211028005&data=05%7C01%7CDan.Harrison%40novascotia.ca%7C4b8484665e914707042d08dbf4f85a96%7C8eb23313ce754345a56a297a2412b4db%7C0%7C0%7C638373119753201340%7CUnknown%7CTWFpbGZsb3d8eyJWljoIMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6IklhaWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=AXsYmKMtP3ho%2Fv31f5HYP3dUTKZBKvUXuKkDqYny2mo%3D&reserved=0>

-30-

Media Contacts: Catherine Klimek

Premier's Office

Cell: 902-717-1020

Email: Catherine.Klimek@novascotia

DHW Media Line

902-424-3310

Email: DHWCMMMS@novascotia.ca

****end of message****

From: Lisa Thibeu <lthibeu@gov.pe.ca>
Sent: Monday, December 4, 2023 3:39 PM
To: Beaulieu, Eric (DH/MS), Lagassé, Jeannine, McGrath, John
Subject: Re: PREMIER'S OFFICE/HEALTH/WELLNESS/SENIORS/LONG-TERM CARE--New Approach to Hiring Travel Nurses

Thank you
Lisa
Get [Outlook for iOS](#)

From: Beaulieu, Eric (DH/MS) <Eric.Beaulieu@gnb.ca>
Sent: Monday, December 4, 2023 3:08:38 PM
To: Lagassé, Jeannine <Jeannine.Lagasse@novascotia.ca>; Lisa Thibeu <lthibeu@gov.pe.ca>; 'JohnMcGrath@gov.nl.ca' <JohnMcGrath@gov.nl.ca>
Subject: RE: PREMIER'S OFFICE/HEALTH/WELLNESS/SENIORS/LONG-TERM CARE--New Approach to Hiring Travel Nurses

Thank you Jeannine.

Eric Beaulieu
453-2542

From: Lagassé, Jeannine <Jeannine.Lagasse@novascotia.ca>
Sent: Monday, December 4, 2023 2:53 PM
To: Beaulieu, Eric (DH/MS) <Eric.Beaulieu@gnb.ca>; lthibeu@gov.pe.ca; 'JohnMcGrath@gov.nl.ca' <JohnMcGrath@gov.nl.ca>
Subject: FW: PREMIER'S OFFICE/HEALTH/WELLNESS/SENIORS/LONG-TERM CARE--New Approach to Hiring Travel Nurses

ATTENTION! External email / courriel externe.

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Jeannine

From: CNS Release <release@gov.ns.ca>
Date: Monday, December 4, 2023 at 2:39 PM
To: Harrison, Dan J <Dan.Harrison@novascotia.ca>
Subject: PREMIER'S OFFICE/HEALTH/WELLNESS/SENIORS/LONG-TERM CARE--New Approach to Hiring Travel Nurses

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Quotes:

"There are many opportunities across the province to join the healthcare system in a permanent position. We welcome any travel nurse who would like to be part of creating long-term, lasting change in healthcare in Nova Scotia."

- Michelle Thompson, Minister of Health and Wellness

"Travel nurses have been an important part of providing long-term care as we worked to hire and train more people in the sector, but we have always been clear that it was never meant to be a permanent solution. We hope some travel nurses will consider taking permanent positions in the province."

- Barbara Adams, Minister of Seniors and Long-term Care

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Additional Resources:

Action for Health, the Province's strategic plan to improve healthcare:

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News release - Government Invests in More Nursing Seats:

<https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fnovascotia.ca%2Fnews%2Frelease%2F%3Fid%3D20220712001&data=05%7C01%7CDan.Harrison%40novascotia.ca%7C4b8484665e914707042d08dbf4f85a96%7C8eb23313ce754345a56a297a2412b4db%7C0%7C0%7C638373119753201340%7CUnknown%7CTWFpbGZsb3d8eyJWljoimC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTil6lk1haWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=aZty2n2RECYkSWMi3JS%2FxxdVn7qupWKWCO8aFm7pZc%3D&reserved=0>

News release - New Practical Nursing Program Will Train 30 L'nu Students:

<https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fnovascotia.ca%2Fnews%2Frelease%2F%3Fid%3D20221026004&data=05%7C01%7CDan.Harrison%40novascotia.ca%7C4b8484665e914707042d08dbf4f85a96%7C8eb23313ce754345a56a297a2412b4db%7C0%7C0%7C638373119753201340%7CUnknown%7CTWFpbGZsb3d8eyJWljoimC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTil6lk1haWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=DsDa8xJGODrqeKb3Sd3eH>

VmbQ43hR5X%2F%2F%2BPhTd%2FglyU%3D&reserved=0

News release - All Graduating Nurses to Get Job Offers:

<https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fnovascotia.ca%2Fnews%2Frelease%2F%3Fid%3D20211028005&data=05%7C01%7CDan.Harrison%40novascotia.ca%7C4b8484665e914707042d08dbf4f85a96%7C8eb23313ce754345a56a297a2412b4db%7C0%7C0%7C638373119753201340%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTil6Ik1haWwiLCJXVCi6Mn0%3D%7C3000%7C%7C%7C&sdata=AXsYmKMtP3ho%2Fv31f5HYP3dUTKZBKvUXuKkDqYny2mo%3D&reserved=0>

-30-

Media Contacts: Catherine Klimek

Premier's Office

Cell: 902-717-1020

Email: Catherine.Klimek@novascotia

DHW Media Line

902-424-3310

Email: DHWCMMMS@novascotia.ca

****end of message****

From: Thomas, Laura
Sent: Tuesday, December 5, 2023 10:35 AM
To: Whittle, Carla, Hayes, Megan, Snow, Wendy
Subject: FW: NS in the News: Nova Scotia to restrict contract length for nurses who travel to fill shortages

From: Thomas, Laura
Sent: Tuesday, December 5, 2023 10:25 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>; Elliott, Susan <elliotts@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>
Subject: NS in the News: Nova Scotia to restrict contract length for nurses who travel to fill shortages

FYI

Nova Scotia to restrict contract length for nurses who travel to fill shortages

By Staff **The Canadian Press**

Posted December 4, 2023 4:45 pm

Updated December 4, 2023 4:46 pm

Nova Scotia is moving to restrict the amount of time so-called travel nurses can work in the province, and Premier Tim Houston is calling on other premiers to consider doing the same.

Houston says as of Dec. 15, nurses who travel from other areas or provinces to work at hospitals where there are nursing shortages can only be hired for a maximum of 180 days.

Houston says the change applies to all government contracts and is aimed at encouraging travel nurses to accept permanent positions.

Under the change, nurses who complete such contracts will have to wait for one year before they can be hired again as a travel nurse.

In addition, newly trained nurses won't be permitted to work as a travel nurse in the province until a year after graduating from a Nova Scotia university or college.

According to the provincial government, there are more than 350 travel nurses working in Nova Scotia at any given time.

"There will always be nurses who want to travel, but the change we are making today will encourage more to take on permanent positions where they are needed most," Houston said in a news release Monday. "I'm calling on premiers across the country to consider doing the same."

While Houston called travel nurses a "critical part" of bolstering the health system, he said their use has financial and other implications.

"The associated costs are much higher, and there is always the risk of them leaving, creating instability in the system," the premier said.

Laura Thomas | *Media Relations Manager*
Department of Health and Community Services
Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John's, NL A1B 4J6

From: Herritt, Jeannine
Sent: Tuesday, December 5, 2023 11:38 AM
To: Reddigan, Jacinta
Subject: FW: NS in the News: Nova Scotia to restrict contract length for nurses who travel to fill shortages

For information

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Tuesday, December 5, 2023 10:25 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>; Elliott, Susan <elliotts@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>
Subject: NS in the News: Nova Scotia to restrict contract length for nurses who travel to fill shortages

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By Staff **The Canadian Press**

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Under the change, nurses who complete such contracts will have to wait for one year before they can be hired again as a travel nurse.

In addition, newly trained nurses won't be permitted to work as a travel nurse in the province until a year after graduating from a Nova Scotia university or college.

According to the provincial government, there are more than 350 travel nurses working in Nova Scotia at any given time.

"There will always be nurses who want to travel, but the change we are making today will encourage more to take on permanent positions where they are needed most," Houston said in a news release Monday. "I'm calling on premiers across the country to consider doing the same."

While Houston called travel nurses a "critical part" of bolstering the health system, he said their use has financial and other implications.

"The associated costs are much higher, and there is always the risk of them leaving, creating instability in the system," the premier said.

Laura Thomas | *Media Relations Manager*
Department of Health and Community Services
Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John's, NL A1B 4J6

From: O'Toole, Maggie
Sent: Tuesday, December 5, 2023 3:15 PM
To: Herritt, Jeannine
Cc: Reddick, Vanessa, Morrissey, Patrick (HCS)
Subject: Re: CAP Preparation - Travel Nurses and Recent NS Policy Change

Thanks Jeannine. We'll let IGA know.

Sent from my iPhone

On Dec 5, 2023, at 2:13 PM, Herritt, Jeannine <JeannineHerritt@gov.nl.ca> wrote:

There are no additional details at this time. I first heard of it yesterday.

Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: O'Toole, Maggie <MaggieOTOole@gov.nl.ca>
Sent: Tuesday, December 5, 2023 1:28 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Cc: Reddick, Vanessa <vanessareddick@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: FW: CAP Preparation - Travel Nurses and Recent NS Policy Change
Importance: High

Hi folks,

See below request from IGA. Do you have any additional details we can provide?

Kind regards,
Maggie

From: Kenny, Catherine (IGAS) <catherineakenny@gov.nl.ca>
Sent: Tuesday, December 5, 2023 1:18 PM
To: O'Toole, Maggie <MaggieOTOole@gov.nl.ca>; Reddick, Vanessa <vanessareddick@gov.nl.ca>
Cc: Ledwell, Angela <AngelaLedwell@gov.nl.ca>
Subject: CAP Preparation - Travel Nurses and Recent NS Policy Change

Hi folks,

I wanted to send along a news release from the Gov't of NS, with regard to travel nurses, noting that travel nurses working for Nova Scotia Health, IWK Health or a government-funded long-term care facility can only be hired for a maximum 180 days. Please see news release below for more information.

Let me know if you have any questions or if easier to chat about this.

Thank you!
Catherine

News release:

New Approach to Hiring Travel Nurses - Government of Nova Scotia, Canada

A change to how the Province employs travel nurses will help create more stability in healthcare and long-term care in Nova Scotia.

Premier Tim Houston announced today, December 4, that travel nurses working for Nova Scotia Health, IWK Health or a government-funded long-term care facility can only be hired for a maximum 180 days.

“Travel nurses have been a critical part of maintaining our healthcare system while we work to train and hire more nurses. But the associated costs are much higher and there is always the risk of them leaving, creating instability in the system,” said Premier Houston. “There will always be nurses who want to travel, but the change we are making today will encourage more to take on permanent positions where they are needed most. I’m calling on premiers across the country to consider doing the same.”

Effective December 15, the change applies to all government contracts for travel nurses. They must wait one year before they can be assigned to work as a travel nurse for these institutions again. They may choose to take a permanent assignment in Nova Scotia or continue to work as a travel nurse in another province.

Nurses graduating from post-secondary institutions in Nova Scotia cannot work as travel nurses in the province for one year following graduation.

Quotes:

There are many opportunities across the province to join the healthcare system in a permanent position. We welcome any travel nurse who would like to be part of creating long-term, lasting change in healthcare in Nova Scotia. *Michelle Thompson, Minister of Health and Wellness*

Travel nurses have been an important part of providing long-term care as we worked to hire and train more people in the sector, but we have always been clear that it was never meant to be a permanent solution. We hope some travel nurses will consider

taking permanent positions in the province. *Barbara Adams, Minister of Seniors and Long-term Care*

Quick Facts:

1. a travel nurse is any nurse who works in Nova Scotia under a government contract with a staffing agency, travel nurse agency or organization that supplies nurses on a contract basis
2. there are more than 350 travel nurses working Nova Scotia at any given time

Stacey Snook

Senior Policy Analyst – Economic Division

Intergovernmental Affairs Secretariat

Government of Newfoundland and Labrador

Email: staceysnook@gov.nl.ca | Tel: 709-729 -2839

From: Osborne, Tom
Sent: Tuesday, December 5, 2023 6:37 PM
To: Konieczny, Jennifer
Cc: Herritt, Jeannine, McGrath, John, Power, Maggie, Scott, Brian, Thomas, Laura, Coffey, Tina
Subject: Re: For Approval: NLHS Media response re travel nurse accommodations

Okay

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

On Dec 5, 2023, at 3:20 PM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Good afternoon,

For approval.

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Tuesday, December 5, 2023 3:19 PM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: RE: Media response re travel nurse accommodations

Hi all,

Please see below follow up from CBC on this inquiry and our response. Okay to go?

Thanks!
--Tracey

Media:
CBC, Ariana Kelland

Context/Questions:

The reporter is following on an earlier response from NLHS regarding the cost of travel nurse accommodations in each zone (see below). The reporter says:

“In the response you provided me, you noted that you could not get the numbers for **Labrador Grenfell**. But a separate access to information request, showed there are rental agreements in Lab-Grenfell that are identical to those in central, western and eastern. Would you be able to double check on whether or not we can get the total cost there?

and

“We are seeing some other discrepancies in the numbers through your email and the numbers in ATIPP. For instance, your table said **Western** spent \$361,644.07 between Jan. 1, 2023 and Aug. 31. But the rental agreement tally from western showed:

TOTAL RENT PAID JANUARY 1, 2023-AUGUST 31, 2023 65,030.00. Which numbers are accurate/why the discrepancy?”

The parameters for the ATIPP request were:

“I would like to obtain copies of any contracts or agreements between Newfoundland and Labrador Health Services and private landlords for housing health care staff, including locums and travel nurses, as well as the total amount Health Services has paid for that accommodation, from January 1, 2023 to the present (submitted September 28).”

Response:

The information provided by Newfoundland and Labrador (NL) Health Services’ ATTIP Office in response to the parameters of the request included accommodations costs for travel nurses where there were lease agreements only for the Western Zone, rather than all types of accommodations. The amount provided in the previous media response included costs for all types of accommodations.

While the Labrador-Grenfell Zone of NL Health Services has an agreement for providing accommodations for locum nurses, accommodation sites are used by all travelling employees. Because of this, identifying the total amount spent on one specific discipline is not possible.

In consultation and approved by:

Alissa Setliff
Collette Smith
Melanie Clarke
Ian Stark
Jason Cole
Wanda Slade
Sandy Penney
Teara Freake
Stephen Greene
Lynette Oates

Tracey Boland

Senior Director – Provincial Public Affairs
Corporate Communications
t: 709-777-1412 / 709-730-7759
e: TraceyL.Boland@easternhealth.ca

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>

Sent: Tuesday, October 24, 2023 3:30 PM

To: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>; Scott, Brian

<BrianScott@gov.nl.ca>; TCoffey <TCoffey@gov.nl.ca>; Laura Thomas <LauraThomas@gov.nl.ca>

Subject: RE: Media response re travel nurse accommodations

Hi Tracey,

This is approved with the following edits (highlighted) to add context.

Travel nurses help fill short-term vacancies and increase access to care. By filling those vacancies, they also allow regular nurses to take much-needed time off from work and reduce their amount of overtime.

Since the start of this fiscal year (April 1, 2023), we have recruited more than 170 nurses, including registered nurses, nurse practitioners, and licensed practical nurses. We have reduced the number of vacancies from 675 to 582 with more nurses from India anticipated to be arriving this fall. As we continue to be successful with recruitment, we look forward to one day no longer having to rely on agency nurses.

Zone	Total accommodation costs for travel nurses (January 1 to August 31, 2023)	Number of units for travel nurses
Eastern (Rural & Urban)	\$969,527	100
Central	\$1,252,540	129
Western	\$361,644.07	18
Labrador-Grenfell	29(1)(a) <i>Accommodation costs are included in Labrador Grenfell Zone's regular operational budget. As there are no specific units or accommodations designated for travel nurses, we are unable to provide a cost or number of units as requested.</i>	

Let me know if you have any questions.

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>

Sent: Monday, October 23, 2023 3:09 PM

To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>

Subject: Media response re travel nurse accommodations

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi there,

Please see below inquiry and response for CBC and let me know if it's okay to go.

Thank you!
--Tracey

Media:

CBC, Ariana Kelland

Context:

The reporter is requesting information on the amount of money spent by the health authority to house travel nurses.

Questions:

1. What is the total amount spent in each zone from Jan 1, 2023 to now?
2. How many units or apartments are being utilized?

Response:

Zone	Total accommodation costs for travel nurses (January 1 to August 31, 2023)	Number of units for travel nurses
Eastern (Rural & Urban)	\$969,527	100
Central	\$1,252,540	129
Western	\$361,644.07	18
Labrador-Grenfell	29(1)(a) As there are no specific units or accommodations designated for travel nurses, we are unable to provide a cost or number of units as requested.	

In consultation and approved by:

Sandy Penney
Joanne Pelley
Teara Freake
Ron Johnson
Ken Baird *(for Debbie Walsh)*
Debbie Molloy
Scott Bishop
Lynette Oates

<image001.jpg>

Tracey Boland (she/her)
Media Relations Manager
Corporate Communications

t: 709-777-1412 / 709-730-7759

e: TraceyL.Boland@easternhealth.ca

w: NLHealthServices.ca

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From: Macmillan, Doriann
Sent: Tuesday, December 5, 2023 8:27 PM
To: McGrath, John, Morrissey, Patrick (HCS)
Subject: Letter to Hon. Andrew Furey.pdf
Attachments: Letter to Hon. Andrew Furey.pdf

So you are aware.

This attachment is included on pages 90-91, which have been withheld under sections 29(1)(a), 34(1)(a)(i), 34(1)(b), and 35(1)(d) of ATIPPA, 2015

From: McGrath, John
Sent: Tuesday, December 5, 2023 10:13 PM
To: Herritt, Jeannine
Subject: FW: Letter to Hon. Andrew Furey.pdf
Attachments: Letter to Hon. Andrew Furey.pdf

This attachment is included on pages 90-91, which have been withheld under sections 29(1)(a), 34(1)(a)(i), 34(1)(b), and 35(1)(d) of ATIPPA, 2015

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Sent: Tuesday, December 5, 2023 8:27 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: Morrissey, Patrick (HCS)
Sent: Wednesday, December 6, 2023 7:57 AM
To: Curran, Lisa
Subject: FW: Letter to Hon. Andrew Furey.pdf
Attachments: Letter to Hon. Andrew Furey.pdf

This attachment is included on pages 90-91, which have been withheld under sections 29(1)(a), 34(1)(a)(i), 34(1)(b), and 35(1)(d) of ATIPPA, 2015

Hey Lisa,

Thanks again for your help last week!

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>

Sent: Tuesday, December 5, 2023 9:45 PM

To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>

Sent: Tuesday, December 5, 2023 8:27 PM

To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>

Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: Morrissey, Patrick (HCS)
Sent: Wednesday, December 6, 2023 5:53 PM
To: McGrath, John
Subject: FW: Letter to Hon. Andrew Furey.pdf
Attachments: Letter to Hon. Andrew Furey.pdf

This attachment is included on pages 90-91, which have been withheld under sections 29(1)(a), 34(1)(a)(i), 34(1)(b), and 35(1)(d) of ATIPPA, 2015

Jeannine provided this earlier. I'm still waiting to hear back from Fiona Ellis and Lisa Curran on it as well. They were out of the office today.

Thanks,

Patrick

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Wednesday, December 6, 2023 10:16 AM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Here is the language from our CA on minimum hours for casuals:

*33.02 Casual Employee Availability Effective date of signing, all newly hired casual employees, including existing employees who become casual after date of signing, with the exception of retired nurses who are in 50 receipt of PSPP or GMPP, are required to accept a minimum of nine hundred (900) hours each fiscal year, unless mutually agreed otherwise. Of the nine hundred (900) hours: (a) (i) A casual employee working twelve (12) hour shifts shall be available to be scheduled to work a minimum of three (3) shifts during the Christmas and New Year's period (December 23 to January 2 day inclusive); (ii) A casual employee working eight (8) hour shifts shall be available to be scheduled to work a minimum of three (3) shifts during the period of December 23 to January 2 inclusive; (iii) The Employer reserves the right to schedule the casual employee's commitments under (a) (i) or (ii) above. The Employer recognizes the employee's available preference over the Christmas period or the New Year's period. The Employer endeavors to recognize the shift preference in meeting the obligation of the casual employee under (a) (i) or (ii) above when the Christmas schedule is developed. AND: (b) At least thirty percent (30%) of the nine hundred (900) hours shall be within the months of June, July, and August. (c) At least fifty percent (50%) of the nine hundred hours shall be on weekends, nights and/or evenings (where applicable). (d) Should a casual employee who has accepted a temporary position revert to casual status the hours worked in the temporary position shall be credited towards their nine hundred (900) hour commitment. (e) Should the need for a casual employee change on the unit(s) for which a shift(s) was originally booked before the commencement of or during the shift(s) such that the casual employee is no longer required on that unit(s), the Employer shall notify the casual employee and assign them to the new work assignment. The casual employee is obligated to work the new assignment as offered. The Registered Nurse in charge/team lead or designate in the new work area will provide the casual employee with the necessary information to safely perform duties upon arrival to unit.

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 5, 2023 10:13 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>

Sent: Tuesday, December 5, 2023 8:27 PM

To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>

Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: McGrath, John
Sent: Thursday, December 7, 2023 11:38 AM
To: Morrissey, Patrick (HCS)
Cc: Herritt, Jeannine
Subject: Re: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Dec 7, 2023, at 8:54 AM, Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca> wrote:

FYI
Sent from my iPhone

Begin forwarded message:

From: "Curran, Lisa" <LisaCurran@gov.nl.ca>
Date: December 7, 2023 at 12:16:18 AM NST
To: "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Cc: "Ellis, Fiona" <fionaellis@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Hi Patrick,

Thanks,
Lisa

Lisa Curran | ADM – Human Resources
Treasury Board Secretariat
Executive Council
Government of Newfoundland and Labrador
T: (709) 729-1585 | E: lisacurran@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 6, 2023 7:57 AM

To: Curran, Lisa <LisaCurran@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks again for your help last week!

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 5, 2023 9:45 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Sent: Tuesday, December 5, 2023 8:27 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: Herritt, Jeannine
Sent: Thursday, December 7, 2023 1:34 PM
To: O'Toole, Maggie, Osborne, Daphne, Reddigan, Jacinta
Cc: Reddick, Vanessa, Morrissey, Patrick (HCS) 31(1)(l)
Subject: Re: [REDACTED] COR-2023-195880 : CAP Preparation - Travel Nurses and Recent NS Policy Change
Attachments: CAP Preparation - Travel Nurses and Recent NS Policy Change [REDACTED] 31(1)(l)

I've actioned the correspondence to Daphne and Jacinta - and added them here as well.

On Dec 7, 2023, at 1:16 PM, O'Toole, Maggie <MaggieOToole@gov.nl.ca> wrote:

Hi Jeannine,

Do we have anything additional we can add about travel/agency nurses or an update on what NL will be doing to reduce reliance on travel nurses (if anything)? We need to provide bullets (if we have anything to add) asap to IGA for their note which is being finalized today for the CAP meeting.

Thanks for your attention on this in a short period of time!

Kind regards,
Maggie

[REDACTED] 31(1)(l)

Record Number : COR-2023-195880
Title : CAP Preparation - Travel Nurses and Recent NS Policy Change

From: Kenny, Catherine (IGAS)
Sent: Wednesday, December 6, 2023 9:02 AM
To: O'Toole, Maggie, Reddick, Vanessa
Cc: Ledwell, Angela
Subject: RE: CAP Preparation - Travel Nurses and Recent NS Policy Change
Attachments: Letter to Hon. Andrew Furey.pdf, Agency Nurses Fact Sheet for IGA.DOCX

First attachment: Included on pages 90-91, which have been withheld under sections 29(1)(a), 34(1)(a)(i), 34(1)(b), and 35(1)(d) of ATIPPA, 2015
Second attachment: Included on page 55

Hi all,

29(1)(a), 34(1)(a)(i), 35(1)(c), 35(1)(d)

[REDACTED] I realized I didn't actually attach the HCS fact sheet on travel/agency nurses, so I have attached it here.

If HCS has any additional information about the use of travel/agency nurses in NL than what's provided in the attached fact sheet [REDACTED] it would be appreciated.

Thanks,
Catherine

29(1)(a), 35(1)(c), 35(1)(d)

From: Kenny, Catherine (IGAS)
Sent: Tuesday, December 5, 2023 1:18 PM
To: O'Toole, Maggie <MaggieOToole@gov.nl.ca>; Reddick, Vanessa <vanessareddick@gov.nl.ca>
Cc: Ledwell, Angela <AngelaLedwell@gov.nl.ca>
Subject: CAP Preparation - Travel Nurses and Recent NS Policy Change

Hi folks,

I wanted to send along a news release from the Gov't of NS, with regard to travel nurses, noting that travel nurses working for Nova Scotia Health, IWK Health or a government-funded long-term care facility can only be hired for a maximum 180 days. Please see news release below for more information.

[REDACTED]

Let me know if you have any questions or if easier to chat about this.

29(1)(a), 34(1)(a)(i), 34(1)(b), 35(1)(d)

Thank you!
Catherine

News release:

New Approach to Hiring Travel Nurses - Government of Nova Scotia, Canada

A change to how the Province employs travel nurses will help create more stability in healthcare and long-term care in Nova Scotia.

Premier Tim Houston announced today, December 4, that travel nurses working for Nova Scotia Health, IWK Health or a government-funded long-term care facility can only be hired for a maximum 180 days.

“Travel nurses have been a critical part of maintaining our healthcare system while we work to train and hire more nurses. But the associated costs are much higher and there is always the risk of them leaving, creating instability in the system,” said Premier Houston. “There will always be nurses who want to travel, but the change we are making today will encourage more to take on permanent positions where they are needed most. I’m calling on premiers across the country to consider doing the same.”

Effective December 15, the change applies to all government contracts for travel nurses. They must wait one year before they can be assigned to work as a travel nurse for these institutions again. They may choose to take a permanent assignment in Nova Scotia or continue to work as a travel nurse in another province.

Nurses graduating from post-secondary institutions in Nova Scotia cannot work as travel nurses in the province for one year following graduation.

Quotes:

There are many opportunities across the province to join the healthcare system in a permanent position. We welcome any travel nurse who would like to be part of creating long-term, lasting change in healthcare in Nova Scotia. *Michelle Thompson, Minister of Health and Wellness*

Travel nurses have been an important part of providing long-term care as we worked to hire and train more people in the sector, but we have always been clear that it was never meant to be a permanent solution. We hope some travel nurses will consider taking permanent positions in the province. *Barbara Adams, Minister of Seniors and Long-term Care*

Quick Facts:

- a travel nurse is any nurse who works in Nova Scotia under a government contract with a staffing agency, travel nurse agency or organization that supplies nurses on a contract basis
- there are more than 350 travel nurses working Nova Scotia at any given time

Stacey Snook

Senior Policy Analyst – Economic Division

Intergovernmental Affairs Secretariat

Government of Newfoundland and Labrador

Email: staceysnook@gov.nl.ca | Tel: 709-729 -2839

From: Osborne, Daphne
Sent: Thursday, December 7, 2023 1:37 PM
To: Herritt, Jeannine
Cc: O'Toole, Maggie, Reddigan, Jacinta, Reddick, Vanessa, Morrissey, Patrick (HCS)
Subject: 31(1)(l) Re: [REDACTED] CORRESPONDENCE : COR-2023-195880 : CAP Preparation - Travel Nurses and Recent NS Policy Change

Jacinta asked Andrew for information. Ill have a look as well.

Daphne

> On Dec 7, 2023, at 1:34 PM, Herritt, Jeannine <JeannineHerritt@gov.nl.ca> wrote:
>
>
> Ive actioned the correspondence to Daphne and Jacinta - and added them here as well.
>
>>> On Dec 7, 2023, at 1:16 PM, O'Toole, Maggie <MaggieOToole@gov.nl.ca> wrote:
>>>
>> Hi Jeannine,
>>
>> Do we have anything additional we can add about travel/agency nurses or an update on what NL will be doing to reduce reliance on travel nurses (if anything)? We need to provide bullets (if we have anything to add) asap to IGA for their note which is being finalized today for the CAP meeting.
>>
>> Thanks for your attention on this in a short period of time!
>>
>> Kind regards,
>> Maggie
>>
>> ----- [REDACTED] 31(1)(l)
>>
>> Record Number : COR-2023-195880
>> Title : CAP Preparation - Travel Nurses and Recent NS Policy Change
>>
> <CAP Preparation - Travel Nurses and Recent NS Policy Change. [REDACTED] 31(1)(l)

From: Herritt, Jeannine
Sent: Thursday, December 7, 2023 2:09 PM
To: Reddigan, Jacinta
Subject: FW: Letter to Hon. Andrew Furey.pdf

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Thursday, December 7, 2023 8:54 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>
Subject: Fwd: Letter to Hon. Andrew Furey.pdf

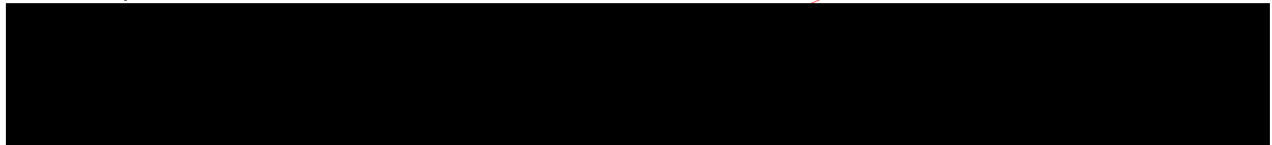
FYI
Sent from my iPhone

Begin forwarded message:

From: "Curran, Lisa" <LisaCurran@gov.nl.ca>
Date: December 7, 2023 at 12:16:18 AM NST
To: "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Cc: "Ellis, Fiona" <fionaellis@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Hi Patrick,



Thanks,
Lisa

Lisa Curran | ADM – Human Resources
Treasury Board Secretariat
Executive Council
Government of Newfoundland and Labrador
T: (709) 729-1585 | E: lisacurran@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 6, 2023 7:57 AM
To: Curran, Lisa <LisaCurran@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

Thanks again for your help last week!

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>

Sent: Tuesday, December 5, 2023 9:45 PM

To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>

Sent: Tuesday, December 5, 2023 8:27 PM

To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>

Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: McGrath, John
Sent: Thursday, December 7, 2023 4:59 PM
To: O'Toole, Maggie
Cc: Morrissey, Patrick (HCS) 31(1)(l)
Subject: Re: [REDACTED] CORRESPONDENCE : COR-2023-195880 : CAP Preparation - Travel Nurses and Recent NS Policy Change

Looks fine thanks

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Dec 7, 2023, at 4:29 PM, O'Toole, Maggie <MaggieOToole@gov.nl.ca> wrote:

Hi John,

IGA needs this asap for their briefing materials. Do you approve for us to send?

Kind regards,
Maggie

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Thursday, December 7, 2023 3:21 PM
To: Reddigan, Jacinta <JacintaReddigan@gov.nl.ca>
Cc: O'Toole, Maggie <MaggieOToole@gov.nl.ca>; Osborne, Daphne <DaphneOsborne@gov.nl.ca>
Subject: RE: HPE Records Manager CORRESPONDENCE : COR-2023-195880 : CAP Preparation - Travel Nurses and Recent NS Policy Change

Excellent- thank you so much Jacinta and Daphne

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Reddigan, Jacinta <JacintaReddigan@gov.nl.ca>
Sent: Thursday, December 7, 2023 3:09 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Cc: O'Toole, Maggie <MaggieOToole@gov.nl.ca>; Osborne, Daphne <DaphneOsborne@gov.nl.ca>
Subject: RE: HPE Records Manager CORRESPONDENCE : COR-2023-195880 : CAP Preparation - Travel Nurses and Recent NS Policy Change

Jeannine,

Daphne and I have drafted some points below for your review and consideration.

1. In NL, the use of agency nurses covers many programs including the ER, Medicine, Surgery, Obstetrics, Mental Health and Addictions, Long Term Care, ICU and others. Agency resources are being utilized in urban, rural and remote locations. Approximately 10 Agencies currently have contracts with NLHS, most serving all zones. 29(1)(a), 35(1)(c), 35(1)(d)

2.

3. The newly signed collective agreement with the Registered Nurses' Union of Newfoundland and Labrador includes a Letter of Understanding (LOU) for a temporary overtime rate of pay. Once all attempts to schedule unfilled shifts (as described in the LOU) have been exhausted, the remaining shifts will be offered at double the regular hourly rate for each hour worked. This language will be in effect for one year and it is anticipated that this measure will help foster scheduling stability prior to the use of agency nurse resources.
4. Government, in collaboration with NLHS, continue to monitor the use of agency nurses in the province and will continue to engage in appropriate system and operations analysis as we explore ways to minimize the use of agency nurses.

Jacinta

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Sent: Thursday, December 7, 2023 1:34 PM

To: O'Toole, Maggie <MaggieOToole@gov.nl.ca>; Osborne, Daphne <DaphneOsborne@gov.nl.ca>; Reddigan, Jacinta <JacintaReddigan@gov.nl.ca>

Cc: Reddick, Vanessa <vanessareddick@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca> 31(1)(l)

Subject: Re: [REDACTED] CORRESPONDENCE : COR-2023-195880 : CAP Preparation - Travel Nurses and Recent NS Policy Change

I've actioned the correspondence to Daphne and Jacinta - and added them here as well.

On Dec 7, 2023, at 1:16 PM, O'Toole, Maggie <MaggieOToole@gov.nl.ca> wrote:

Hi Jeannine,

Do we have anything additional we can add about travel/agency nurses or an update on what NL will be doing to reduce reliance on travel nurses (if anything)? We need to provide bullets (if we have anything to add) asap to IGA for their note which is being finalized today for the CAP meeting.

Thanks for your attention on this in a short period of time!

Kind regards,
Maggie

[REDACTED] 31(1)(l)

Record Number : COR-2023-195880

Title : CAP Preparation - Travel Nurses and Recent NS Policy Change

From: Morrissey, Patrick (HCS)
Sent: Friday, December 8, 2023 11:44 AM
To: O'Shea, Isobel
Subject: FW: Letter to Hon. Andrew Furey.pdf
Attachments: Letter to Hon. Andrew Furey.pdf

This attachment is included on pages 90-91, which have been withheld under sections 29(1)(a), 34(1)(a)(i), 34(1)(b), and 35(1)(d) of ATIPPA, 2015

Hey Isobel,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

Patrick

From: "Curran, Lisa" <LisaCurran@gov.nl.ca>
Date: December 7, 2023 at 12:16:18 AM NST
To: "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Cc: "Ellis, Fiona" <fionaellis@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Hi Patrick,

Thanks,
Lisa

Lisa Curran | ADM – Human Resources
Treasury Board Secretariat
Executive Council
Government of Newfoundland and Labrador
T: (709) 729-1585 | E: lisacurran@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 6, 2023 7:57 AM
To: Curran, Lisa <LisaCurran@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks again for your help last week!

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 5, 2023 9:45 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Sent: Tuesday, December 5, 2023 8:27 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: Macmillan, Doriann
Sent: Friday, December 8, 2023 1:14 PM
To: Morrissey, Patrick (HCS)
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thank you Patrick – noted.

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Friday, December 8, 2023 12:59 PM
To: Curran, Lisa <LisaCurran@gov.nl.ca>
Cc: Ellis, Fiona <fionaellis@gov.nl.ca>; Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 34(1)(a)(i), 35(1)(c), 35(1)(d), 35(1)(f)

Thanks for the information and getting back to us.

Thanks,

29(1)(a), 34(1)(a)(i)

Patrick

From: Curran, Lisa <LisaCurran@gov.nl.ca>
Sent: Thursday, December 7, 2023 12:16 AM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Cc: Ellis, Fiona <fionaellis@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Hi Patrick,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,
Lisa

Lisa Curran | ADM – Human Resources
Treasury Board Secretariat
Executive Council
Government of Newfoundland and Labrador
T: (709) 729-1585 | E: lisacurran@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 6, 2023 7:57 AM

To: Curran, Lisa <LisaCurran@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks again for your help last week!

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 5, 2023 9:45 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Sent: Tuesday, December 5, 2023 8:27 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: Morrissey, Patrick (HCS)
Sent: Monday, December 11, 2023 9:38 PM
To: Antle, Chad
Subject: FW: Travel Nursing and Data

Can you pull the expenditures side to this.

Tks

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Monday, December 11, 2023 9:19 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Cc: Power, Maggie <MaggiePower@gov.nl.ca>
Subject: Travel Nursing and Data

Hi folks,

Can you pull together a table on the number of nursing vacancies over the past two years? Can we also get the actual number of nursing bodies in the system over the same period of time?

Also for travel nurses, can you please pull the following:

- The current number of nurses working in the system by Zone
- The Actual expenditures incurred last fiscal
- The YTD expenditures on travel nursing, and the anticipated for this fiscal?

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Morrissey, Patrick (HCS)
Sent: Monday, December 11, 2023 9:42 PM
To: McGrath, John
Subject: FW: Letter to Hon. Andrew Furey.pdf

29(1)(a), 30(1)(a), 30(1)(b), 35(1)(c), 35(1)(d), 35(1)(f)

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Sent: Friday, December 8, 2023 1:47 PM

To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Curran, Lisa <LisaCurran@gov.nl.ca>; Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Ellis, Fiona <fionaellis@gov.nl.ca>

Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Patrick,

29(1)(a), 35(1)(c), 35(1)(d), 35(1)(f)

Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>

Sent: Friday, December 8, 2023 12:59 PM

To: Curran, Lisa <LisaCurran@gov.nl.ca>

Cc: Ellis, Fiona <fionaellis@gov.nl.ca>; Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Subject: RE: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 34(1)(a)(i), 35(1)(c), 35(1)(d), 35(1)(f)

Thanks for the information and getting back to us.

Thanks,

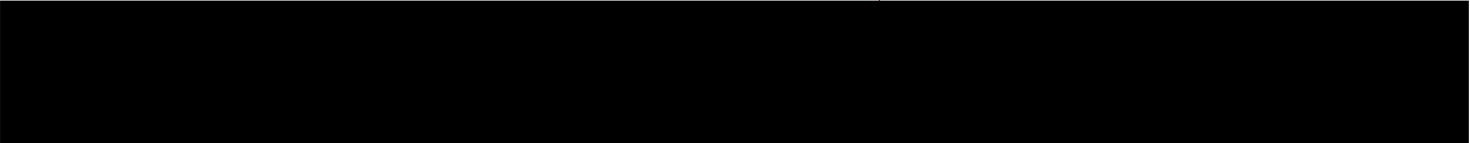
29(1)(a), 34(1)(a)(i)

Patrick

From: Curran, Lisa <LisaCurran@gov.nl.ca>
Sent: Thursday, December 7, 2023 12:16 AM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Cc: Ellis, Fiona <fionaellis@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Hi Patrick,



Thanks,
Lisa

Lisa Curran | ADM – Human Resources
Treasury Board Secretariat
Executive Council
Government of Newfoundland and Labrador
T: (709) 729-1585 | E: lisacurran@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 6, 2023 7:57 AM
To: Curran, Lisa <LisaCurran@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks again for your help last week!



Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 5, 2023 9:45 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

29(1)(a), 35(1)(c), 35(1)(d)



Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>

Sent: Tuesday, December 5, 2023 8:27 PM

To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>

Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: Morrissey, Patrick (HCS)
Sent: Tuesday, December 12, 2023 10:21 AM
To: Scott Bishop
Subject: FW: Letter to Hon. Andrew Furey.pdf
Attachments: Letter to Hon. Andrew Furey.pdf

This attachment is included on pages 90-91, which have been withheld under sections 29(1)(a), 34(1)(a)(i), 34(1)(b), and 35(1)(d) of ATIPPA, 2015

Hey

Are you able to get answers to the below questions from John?

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 12, 2023 8:16 AM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Caines, Justin <JustinCaines@gov.nl.ca>
Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

New Approach to Hiring Travel Nurses - Government of Nova Scotia, Canada

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: McGrath, John
Sent: Monday, December 11, 2023 9:34 PM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Caines, Justin <JustinCaines@gov.nl.ca>
Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Hi folks,

Some takeaways on this for follow-up:

29(1)(a), 35(1)(c), 35(1)(d), 35(1)(f)

- [Redacted]
- [Redacted]
- [Redacted]

Justin, can you also see me on this in the am and we can discuss.

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Thursday, December 7, 2023 11:38 AM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: Re: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Dec 7, 2023, at 8:54 AM, Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca> wrote:

FYI
Sent from my iPhone

Begin forwarded message:

From: "Curran, Lisa" <LisaCurran@gov.nl.ca>
Date: December 7, 2023 at 12:16:18 AM NST
To: "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Cc: "Ellis, Fiona" <fionaellis@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Hi Patrick,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,
Lisa

Lisa Curran | ADM – Human Resources
Treasury Board Secretariat
Executive Council
Government of Newfoundland and Labrador
T: (709) 729-1585 | E: lisacurran@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 6, 2023 7:57 AM

To: Curran, Lisa <LisaCurran@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks again for your help last week!

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 5, 2023 9:45 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Sent: Tuesday, December 5, 2023 8:27 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: Morrissey, Patrick (HCS)
Sent: Tuesday, December 12, 2023 5:18 PM
To: Herritt, Jeannine, McGrath, John
Subject: FW: Agency Nurses
Attachments: Agency Nuring costs 2022-23 and 2023-24 Projection.xlsx

John – the attached is the current # of nurses working in the system by zone; the actual expenditures incurred last fiscal; the YTD expenditures.

Jeannine mentioned she can get the vacancies over the past two years.

Thanks,

Patrick

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, December 12, 2023 4:15 PM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: FW: Agency Nurses

FYI

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Tuesday, December 12, 2023 4:11 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Subject: RE: Agency Nurses

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Chad – please see the attached file which contains the information requested below. [REDACTED]

Let me know if you have any questions.

29(1)(a)

Thanks,
Jason

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, December 12, 2023 8:52 AM
To: Jason Cole <Jason.Cole@easternhealth.ca>
Subject: Agency Nurses

Hey Jason,

Can you please get the following on agency nurses?

- The current number of nurses working in the system by Zone
- The Actual expenditures incurred last fiscal

- The YTD expenditures and the anticipated for this fiscal?

Thanks,

Chad Antle, CPA, CMA
Departmental Controller (A)
Health and Community Services
(709) 729-5287
(709) 729-3151 (Fax)
chadantle@gov.nl.ca

"This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender."

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Agency Expense				Current FTEs (as of Dec 4, 2023)				
	2022-23	YTD Oct 2023-24	23-24 Projection	RNs	LPNs	PCAs	NP	All Poisitions
Labrador Grenfell Health	3,003,000			16	10	14	-	40
Central Health	16,037,048			115	-	-	-	115
Western Health	9,000,000			43	27	-	-	70
Eastern Health	7,037,731			57	12	-	3	72
Total	35,077,779			231	49	14	3	297

29(1)(a), 35(1)(d)

From: McGrath, John
Sent: Tuesday, December 12, 2023 7:24 PM
To: Morrissey, Patrick (HCS)
Cc: Herritt, Jeannine
Subject: Re: Agency Nurses

Thanks, this looks good, just add vacancy data and good to go.

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Dec 12, 2023, at 5:17 PM, Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca> wrote:

John – the attached is the current # of nurses working in the system by zone; the actual expenditures incurred last fiscal; the YTD expenditures.

Jeannine mentioned she can get the vacancies over the past two years.

Thanks,

Patrick

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To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: FW: Agency Nurses

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Chad – please see the attached file which contains the information requested below. [REDACTED]

[REDACTED]

Let me know if you have any questions.

29(1)(a)

Thanks,
Jason

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Tuesday, December 12, 2023 8:52 AM
To: Jason Cole <Jason.Cole@easternhealth.ca>
Subject: Agency Nurses

Hey Jason,

Can you please get the following on agency nurses?

1. The current number of nurses working in the system by Zone
2. The Actual expenditures incurred last fiscal
3. The YTD expenditures and the anticipated for this fiscal?

Thanks,

Chad Antle, CPA, CMA
Departmental Controller (A)
Health and Community Services
(709) 729-5287
(709) 729-3151 (Fax)
chadantle@gov.nl.ca

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<Agency Nuring costs 2022-23 and 2023-24 Projection.xlsx>

From: Scott Bishop <Scott.Bishop@easternhealth.ca>
Sent: Tuesday, December 12, 2023 8:18 PM
To: Morrissey, Patrick (HCS)
Subject: Fwd: Letter to Hon. Andrew Furey.pdf

Hi Patrick - see below.
S

Scott Bishop
Vice President - Corporate Services
Newfoundland and Labrador Health Services

Get [Outlook for iOS](#)

From: Collette Smith <Collette.Smith@easternhealth.ca>
Sent: Tuesday, December 12, 2023 5:00 PM
To: Scott Bishop <Scott.Bishop@easternhealth.ca>; Debbie Molloy <Debbie.Molloy@easternhealth.ca>
Cc: Tony Williams <Tony.Williams@centralhealth.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Hi there – see below – let me know if you have any questions thanks



**Collette Smith RN, BSc, MBA,
CHE**
Human Resources

t: 709-466-5130
e: collette.smith@easternhealth.ca
w: NLHealthServices.ca

From: Scott Bishop <Scott.Bishop@easternhealth.ca>
Sent: Tuesday, December 12, 2023 12:13 PM
To: Debbie Molloy <Debbie.Molloy@easternhealth.ca>
Cc: Collette Smith <Collette.Smith@easternhealth.ca>; Tony Williams <Tony.Williams@centralhealth.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf
Importance: High

Hi Debbie and Collette – pls see below questions

[29\(1\)\(a\), 35\(1\)\(c\), 35\(1\)\(d\), 35\(1\)\(f\)](#)

Need responses on this one relatively quickly.

Thanks
Scott



Scott Bishop CPA, CGA, CHE
Vice President – Corporate Services
Chief Financial Officer
Executive Offices
70 O’Leary Avenue, St. John’s, NL, A1B2C7
e: scott.bishop@easternhealth.ca

Administrative Support
Holly Edwards
e: holly.edwards@easternhealth.ca

web. [NL Health Services](http://NLHealthServices)

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Tuesday, December 12, 2023 10:21 AM
To: Scott Bishop <Scott.Bishop@easternhealth.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey

Are you able to get answers to the below questions from John?

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 12, 2023 8:16 AM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Caines, Justin <JustinCaines@gov.nl.ca>
Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

New Approach to Hiring Travel Nurses - Government of Nova Scotia, Canada

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: McGrath, John

Sent: Monday, December 11, 2023 9:34 PM

To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Caines, Justin <JustinCaines@gov.nl.ca>

Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>

Subject: RE: Letter to Hon. Andrew Furey.pdf

Hi folks,

Some takeaways on this for follow-up:

29(1)(a), 35(1)(c), 35(1)(d), 35(1)(f)

Justin, can you also see me on this in the am and we can discuss.

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

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Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Subject: Re: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

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T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

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FYI
Sent from my iPhone

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Date: December 7, 2023 at 12:16:18 AM NST
To: "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Cc: "Ellis, Fiona" <fionaellis@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Hi Patrick,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,
Lisa

Lisa Curran | ADM – Human Resources
Treasury Board Secretariat
Executive Council
Government of Newfoundland and Labrador
T: (709) 729-1585 | E: lisacurran@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 6, 2023 7:57 AM
To: Curran, Lisa <LisaCurran@gov.nl.ca>
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks again for your help last week!

Thanks,

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 5, 2023 9:45 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>

Sent: Tuesday, December 5, 2023 8:27 PM

To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>

Subject: Letter to Hon. Andrew Furey.pdf

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From: McGrath, John
Sent: Wednesday, December 13, 2023 12:28 PM
To: Osborne, Tom
Cc: Elliott, Susan, Power, Maggie, Caines, Justin
Subject: FW: Letter to Hon. Andrew Furey.pdf

Hi Minister,

Please see below for your information, also available to discuss.

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 13, 2023 11:31 AM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>; Caines, Justin <JustinCaines@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

See below from Debbie and Collette at NLHS. We can discuss.

Tks

Patrick

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Tuesday, December 12, 2023 8:16 AM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Caines, Justin <JustinCaines@gov.nl.ca>
Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

New Approach to Hiring Travel Nurses - Government of Nova Scotia, Canada

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

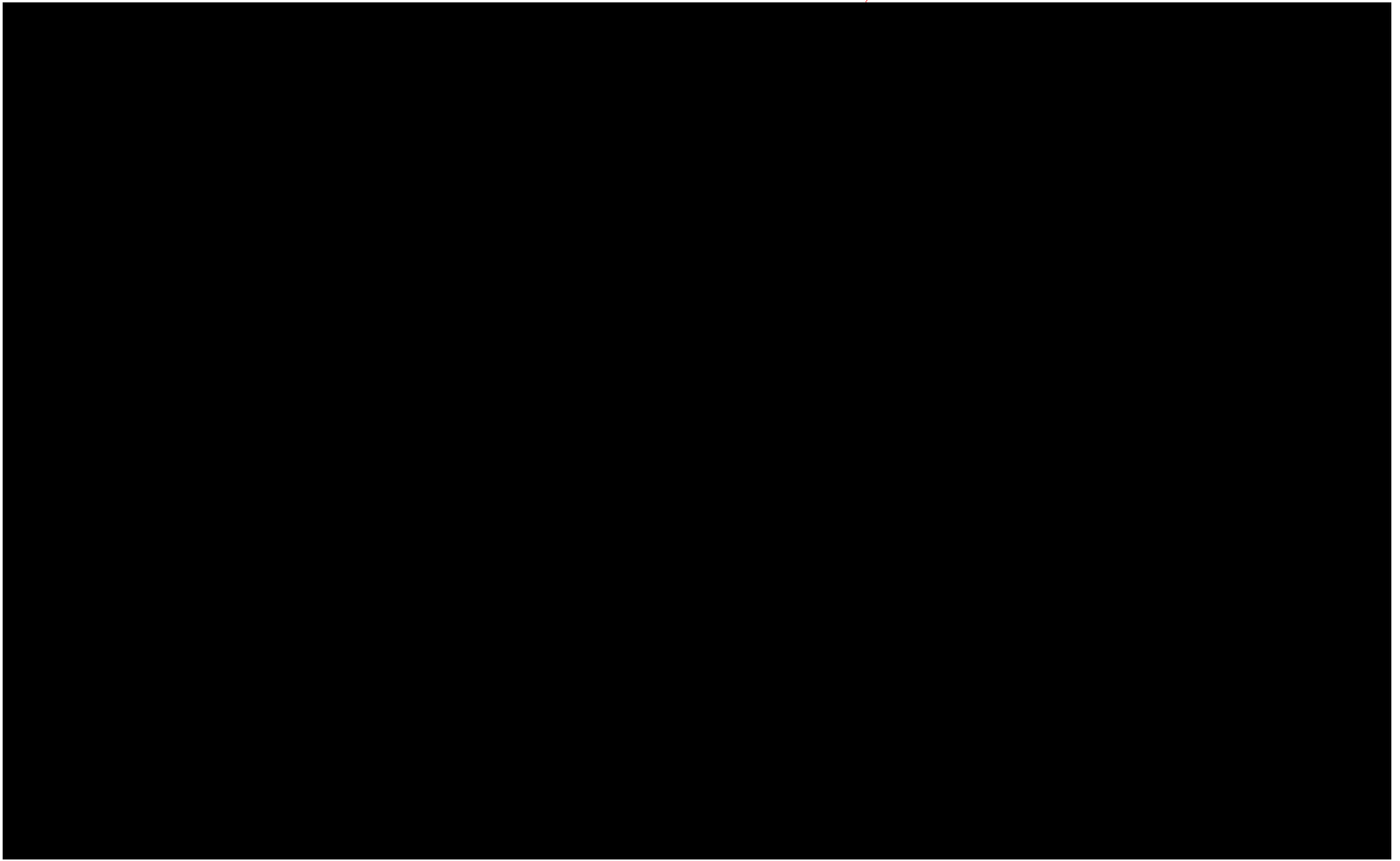
P.O. Box 8700, St. John's, NL A1B 4J6

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Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Hi folks,

Some takeaways on this for follow-up:



Justin, can you also see me on this in the am and we can discuss.

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

From: McGrath, John <JohnMcGrath@gov.nl.ca>

Sent: Thursday, December 7, 2023 11:38 AM

To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>

Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Subject: Re: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Dec 7, 2023, at 8:54 AM, Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca> wrote:

FYI

Sent from my iPhone

Begin forwarded message:

From: "Curran, Lisa" <LisaCurran@gov.nl.ca>
Date: December 7, 2023 at 12:16:18 AM NST
To: "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Cc: "Ellis, Fiona" <fionaellis@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Hi Patrick,

29(1)(a), 35(1)(c), 35(1)(d)



Thanks,
Lisa

Lisa Curran | ADM – Human Resources
Treasury Board Secretariat
Executive Council
Government of Newfoundland and Labrador
T: (709) 729-1585 | E: lisacurran@gov.nl.ca

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Subject: FW: Letter to Hon. Andrew Furey.pdf

Hey Lisa,

29(1)(a), 35(1)(c), 35(1)(d)

Thanks again for your help last week!



Thanks,

Patrick

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To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

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To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS)
<PatrickMorrissey@gov.nl.ca>

Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

From: Herritt, Jeannine
Sent: Wednesday, December 13, 2023 1:41 PM
To: Morrissey, Patrick (HCS), McGrath, John
Cc: Power, Maggie, Caines, Justin
Subject: RE: Letter to Hon. Andrew Furey.pdf
Attachments: RN NPs Vdata.docx

Hi,

Please see the most recent data for NLHS RN/NP vacancies, which is currently pending minister's approval.

Overall, vacancy numbers have decreased nominally since October 2022 (752 → 715). The number of casual vacancies has remained relatively the same since the RNUNL CA was signed.

Thanks,
Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Wednesday, December 13, 2023 11:31 AM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>; Caines, Justin <JustinCaines@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

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Tks

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New Approach to Hiring Travel Nurses - Government of Nova Scotia, Canada

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Subject: RE: Letter to Hon. Andrew Furey.pdf

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Department of Health and Community Services

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Sent: Thursday, December 7, 2023 11:38 AM

To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>

Cc: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>

Subject: Re: Letter to Hon. Andrew Furey.pdf

29(1)(a), 35(1)(c), 35(1)(d)

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

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FYI

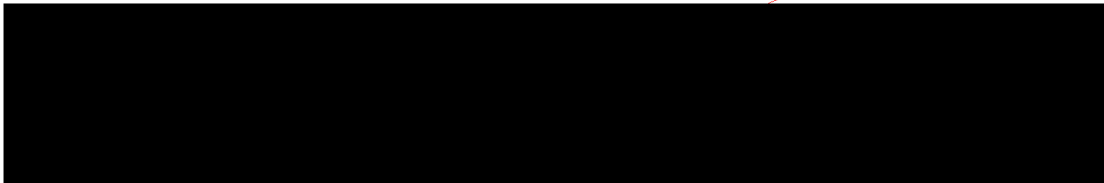
Sent from my iPhone

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Subject: RE: Letter to Hon. Andrew Furey.pdf

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29(1)(a), 35(1)(c), 35(1)(d)



Thanks,
Lisa

Lisa Curran | ADM – Human Resources
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Sent: Tuesday, December 5, 2023 9:45 PM
To: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: Letter to Hon. Andrew Furey.pdf

Thanks Doriann,

29(1)(a), 35(1)(c), 35(1)(d)



Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

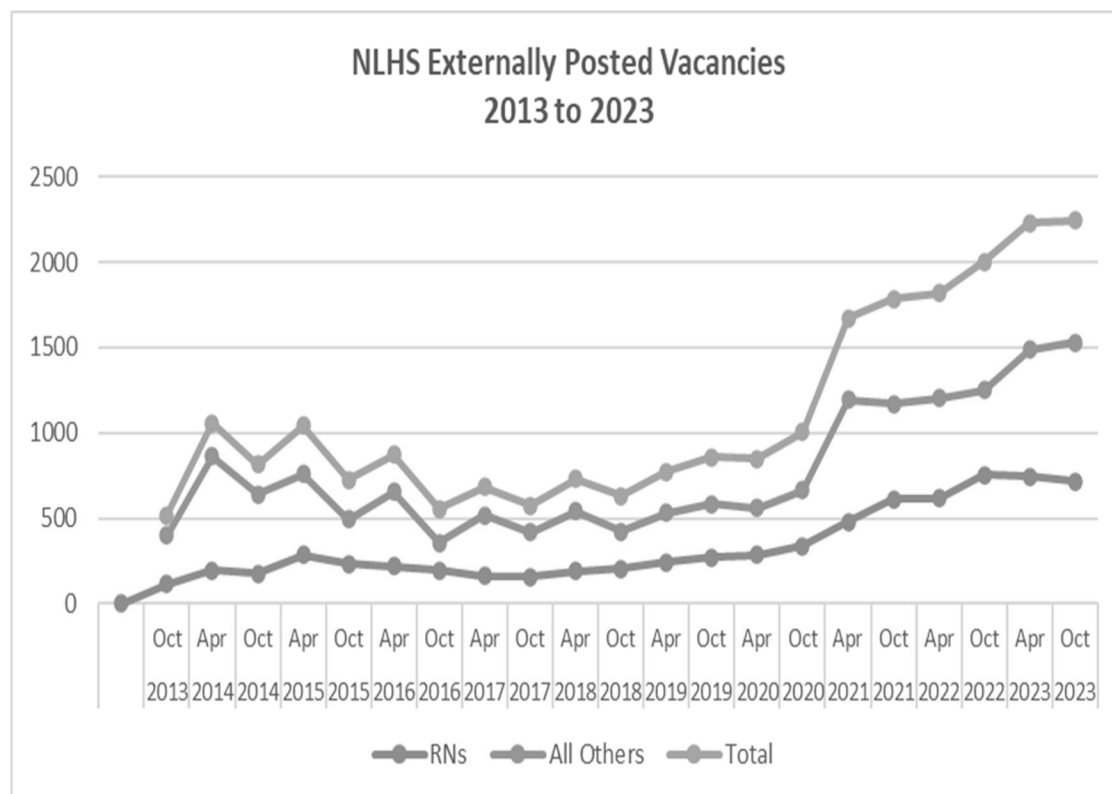
From: Macmillan, Doriann <DoriannMacmillan@gov.nl.ca>
Sent: Tuesday, December 5, 2023 8:27 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: Letter to Hon. Andrew Furey.pdf

So you are aware.

Vacancy Data: RNs and NPs

Table 1: Trends in Vacant Positions 2013 to 2023

Year	Month	RNs (including NPs)
2013	Oct	115
2014	Apr	197
2014	Oct	175
2015	Apr	284
2015	Oct	232
2016	Apr	218
2016	Oct	197
2017	Apr	165
2017	Oct	157
2018	Apr	189
2018	Oct	206
2019	Apr	242
2019	Oct	273
2020	Apr	287
2020	Oct	340
2021	Apr	480
2021	Oct	614
2022	Apr	615
2022	Oct	752
2023	Apr	746
2023	June	735
2023	Aug	649
2023	Oct	715



Registered Nurse Vacancies (Including Nurse Practitioners)

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Collection Period	Oct	Apr	Oct	Apr	Oct	Apr	Oct	Apr	Oct	Apr	Oct	Apr	Oct	Apr	Oct	Apr
External Non-Casual Competitions	313	351	259	231	202	144	70	62	36	51	55	68	94	98	86	110
External Casual Competitions	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	60	129	81	186	146	108
Total External Competitions	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	115	197	175	284	232	218

Note: Prior to the implementation of the Human Resources Information System in 2013, casual position data was not collected consistently. Casual positions have been separated in Table 1 for historical comparison.

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Monday, January 15, 2024 10:52 AM
To: Scott, Brian
Subject: RE: Heads up about an investigation we're doing of travel nursing

Thanks, Brian. We've got this request from Kelly and are working through the response – it's A LOT. Will share when ready.

--Tracey

From: Scott, Brian <BrianScott@gov.nl.ca>
Sent: Monday, January 15, 2024 10:51 AM
To: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Subject: FW: Heads up about an investigation we're doing of travel nursing

FYI

Brian Scott
Director of Communications
Health and Community Services
Government of Newfoundland and Labrador
e: brianscott@gov.nl.ca
t: 709.729.1377
www.gov.nl.ca/hcs/ | @HCS_GovNL

From: Grant, Kelly <KGrant@globeandmail.com>
Sent: Monday, January 15, 2024 10:36 AM
To: Scott, Brian <BrianScott@gov.nl.ca>
Cc: Ha, Tu Thanh <THa@globeandmail.com>
Subject: Heads up about an investigation we're doing of travel nursing

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Brian:

My name is Kelly Grant and I'm a health reporter with The Globe and Mail.
<https://www.theglobeandmail.com/authors/kelly-grant/>

My colleague Tu Thanh Ha and I have spent the past few months working on a feature story about the rise of travel and agency nursing in Canada. Much of our story is focused on one relatively new company in the space – Canadian Health Labs. The Newfoundland and Labrador Health Authority is one of CHL's biggest clients.

We're planning to send a list of questions to you and the media relations folks at NLHA soon. We're also requesting an interview with Minister Osborne.

I'm flagging this ahead of time because I want to make sure the interview request and the list of questions don't get lost in the shuffle. I put a list of general questions about travel nursing to Tracey Boland at NLHA in October and I still haven't received answers.

I'm also writing because I want you to know that I'm happy to chat by phone if you have any questions about our investigation. Feel free to give me a shout any time today: 647-688-4214.

Take care,
Kelly Grant
Health reporter
The Globe and Mail
647-688-4214
@kellygrant1

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From: Scott, Brian
Sent: Monday, January 15, 2024 10:53 AM
To: Osborne, Tom, McGrath, John
Cc: Elliott, Susan, Power, Maggie, Thomas, Laura, Herritt, Jeannine, Konieczny, Jennifer, Coffey, Tina
Subject: FYI - Globe and Mail interview re: travel nurses

Just an FYI for now. Globe and Mail wants an interview on travel nurses. I think this would be a good opportunity to get some eyes across the country on our recruitment incentives, successes, and what it's like to work here.

Brian Scott

Director of Communications
Health and Community Services
Government of Newfoundland and Labrador
e: brianscott@gov.nl.ca
t: 709.729.1377
www.gov.nl.ca/hcs/ | @HCS_GovNL

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Take care,
Kelly Grant
Health reporter
The Globe and Mail
647-688-4214

@kellygrant1

From: Scott, Brian
Sent: Tuesday, January 16, 2024 1:22 PM
To: Konieczny, Jennifer
Subject: Re: Interview request for Minister Osborne and questions for our travel nursing investigation

Not yet.

I will now.

Sent from my iPhone

On Jan 16, 2024, at 1:17 PM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Hi Brian,

Did you respond to Tracey already about this one? Do we know if Minister is going to do the interview?

Thanks,
Jennifer

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Monday, January 15, 2024 4:54 PM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Cc: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Subject: RE: Interview request for Minister Osborne and questions for our travel nursing investigation

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Hey folks,

Let us know your thoughts on approach to this one – most questions seem operational/NLHS focused.

As mentioned this morning, we're working through the initial set of questions they submitted.

Thanks!
--Tracey

From: Grant, Kelly <KGrant@globeandmail.com>
Sent: Monday, January 15, 2024 4:13 PM
To: 'brianscott@gov.nl.ca' <brianscott@gov.nl.ca>; Laura Thomas <LauraThomas@gov.nl.ca>; 'jenniferkonieczny@gov.nl.ca' <jenniferkonieczny@gov.nl.ca>; TCoffey <TCoffey@gov.nl.ca>; Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>; Gayle StCroix <Gayle.StCroix@centralhealth.nl.ca>
Cc: Ha, Tu Thanh <THa@globeandmail.com>
Subject: Interview request for Minister Osborne and questions for our travel nursing investigation

EXTERNAL EMAIL : This email originated from outside the organization. Please ensure you use additional caution before opening attachments or clicking on URL links.

Dear Brian, Laura, Jennifer, Tina, Tracey and Gayle:

Our names are Tu Thanh Ha and Kelly Grant and we are reporters with The Globe and Mail. We are working on a feature story about the rise of private, for-profit nursing agencies in Canada. We're sending these questions to communications officials in the health minister's office and at Newfoundland and Labrador Health Services because we want to be sure that all our questions get to the right people.

The centerpiece of our story will be a close look at one of the new travel nursing agencies that sprung up during the pandemic: Canadian Health Labs. CHL, as you know, does a lot of business in Newfoundland and Labrador.

Through Access to Information requests, we have obtained copies of nursing contracts signed by NLHS and its predecessor regional health authorities with CHL and other private staffing agencies. We have also obtained hundreds of pages of CHL's invoices, as well as internal government emails that mention CHL.

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the **end of the day on Monday Jan. 22**. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

We have a list of questions for NLHS and the Department of Health and Community Services about their dealings with CHL and with other private nursing agencies. We are looking for answers to these questions by the **end of the day on Monday Jan. 22**.

We put some general questions about travel nursing to every province in October. Tracey Boland was handling that set of questions for us and we have not received responses. We'd like those responses by Jan. 22 as well.

If you have any questions about what we're looking for, or need us to clarify any of these written questions, please reach out.

1. According to Newfoundland's public disclosure of contracts, Central Health signed its first contract with CHL on April 30, 2022. We also see that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?
2. What prompted Newfoundland to begin using travel nurses?
3. The contracts with CHL in Central and Western were sole sourced. So were contracts for nursing staffing services with other agencies, including Goodwill, Northern Medical Connections, 911 Nurses GTA and Priority Healthcare. Why did the regional health authorities sole source these contracts?
4. Tell us about some of the challenges that Newfoundland and Labrador's health system was facing at the time health authorities decided to turn to travel nurses. For example, were emergency departments, nursing home beds or other services at risk of closing because of a lack of nurses?

5. The regional health authorities' contracts with CHL were unlike its contracts with other travel nursing agencies. Rather than paying CHL a flat hourly rate for a nurse, the health authorities agreed to pay CHL for a "team structure" that, in the case of Central Health, meant Central was paying \$15,480 + HST for a team of eight RNs, plus a virtual operations lead and a clinical operations lead. That works out to \$161.25 per hour per registered nurse in person in Central, including the cost of the virtual clinical and operations leaders rolled into the hourly rate. Why did the health authorities agree to pay for CHL's back-office support, when all other private nursing agencies charged a flat fee?
6. Why did Western Health agree to pay CHL rates that were so much higher than the rates paid in Central? CHL's contracts with Western Health use the same teams structure, with virtual and clinical operations leads, but with six RNs per team and two different team structures – the more expensive Structure 1, which includes ER, ICU, OBS and L&D nurses, and a less expensive Structure 2, which include medicine, surgery and long-term care nurses. A Structure 1 team costs \$21,750 + HST per 12/hour shift, which works out to \$302 per hour for an RN, and a Structure 2 team costs \$19,750 per shift, which works out to \$274 per hour for an RN.
7. CHL was not the only company to raise rates. Goodwill, for example, signed a one-year contract with Eastern in April of 2022 that included a rate of \$80/hour for an RN. By October of 2022, an addendum was being signed by Eastern that increased the rate to \$120/hour for shifts worked after August. Every other regional health authority signed at the new rate. Northern Medical Connections signed a contract with Central on Dec. 19, 2022 that included a rate of \$130/hr for an RN. A month later, in an amendment that Northern Medical signed on Jan. 18, 2023, that rate was increased to \$145/hour. How big of a challenge was it for the regional health authorities to face rate increases from private nursing agencies?
8. Why did Western and Central agree to reimburse CHL for some items that went beyond basic accommodations and transportation? For example, CHL was reimbursed for the cost of criminal record checks and nurses acquiring licenses to practice in Newfoundland. Is that the case for other agencies? CHL also billed Newfoundland authorities for some courses that its nurses had to take, such as CPR, PALS (Pediatric Advanced Life Support) or TNCC (Trauma Nursing Core Course), even invoicing for textbooks. Is that the case for other agencies too?
9. Some nurses were allowed to drive to Newfoundland, at a higher cost than flying, and were able to bring their spouses and/or domestic animals. Why did Newfoundland health authorities agree to pay for those expenses? Why did they agree to reimburse items such as pet transportation costs, kitchen appliances, Internet service, and an air fryer? (For example, a \$118 Air Canada pet holding fee was invoiced to Western on April 20, 2023, as part of CHL invoice no. 1869. The air fryer was purchased on Jan. 18, 2023, and the expense claim sent to Central as part of CHL's invoice no. 1781.)
10. The Central and Western contracts spell out that nurses receive daily per diems for meals. In the initial contracts, those per diems were \$50.20 per day, although the rate increased slightly over time. Relying on CHL's invoices, we calculated that CHL invoiced Central and Western for at least \$1.6-million in per diems between the spring of 2022 and the fall of 2023. We have reached 25 nurses who worked for CHL in Newfoundland, all of whom told us they did not receive a per diem while working for CHL. We also have seen CHL Facebook posts that say explicitly that food is not included for nurses who work for CHL in Newfoundland. We have also obtained copies of CHL's contracts with nurses that include this clause: *"Food/groceries/take out is the sole responsibility of said contractor and CHL does not provide any financial reimbursement."* We also see through our review of invoices that there appear to be days on which CHL charged a per diem for every nurse in the field, regardless of whether she or he worked that day. Were any

Newfoundland officials aware that CHL was not passing per diems along to the nurses? What's your response to that information?

11. The Central and Western contracts spell out that the health authorities will "deploy and compensate the Contractor for a minimum number of teams per day." Does the use of the word minimum in these contracts mean that CHL could ask to be paid for a minimum number of nurses every day, regardless of whether the health authority actually needed that many people? In other words, did any Newfoundland health authority ever pay CHL for the services of nurses who were in the field and available but not actually needed to be on duty on a particular day?
12. Does the language around "minimums" in the CHL contracts explain why, according to the RNUNL, agency nurses are sometimes offered shifts before full-time and casual staff nurses? (<https://www.cbc.ca/news/canada/newfoundland-labrador/nl-travel-nurses-complaint-1.7040821>.)
13. The invoices we've obtained include some charges for electric vehicles provided by CHL's affiliate, Canadian Sustainability Labs, a company that provides accommodations and electric vehicles for traveling health-care workers. In most cases in the invoices, CHL charges just over \$1,200 per week for an electric vehicle for a nurse. Why did Central agree to reimburse for electric vehicles at that rate, particularly when there are also invoices showing that in other cases nurses get by with minimal cab charges to get to and from hospitals?
14. CHL's original contracts contained caps. The Central contract had a cap of \$28.251-million, while Western's contract was capped at \$13.5-million. Was the cap reached in either contract? If not, how much did Central and Western pay to CHL for the first term of each contract?
15. How much have all Newfoundland and Labrador health authorities paid to CHL? How many hours of nursing services has Newfoundland purchased from CHL? Please break these figures down by year. (We asked for related figures that would help put CHL's footprint in context back in October. We would still like the answers to our original request.)
16. Why did the NLHS decide to extend the Western and Central contracts with CHL? Why did it sign new contracts with CHL for ER nurses in the Eastern Zone, and for Airway NPs?
17. What do NHLA officials and the minister think about the negotiating tactics CHL used last summer to try to convince the NLHS to sign a deal, pitched as CHL 4.0., to have CHL bring internationally educated nurses to the province? Specifically, what do officials think of CHL charging \$235/hr for Airway NPs, unless NLHS signed the CHL 4.0. deal, in which case the rate would drop to \$130/hr?
18. Last year, Health Minister Tom Osborne called travel nursing a "necessary evil" that he would like to see ended. What steps is the province taking to decrease its reliance on travel nurses?

Thank you for your attention to these questions. Again, please let us know when Mr. Osborne or another official is available for an interview.

Take care,
Tu Thanh Ha
Ha@globeandmail.com
416-571-3061
Kelly Grant
KGrant@globeandmail.com
647-688-4214

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From: Scott, Brian
Sent: Tuesday, January 16, 2024 1:23 PM
To: Tracey Boland (Communications)
Cc: Thomas, Laura, Konieczny, Jennifer, Coffey, Tina, Mikaela Etchegary
Subject: Re: Interview request for Minister Osborne and questions for our travel nursing investigation

Haven't had much time to discuss.

29(1)(a)

I'll let you know when we know more.

Sent from my iPhone

On Jan 15, 2024, at 4:53 PM, Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca> wrote:

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Thank you for your attention to these questions. Again, please let us know when Mr. Osborne or another official is available for an interview.

Take care,
Tu Thanh Ha
Ha@globeandmail.com
416-571-3061
Kelly Grant
KGrant@globeandmail.com
647-688-4214

*** This communication (including all attachments) is intended solely for the use of the person or persons to whom it is addressed and should be treated as a confidential communication from Eastern Health. If you are not the intended recipient, any use, distribution, printing, or copying of this email is strictly prohibited. If you received this email in error, please immediately notify the originator and delete it from your system. Your cooperation is appreciated. ***

From: Thomas, Laura
Sent: Wednesday, January 17, 2024 12:24 PM
To: McGrath, John, Osborne, Tom, Elliott, Susan, Power, Maggie
Cc: Scott, Brian, Konieczny, Jennifer, Coffey, Tina
Subject: FOR APPROVAL // GLOBE Interview Request - Travel Nurse Contracts

Hi there,

A huge media request came in from the Globe & Mail. Most of the questions below are aimed at NL Health Services, however, they would like your perspective on the use of travel nurses as well.

I've highlighted the questions aimed at HCS. Would you like us to provide a statement or interview?

KMs are with the team now for review.

Thanks!
Laura

INTERVIEW REQUEST

Date: Mon, 01/15/2024

Reporter: Globe & Mail – Kelly Grant, Tu Thanh Ha

Deadline: End of Day, Jan 22

Context: Interview Request for HCS Minister on Travel Nurse Contracts

Questions:

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the end of the day on Monday Jan. 22. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

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2. What prompted Newfoundland to begin using travel nurses?

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on CHL's invoices, we calculated that CHL invoiced Central and Western for at least \$1.6-million in per diems between the spring of 2022 and the fall of 2023. We have reached 25 nurses who worked for CHL in Newfoundland, all of whom told us they did not receive a per diem while working for CHL. We also have seen CHL Facebook posts that say explicitly that food is not included for nurses who work for CHL in Newfoundland. We have also obtained copies of CHL's contracts with nurses that include this clause: *"Food/groceries/take out is the sole responsibility of said contractor and CHL does not provide any financial reimbursement."* We also see through our review of invoices that there appear to be days on which CHL charged a per diem for every nurse in the field, regardless of whether she or he worked that day. Were any Newfoundland officials aware that CHL was not passing per diems along to the nurses? What's your response to that information?

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From: Herritt, Jeannine
Sent: Thursday, January 18, 2024 10:33 AM
To: Thomas, Laura, Wells, Andrew, Whittle, Carla, Osborne, Daphne, Budgell, Jacinta
Cc: Scott, Brian
Subject: RE: Updates Needed // GLOBE Interview Request - Travel Nurse Contracts

Hi Laura,

I've added Jacinta here in Daphne's absence.

Thanks,
Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
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Suggested Statement: Interview

Key Messages: DRAFT

- Given the ongoing staffing challenges the Provincial Health Authority is experiencing, and the need to support staff to be able to take vacation, support well-being and workplace staffing levels, etc. Travel Nursing Agencies have been engaged to provide Registered Nurses to fill vacant positions, temporarily, on an as-needed basis.
- These nurses are used ^{29(1)(a)} [REDACTED] to fill vacancies, ^{29(1)(a)} [REDACTED]
- There are eight contracts currently in place, ranging from \$8 million to \$28 million, with several agencies to provide services in areas of most urgent need.
- The contracts are usage-based and charges are only incurred when the services are used. They are based on maximum potential usage. The contract values are based on maximum usage estimates and are not an indicator of the actual spend.
- Six of the contracts were awarded in 2022. All current contracts are set to expire in 2024.
- The Provincial Government is actively recruiting for more nurses in the province and, as these efforts yield results, reliance on external travel agencies will decrease.

Secondary Messaging

- We announced several initiatives in early 2022 to address the challenges facing nurses in the province, including the nursing think tank; RFPs for a core staffing review, health human resource plan, and workforce research; and an Internationally Educated Nurse Bursary program.
- We implemented signing bonuses for nurses for up to \$20,000 with a return in service commitment for difficult-to-fill areas, and offer bursaries and practice course grants for nursing students.
- To support their retention, and recognize their contribution, we provided \$3,000 retention bonuses with an 85 per cent uptake by nurses, totaling \$10 million.
- We have taken significant steps to attract new nurses to our system. Since January 2022, we have added over 400 Registered Nurses to the health care system.
- Last year, we also launched a Come Home incentive to help bring health care professionals back to the province. Aimed at physicians, nurses, paramedics, and other health care professionals the initiative is

available to individuals from Newfoundland and Labrador who have been living outside the province for at least six months.

- As of March 9, there have been 29 nursing professionals who were offered and accepted the Come Home Incentive.
- We have also extended conditional job offers to all graduating Bachelor of Science in nursing students in the province upon completion of their studies. We are not sitting idle and are quite active in the global arena. We have led recruitment missions to India, Ireland, and the United Kingdom.
- The Department has increased the number of B.Sc. Nursing seats by 25 per cent, and added Practical Nursing seats across five campuses in the 2022-23 academic year.
- There are bursaries available for B.Sc. Nursing and Practical Nursing students with required service obligations.
- Welcoming new nurses will help lighten the workload of nurses in our hospitals and health facilities, which will support work-life balance.
- We recognize the significant recruitment and retention challenges facing nurses, as well as many other health professionals and support staff. [REDACTED] 29(1)(a)
[REDACTED]

From: Thomas, Laura
Sent: Thursday, January 18, 2024 12:08 PM
To: Wells, Andrew, Herritt, Jeannine, Whittle, Carla, Osborne, Daphne, Budgell, Jacinta
Cc: Scott, Brian
Subject: RE: Updates Needed // GLOBE Interview Request - Travel Nurse Contracts

Thanks Andrew

From: Wells, Andrew <AndrewWells@gov.nl.ca>
Sent: Thursday, January 18, 2024 11:00 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Whittle, Carla <CarlaWhittle@gov.nl.ca>; Osborne, Daphne <DaphneOsborne@gov.nl.ca>; Budgell, Jacinta <JacintaBudgell@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>
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Hi Laura

No numbers for me to update but have one suggestion. [REDACTED]

29(1)(a)

Andrew

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7. CHL was not the only company to raise rates. Goodwill, for example, signed a one-year contract with Eastern in April of 2022 that included a rate of \$80/hour for an RN. By October of 2022, an addendum was being signed by Eastern that increased the rate to \$120/hour for shifts worked after August. Every other regional health authority signed at the new rate. Northern Medical Connections signed a contract with Central on Dec. 19, 2022 that included a rate of \$130/hr for an RN. A month later, in an amendment that Northern Medical signed on Jan. 18, 2023, that rate was increased to \$145/hour. How big of a challenge was it for the regional health authorities to face rate increases from private nursing agencies?
8. Why did Western and Central agree to reimburse CHL for some items that went beyond basic accommodations and transportation? For example, CHL was reimbursed for the cost of criminal record checks and nurses acquiring licenses to practice in Newfoundland. Is that the case for other agencies? CHL also billed Newfoundland authorities for some courses that its nurses had to take, such as CPR, PALS (Pediatric Advanced Life Support) or TNCC (Trauma Nursing Core Course), even invoicing for textbooks. Is that the case for other agencies too?
9. Some nurses were allowed to drive to Newfoundland, at a higher cost than flying, and were able to bring their spouses and/or domestic animals. Why did Newfoundland health authorities agree to pay

for those expenses? Why did they agree to reimburse items such as pet transportation costs, kitchen appliances, Internet service, and an air fryer? (For example, a \$118 Air Canada pet holding fee was invoiced to Western on April 20, 2023, as part of CHL invoice no. 1869. The air fryer was purchased on Jan. 18, 2023, and the expense claim sent to Central as part of CHL's invoice no. 1781.)

10. The Central and Western contracts spell out that nurses receive daily per diems for meals. In the initial contracts, those per diems were \$50.20 per day, although the rate increased slightly over time. Relying on CHL's invoices, we calculated that CHL invoiced Central and Western for at least \$1.6-million in per diems between the spring of 2022 and the fall of 2023. We have reached 25 nurses who worked for CHL in Newfoundland, all of whom told us they did not receive a per diem while working for CHL. We also have seen CHL Facebook posts that say explicitly that food is not included for nurses who work for CHL in Newfoundland. We have also obtained copies of CHL's contracts with nurses that include this clause: *"Food/groceries/take out is the sole responsibility of said contractor and CHL does not provide any financial reimbursement."* We also see through our review of invoices that there appear to be days on which CHL charged a per diem for every nurse in the field, regardless of whether she or he worked that day. Were any Newfoundland officials aware that CHL was not passing per diems along to the nurses? What's your response to that information?
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12. Does the language around "minimums" in the CHL contracts explain why, according to the RNUNL, agency nurses are sometimes offered shifts before full-time and casual staff nurses? (<https://www.cbc.ca/news/canada/newfoundland-labrador/nl-travel-nurses-complaint-1.7040821>.)
13. The invoices we've obtained include some charges for electric vehicles provided by CHL's affiliate, Canadian Sustainability Labs, a company that provides accommodations and electric vehicles for traveling health-care workers. In most cases in the invoices, CHL charges just over \$1,200 per week for an electric vehicle for a nurse. Why did Central agree to reimburse for electric vehicles at that rate, particularly when there are also invoices showing that in other cases nurses get by with minimal cab charges to get to and from hospitals?
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15. How much have all Newfoundland and Labrador health authorities paid to CHL? How many hours of nursing services has Newfoundland purchased from CHL? Please break these figures down by year. (We asked for related figures that would help put CHL's footprint in context back in October. We would still like the answers to our original request.)
16. Why did the NLHS decide to extend the Western and Central contracts with CHL? Why did it sign new contracts with CHL for ER nurses in the Eastern Zone, and for Airway NPs?

17. What do NHLA officials and the minister think about the negotiating tactics CHL used last summer to try to convince the NLHS to sign a deal, pitched as CHL 4.0., to have CHL bring internationally educated nurses to the province? Specifically, what do officials think of CHL charging \$235/hr for Airway NPs, unless NLHS signed the CHL 4.0. deal, in which case the rate would drop to \$130/hr?
18. Last year, Health Minister Tom Osborne called travel nursing a “necessary evil” that he would like to see ended. What steps is the province taking to decrease its reliance on travel nurses?

Our names are Tu Thanh Ha and Kelly Grant and we are reporters with The Globe and Mail. We are working on a feature story about the rise of private, for-profit nursing agencies in Canada. We’re sending these questions to communications officials in the health minister’s office and at Newfoundland and Labrador Health Services because we want to be sure that all our questions get to the right people.

The centerpiece of our story will be a close look at one of the new travel nursing agencies that sprung up during the pandemic: Canadian Health Labs. CHL, as you know, does a lot of business in Newfoundland and Labrador.

Through Access to Information requests, we have obtained copies of nursing contracts signed by NLHS and its predecessor regional health authorities with CHL and other private staffing agencies. We have also obtained hundreds of pages of CHL’s invoices, as well as internal government emails that mention CHL.

Thank you for your attention to these questions. Again, please let us know when Mr. Osborne or another official is available for an interview.

Suggested Statement: Interview

Key Messages: DRAFT

- Given the ongoing staffing challenges the Provincial Health Authority is experiencing, and the need to support staff to be able to take vacation, support well-being and workplace staffing levels, etc. Travel Nursing Agencies have been engaged to provide Registered Nurses to fill vacant positions, temporarily, on an as-needed basis.
- These nurses are used ^{29(1)(a)} [REDACTED] to fill vacancies, ^{29(1)(a)} [REDACTED]
- There are eight contracts currently in place, ranging from \$8 million to \$28 million, with several agencies to provide services in areas of most urgent need.
- The contracts are usage-based and charges are only incurred when the services are used. They are based on maximum potential usage. The contract values are based on maximum usage estimates and are not an indicator of the actual spend.
- Six of the contracts were awarded in 2022. All current contracts are set to expire in 2024.
- The Provincial Government is actively recruiting for more nurses in the province and, as these efforts yield results, reliance on external travel agencies will decrease.

Secondary Messaging

- We announced several initiatives in early 2022 to address the challenges facing nurses in the province, including the nursing think tank; RFPs for a core staffing review, health human resource plan, and workforce research; and an Internationally Educated Nurse Bursary program.
- We implemented signing bonuses for nurses for up to \$20,000 with a return in service commitment for difficult-to-fill areas, and offer bursaries and practice course grants for nursing students.
- To support their retention, and recognize their contribution, we provided \$3,000 retention bonuses with an 85 per cent uptake by nurses, totaling \$10 million.
- We have taken significant steps to attract new nurses to our system. Since January 2022, we have added over 400 Registered Nurses to the health care system.
- Last year, we also launched a Come Home incentive to help bring health care professionals back to the province. Aimed at physicians, nurses, paramedics, and other health care professionals the initiative is available to individuals from Newfoundland and Labrador who have been living outside the province for at least six months.
 - As of March 9, there have been 29 nursing professionals who were offered and accepted the Come Home Incentive.
- We have also extended conditional job offers to all graduating Bachelor of Science in nursing students in the province upon completion of their studies. We are not sitting idle and are quite active in the global arena. We have led recruitment missions to India, Ireland, and the United Kingdom.
- The Department has increased the number of B.Sc. Nursing seats by 25 per cent, and added Practical Nursing seats across five campuses in the 2022-23 academic year.
- There are bursaries available for B.Sc. Nursing and Practical Nursing students with required service obligations.
- Welcoming new nurses will help lighten the workload of nurses in our hospitals and health facilities, which will support work-life balance.
- We recognize the significant recruitment and retention challenges facing nurses, as well as many other health professionals and support staff. [REDACTED] 29(1)(a)

From: Antle, Chad
Sent: Monday, January 22, 2024 9:06 AM
To: Wells, Andrew, McGrath, John, Herritt, Jeannine, O'Malley, Janine
Cc: Power, Maggie, Hippe, Janelle, Parfrey, Patrick B
Subject: RE: Vacancy data (For Monday)

Hey all,

This is the latest I had from NLHS on Agency Nurses:

- For the last 12 months we estimate approximately 1,800 agency Nurses (primarily RN but some LPN and minimal PCA and NPS) did placements (Approx 300 FTEs are filled with Agency RNs, an agency Nurse does approximately 2 month placement so 6 nurses are needed per each FTE. $6 \times 300 = 1800$ per one 12 month period).

Thanks,
Chad

From: Wells, Andrew <AndrewWells@gov.nl.ca>
Sent: Monday, January 22, 2024 8:52 AM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; O'Malley, Janine <JanineOMalley@gov.nl.ca>
Cc: Power, Maggie <MaggiePower@gov.nl.ca>; Antle, Chad <ChadAntle@gov.nl.ca>; Hippe, Janelle <JanelleHippe@gov.nl.ca>; Parfrey, Patrick B <PatrickBParfrey@gov.nl.ca>
Subject: RE: Vacancy data (For Monday)

Hi John

We only looking at RNs for this? What is your timeline?

29(1)(a)

We have point in time head counts for multiple years [REDACTED]

Patrick and Janelle have been doing great work on our vacancies data and can help us pull together trend data on casuals and new hires. [REDACTED]

29(1)(a)

We are not tracking agency RNs, Chad do you have insight on their numbers?

We will have to return to NLHS to verify data and trends.

We will package as a information note

Thanks
Andrew

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Saturday, January 20, 2024 5:50 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Wells, Andrew <AndrewWells@gov.nl.ca>; O'Malley, Janine <JanineOMalley@gov.nl.ca>
Cc: Osborne, Tom <tosborne@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>; Elliott, Susan <elliotts@gov.nl.ca>
Subject: Vacancy data (For Monday)

Hi folks,

Can we pull data that reflects the number of actual bodies in the system in comparison to say Dec 31 from the past three years? If we could break out say full time, casual, as well as travel nurses that would be great.

Also, for the vacancy data, can we have a look at how many positions were added through the budget process and other means through out the year, and are showing up as vacancies?

29(1)(a)

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Herritt, Jeannine
Sent: Monday, January 22, 2024 10:32 AM
To: Scott, Brian, Thomas, Laura, Hayes, Megan
Cc: Konieczny, Jennifer, Coffey, Tina
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Approved

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Scott, Brian <BrianScott@gov.nl.ca>
Sent: Monday, January 22, 2024 9:48 AM
To: Thomas, Laura <LauraThomas@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Hayes, Megan <MeganHayes@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Thanks Laura. Good work. A little tightening below. Also added a link to the recruitment site since the additional information is there. They can use more info there if needed.

Brian Scott
Director of Communications
Health and Community Services
Government of Newfoundland and Labrador
e: brianscott@gov.nl.ca
t: 709.729.1377
www.gov.nl.ca/hcs/ | @HCS_GovNL

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Monday, January 22, 2024 9:33 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Hayes, Megan <MeganHayes@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>
Subject: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)
Importance: High

Hi Jeannine, Megan:

For approval

Note: this media request went to NLHS and us. As NLHS is the employer, we decided to stay higher level with our response.

MEDIA REQUEST

Date: Mon, 01/15/2024

Context: Interview Request for HCS Minister on Travel Nurse Contracts

Questions:

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the end of the day on Monday Jan. 22. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

We have a list of questions for NLHS and the Department of Health and Community Services about their dealings with CHL and with other private nursing agencies. We are looking for answers to these questions by the end of the day on Monday Jan. 22.

We put some general questions about travel nursing to every province in October. Tracey Boland was handling that set of questions for us and we have not received responses. We'd like those responses by Jan. 22 as well. If you have any questions about what we're looking for, or need us to clarify any of these written questions, please reach out.

1. According to Newfoundland's public disclosure of contracts, Central Health signed its first contract with CHL on April 30, 2022. We also see that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?
2. What prompted Newfoundland to begin using travel nurses?
3. The contracts with CHL in Central and Western were sole sourced. So were contracts for nursing staffing services with other agencies, including Goodwill, Northern Medical Connections, 911 Nurses GTA and Priority Healthcare. Why did the regional health authorities sole source these contracts?
4. Tell us about some of the challenges that Newfoundland and Labrador's health system was facing at the time health authorities decided to turn to travel nurses. For example, were emergency departments, nursing home beds or other services at risk of closing because of a lack of nurses?
5. The regional health authorities' contracts with CHL were unlike its contracts with other travel nursing agencies. Rather than paying CHL a flat hourly rate for a nurse, the health authorities agreed to pay CHL for a "team structure" that, in the case of Central Health, meant Central was paying \$15,480 + HST for a team of eight RNs, plus a virtual operations lead and a clinical operations lead. That works out to \$161.25 per hour per registered nurse in person in Central, including the cost of the virtual clinical and operations leaders rolled into the hourly rate. Why did the health authorities agree to pay for CHL's back-office support, when all other private nursing agencies charged a flat fee?
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- 19.

Our names are Tu Thanh Ha and Kelly Grant and we are reporters with The Globe and Mail. We are working on a feature story about the rise of private, for-profit nursing agencies in Canada. We’re sending these questions to communications officials in the health minister’s office and at Newfoundland and Labrador Health Services because we want to be sure that all our questions get to the right people.

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Thank you for your attention to these questions. Again, please let us know when Mr. Osborne or another official is available for an interview.

Suggested Statement: [DRAFT](#)

The Government of Newfoundland and Labrador recognizes the significant recruitment and retention challenges facing nurses and other health professionals provincially, nationally and globally.

Given the ongoing staffing challenges and the need to support staff, travel nursing agencies have been used to provide fill vacant positions, avoid disruptions, and provide human resources relief within our health care system.

The Provincial Government is actively recruiting for more nurses, which will lead to travel nurses being used less frequently. Since April 1, 2023, more than 400 nurses have been recruited. More information on recruitment is available at workinhealthnl.ca.

In consultation with:

Andrew Wells
Carla Whittle
Jacinta Reddigan

Laura Thomas BA, BPR | *Media Relations Manager*
Department of Health and Community Services
Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John's, NL A1B 4J6

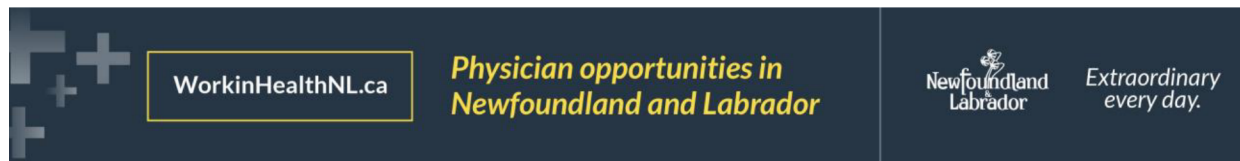
From: Thomas, Laura
Sent: Monday, January 22, 2024 12:16 PM
To: Hayes, Megan, Scott, Brian, Herritt, Jeannine
Cc: Konieczny, Jennifer, Coffey, Tina
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Thank you all!

From: Hayes, Megan <MeganHayes@gov.nl.ca>
Sent: Monday, January 22, 2024 12:12 PM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Approved
Megan

*Dr. Megan Hayes
M.D. CCFP FCFP
ADM Health Professional Recruitment and Retention, DHCS*



From: Scott, Brian <BrianScott@gov.nl.ca>
Sent: Monday, January 22, 2024 9:48 AM
To: Thomas, Laura <LauraThomas@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Hayes, Megan <MeganHayes@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
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Brian Scott
Director of Communications
Health and Community Services
Government of Newfoundland and Labrador
e: brianscott@gov.nl.ca
t: 709.729.1377
www.gov.nl.ca/hcs/ | @HCS_GovNL

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Monday, January 22, 2024 9:33 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Hayes, Megan <MeganHayes@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>

Subject: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Importance: High

Hi Jeannine, Megan:

For approval

Note: this media request went to NLHS and us. As NLHS is the employer, we decided to stay higher level with our response.

MEDIA REQUEST

Date: Mon, 01/15/2024

Reporter: Globe & Mail – Kelly Grant, Tu Thanh Ha

Deadline: End of Day, Jan 22

Context: Interview Request for HCS Minister on Travel Nurse Contracts

Questions:

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the end of the day on Monday Jan. 22. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

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Suggested Statement: **DRAFT**

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In consultation with:

Andrew Wells
Carla Whittle
Jacinta Reddigan

Laura Thomas BA, BPR | *Media Relations Manager*
Department of Health and Community Services
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709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John's, NL A1B 4J6

From: Thomas, Laura
Sent: Monday, January 22, 2024 12:22 PM
To: Scott, Brian
Cc: Konieczny, Jennifer, Coffey, Tina
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Hi! Jeannine and Megan approved, but I'm a little confused. Did we remove the additional info from the statement?

Also, the number of nurses from healthcareaction website is 451, not 400

From: Scott, Brian <BrianScott@gov.nl.ca>
Sent: Monday, January 22, 2024 9:48 AM
To: Thomas, Laura <LauraThomas@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Hayes, Megan <MeganHayes@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Thanks Laura. Good work. A little tightening below. Also added a link to the recruitment site since the additional information is there. They can use more info there if needed.

Brian Scott
Director of Communications
Health and Community Services
Government of Newfoundland and Labrador
e: brianscott@gov.nl.ca
t: 709.729.1377
www.gov.nl.ca/hcs/ | @HCS_GovNL

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Monday, January 22, 2024 9:33 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Hayes, Megan <MeganHayes@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>
Subject: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)
Importance: High

Hi Jeannine, Megan:

For approval

Note: this media request went to NLHS and us. As NLHS is the employer, we decided to stay higher level with our response.

MEDIA REQUEST

Date: Mon, 01/15/2024
Reporter: Globe & Mail – Kelly Grant, Tu Thanh Ha

Deadline: End of Day, Jan 22

Context: Interview Request for HCS Minister on Travel Nurse Contracts

Questions:

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the end of the day on Monday Jan. 22. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

We have a list of questions for NLHS and the Department of Health and Community Services about their dealings with CHL and with other private nursing agencies. We are looking for answers to these questions by the end of the day on Monday Jan. 22.

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Department of Health and Community Services
Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John's, NL A1B 4J6

From: Thomas, Laura
Sent: Monday, January 22, 2024 2:54 PM
To: McGrath, John
Cc: Power, Maggie, Konieczny, Jennifer, Coffey, Tina, Scott, Brian
Subject: RE: Urgent! FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Thanks,

I will ensure they are following up with the story.

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Monday, January 22, 2024 2:52 PM
To: Thomas, Laura <LauraThomas@gov.nl.ca>
Cc: Power, Maggie <MaggiePower@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>
Subject: Re: Urgent! FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

These will need to be directed to NLHS, but statement looks fine.

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

On Jan 22, 2024, at 1:30 PM, Thomas, Laura <LauraThomas@gov.nl.ca> wrote:

Hi John, Maggie:

Please see media request below for approval.

Note: this media request went to NLHS and us. As NLHS is the employer, we decided to stay higher level with our response.

MEDIA REQUEST

Date: Mon, 01/15/2024
Reporter: Globe & Mail – Kelly Grant, Tu Thanh Ha
Deadline: End of Day, Jan 22
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Suggested Statement: DRAFT

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Given the ongoing staffing challenges and the need to support staff, travel nursing agencies have been used to provide fill vacant positions, avoid disruptions, and provide human resources relief within our health care system.

The Provincial Government is actively recruiting for more nurses, which will lead to travel nurses being used less frequently. Since April 1, 2023, more than 400 nurses have been recruited. More information on recruitment is available at workinhealthnl.ca.

In consultation/approval:

Andrew Wells
Carla Whittle
Jacinta Reddigan
Jeannine Herritt
Megan Hayes
Brian Scott

Laura Thomas BA, BPR | *Media Relations Manager*
Department of Health and Community Services
Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John’s, NL A1B 4J6

From: Thomas, Laura
Sent: Monday, January 22, 2024 3:18 PM
To: Tracey Boland (Communications), Mikaela Etchegary
Cc: Scott, Brian, Konieczny, Jennifer, Coffey, Tina
Subject: RE: Interview request for Minister Osborne and questions for our travel nursing investigation

Amazing, thanks!

From: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Sent: Monday, January 22, 2024 3:08 PM
To: Thomas, Laura <LauraThomas@gov.nl.ca>; Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: RE: Interview request for Minister Osborne and questions for our travel nursing investigation

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hey!
We also have a statement drafted and currently in approvals. Mikaela should have to you shortly.
Thanks,
--Tracey

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Monday, January 22, 2024 3:02 PM
To: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>; Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; TCoffey <TCoffey@gov.nl.ca>
Subject: RE: Interview request for Minister Osborne and questions for our travel nursing investigation

Hi Tracey,

Just checking in to see what NLHS' plan is with this media request. We have a statement going through approvals, but it's extremely high-level. Are you providing a statement?

From: Grant, Kelly <KGrant@globeandmail.com>
Sent: Wednesday, January 17, 2024 10:43 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; 'Tracey Boland (Communications)' <TraceyL.Boland@easternhealth.ca>
Cc: Ha, Tu Thanh <THa@globeandmail.com>
Subject: RE: Interview request for Minister Osborne and questions for our travel nursing investigation

Good morning all:

It's Kelly Grant here at The Globe and Mail. Tracey at NLHS was kind enough to get back to me to say that she will tackle our questions pertaining to NLHS and its predecessor regional health authorities. But I haven't heard back from anyone in the minister's office about whether Minister Osborne is available for an interview. Can someone please let me know?

Thanks,
Kelly Grant
Health reporter
The Globe and Mail
647-688-4214
@kellygrant1

From: Grant, Kelly
Sent: Monday, January 15, 2024 2:43 PM
To: 'brianscott@gov.nl.ca' <brianscott@gov.nl.ca>; 'laurathomas@gov.nl.ca' <laurathomas@gov.nl.ca>; 'jenniferkonieczny@gov.nl.ca' <jenniferkonieczny@gov.nl.ca>; 'tcoffey@gov.nl.ca' <tcoffey@gov.nl.ca>; Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>; St. Croix, Gayle <gayle.stcroix@centralhealth.nl.ca>
Cc: Ha, Tu Thanh <THa@globeandmail.com>
Subject: Interview request for Minister Osborne and questions for our travel nursing investigation

Dear Brian, Laura, Jennifer, Tina, Tracey and Gayle:

Our names are Tu Thanh Ha and Kelly Grant and we are reporters with The Globe and Mail. We are working on a feature story about the rise of private, for-profit nursing agencies in Canada. We're sending these questions to communications officials in the health minister's office and at Newfoundland and Labrador Health Services because we want to be sure that all our questions get to the right people.

The centerpiece of our story will be a close look at one of the new travel nursing agencies that sprung up during the pandemic: Canadian Health Labs. CHL, as you know, does a lot of business in Newfoundland and Labrador.

Through Access to Information requests, we have obtained copies of nursing contracts signed by NLHS and its predecessor regional health authorities with CHL and other private staffing agencies. We have also obtained hundreds of pages of CHL's invoices, as well as internal government emails that mention CHL.

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the **end of the day on Monday Jan. 22**. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

We have a list of questions for NLHS and the Department of Health and Community Services about their dealings with CHL and with other private nursing agencies. We are looking for answers to these questions by the **end of the day on Monday Jan. 22**.

We put some general questions about travel nursing to every province in October. Tracey Boland was handling that set of questions for us and we have not received responses. We'd like those responses by Jan. 22 as well.

If you have any questions about what we're looking for, or need us to clarify any of these written questions, please reach out.

1. According to Newfoundland's public disclosure of contracts, Central Health signed its first contract with CHL on April 30, 2022. We also see that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?
2. What prompted Newfoundland to begin using travel nurses?

3. The contracts with CHL in Central and Western were sole sourced. So were contracts for nursing staffing services with other agencies, including Goodwill, Northern Medical Connections, 911 Nurses GTA and Priority Healthcare. Why did the regional health authorities sole source these contracts?
4. Tell us about some of the challenges that Newfoundland and Labrador's health system was facing at the time health authorities decided to turn to travel nurses. For example, were emergency departments, nursing home beds or other services at risk of closing because of a lack of nurses?
5. The regional health authorities' contracts with CHL were unlike its contracts with other travel nursing agencies. Rather than paying CHL a flat hourly rate for a nurse, the health authorities agreed to pay CHL for a "team structure" that, in the case of Central Health, meant Central was paying \$15,480 + HST for a team of eight RNs, plus a virtual operations lead and a clinical operations lead. That works out to \$161.25 per hour per registered nurse in person in Central, including the cost of the virtual clinical and operations leaders rolled into the hourly rate. Why did the health authorities agree to pay for CHL's back-office support, when all other private nursing agencies charged a flat fee?
6. Why did Western Health agree to pay CHL rates that were so much higher than the rates paid in Central? CHL's contracts with Western Health use the same teams structure, with virtual and clinical operations leads, but with six RNs per team and two different team structures – the more expensive Structure 1, which includes ER, ICU, OBS and L&D nurses, and a less expensive Structure 2, which include medicine, surgery and long-term care nurses. A Structure 1 team costs \$21,750 + HST per 12-hour shift, which works out to \$302 per hour for an RN, and a Structure 2 team costs \$19,750 per shift, which works out to \$274 per hour for an RN.
7. CHL was not the only company to raise rates. Goodwill, for example, signed a one-year contract with Eastern in April of 2022 that included a rate of \$80/hour for an RN. By October of 2022, an addendum was being signed by Eastern that increased the rate to \$120/hour for shifts worked after August. Every other regional health authority signed at the new rate. Northern Medical Connections signed a contract with Central on Dec. 19, 2022 that included a rate of \$130/hr for an RN. A month later, in an amendment that Northern Medical signed on Jan. 18, 2023, that rate was increased to \$145/hour. How big of a challenge was it for the regional health authorities to face rate increases from private nursing agencies?
8. Why did Western and Central agree to reimburse CHL for some items that went beyond basic accommodations and transportation? For example, CHL was reimbursed for the cost of criminal record checks and nurses acquiring licenses to practice in Newfoundland. Is that the case for other agencies? CHL also billed Newfoundland authorities for some courses that its nurses had to take, such as CPR, PALS (Pediatric Advanced Life Support) or TNCC (Trauma Nursing Core Course), even invoicing for textbooks. Is that the case for other agencies too?
9. Some nurses were allowed to drive to Newfoundland, at a higher cost than flying, and were able to bring their spouses and/or domestic animals. Why did Newfoundland health authorities agree to pay for those expenses? Why did they agree to reimburse items such as pet transportation costs, kitchen appliances, Internet service, and an air fryer? (For example, a \$118 Air Canada pet holding fee was invoiced to Western on April 20, 2023, as part of CHL invoice no. 1869. The air fryer was purchased on Jan. 18, 2023, and the expense claim sent to Central as part of CHL's invoice no. 1781.)
10. The Central and Western contracts spell out that nurses receive daily per diems for meals. In the initial contracts, those per diems were \$50.20 per day, although the rate increased slightly over time. Relying on CHL's invoices, we calculated that CHL invoiced Central and Western for at least \$1.6-million in per diems between the spring of 2022 and the fall of 2023. We have reached 25 nurses who worked for CHL in Newfoundland, all of whom told us they did not receive a per diem while working for CHL. We also have seen CHL Facebook posts that say explicitly that food is not included for nurses who work for CHL in Newfoundland. We have also obtained copies of CHL's contracts with nurses that include this clause: *"Food/groceries/take out is the sole responsibility of said contractor and CHL does not provide any financial reimbursement."* We also see through

our review of invoices that there appear to be days on which CHL charged a per diem for every nurse in the field, regardless of whether she or he worked that day. Were any Newfoundland officials aware that CHL was not passing per diems along to the nurses? What's your response to that information?

11. The Central and Western contracts spell out that the health authorities will “deploy and compensate the Contractor for a minimum number of teams per day.” Does the use of the word minimum in these contracts mean that CHL could ask to be paid for a minimum number of nurses every day, regardless of whether the health authority actually needed that many people? In other words, did any Newfoundland health authority ever pay CHL for the services of nurses who were in the field and available but not actually needed to be on duty on a particular day?
12. Does the language around “minimums” in the CHL contracts explain why, according to the RNUNL, agency nurses are sometimes offered shifts before full-time and casual staff nurses? (<https://www.cbc.ca/news/canada/newfoundland-labrador/nl-travel-nurses-complaint-1.7040821>.)
13. The invoices we've obtained include some charges for electric vehicles provided by CHL's affiliate, Canadian Sustainability Labs, a company that provides accommodations and electric vehicles for traveling health-care workers. In most cases in the invoices, CHL charges just over \$1,200 per week for an electric vehicle for a nurse. Why did Central agree to reimburse for electric vehicles at that rate, particularly when there are also invoices showing that in other cases nurses get by with minimal cab charges to get to and from hospitals?
14. CHL's original contracts contained caps. The Central contract had a cap of \$28.251-million, while Western's contract was capped at \$13.5-million. Was the cap reached in either contract? If not, how much did Central and Western pay to CHL for the first term of each contract?
15. How much have all Newfoundland and Labrador health authorities paid to CHL? How many hours of nursing services has Newfoundland purchased from CHL? Please break these figures down by year. (We asked for related figures that would help put CHL's footprint in context back in October. We would still like the answers to our original request.)
16. Why did the NLHS decide to extend the Western and Central contracts with CHL? Why did it sign new contracts with CHL for ER nurses in the Eastern Zone, and for Airway NPs?
17. What do NHLA officials and the minister think about the negotiating tactics CHL used last summer to try to convince the NLHS to sign a deal, pitched as CHL 4.0., to have CHL bring internationally educated nurses to the province? Specifically, what do officials think of CHL charging \$235/hr for Airway NPs, unless NLHS signed the CHL 4.0. deal, in which case the rate would drop to \$130/hr?
18. Last year, Health Minister Tom Osborne called travel nursing a “necessary evil” that he would like to see ended. What steps is the province taking to decrease its reliance on travel nurses?

Thank you for your attention to these questions. Again, please let us know when Mr. Osborne or another official is available for an interview.

Take care,
Tu Thanh Ha
Ha@globeandmail.com
416-571-3061
Kelly Grant
KGrant@globeandmail.com
647-688-4214

From: Osborne, Tom
Sent: Monday, January 22, 2024 7:55 PM
To: Thomas, Laura
Cc: Elliott, Susan, Konieczny, Jennifer, Coffey, Tina, Scott, Brian
Subject: Re: Urgent! FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Okay

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

On Jan 22, 2024, at 2:59 PM, Thomas, Laura <LauraThomas@gov.nl.ca> wrote:

Minister,

The below statement is for Globe.

NLHS have also been asked to provide comment, the bulk of these questions would be answered by the authority.

Thanks!

MEDIA REQUEST

Date: Mon, 01/15/2024

Reporter: Globe & Mail – Kelly Grant, Tu Thanh Ha

Deadline: End of Day, Jan 22

Context: Interview Request for HCS Minister on Travel Nurse Contracts

Questions:

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the end of the day on Monday Jan. 22. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

We have a list of questions for NLHS and the Department of Health and Community Services about their dealings with CHL and with other private nursing agencies. We are looking for answers to these questions by the end of the day on Monday Jan. 22.

We put some general questions about travel nursing to every province in October. Tracey Boland was handling that set of questions for us and we have not received responses. We'd like those responses by Jan. 22 as well. If you have any questions about what we're looking for, or need us to clarify any of these written questions, please reach out.

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that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?

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Our names are Tu Thanh Ha and Kelly Grant and we are reporters with The Globe and Mail. We are working on a feature story about the rise of private, for-profit nursing agencies in Canada. We’re sending these questions to communications officials in the health minister’s office and at Newfoundland and Labrador Health Services because we want to be sure that all our questions get to the right people.

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Suggested Statement: **DRAFT**

The Government of Newfoundland and Labrador recognizes the significant recruitment and retention challenges facing nurses and other health professionals provincially, nationally and globally.

Given the ongoing staffing challenges and the need to support staff, travel nursing agencies have been used to provide fill vacant positions, avoid disruptions, and provide human resources relief within our health care system.

The Provincial Government is actively recruiting for more nurses, which will lead to travel nurses being used less frequently. Since April 1, 2023, more than 400 nurses have been recruited. More information on recruitment is available at workinhealthnl.ca.

In consultation/approval:
Andrew Wells
Carla Whittle
Jacinta Reddigan
Jeannine Herritt
Megan Hayes
Brian Scott
John McGrath

Laura Thomas BA, BPR | *Media Relations Manager*
Department of Health and Community Services
Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John's, NL A1B 4J6

From: McCabe, Meghan
Sent: Tuesday, January 23, 2024 10:26 AM
To: Thomas, Laura, Sorensen, David, Pomeroy, Sonja
Cc: Konieczny, Jennifer, Coffey, Tina, Scott, Brian, Barfoot, Scott, Sulley, Erin
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Ok that's best kind, thank you!!

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Tuesday, January 23, 2024 10:24 AM
To: McCabe, Meghan <MeghanMcCabe@gov.nl.ca>; Sorensen, David <DavidSorensen@gov.nl.ca>; Pomeroy, Sonja <SonjaPomeroy@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Sulley, Erin <ErinSulley@gov.nl.ca>
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Hi there, Thank you for the feedback.

In terms of the additional paragraph – based on the healthcareaction website we use this approved data:

The Provincial Government is actively recruiting for more nurses, which will lead to travel nurses being used less frequently. Between April 2023 and January 2024, more than 451 nurses have been recruited and started with NL Health Services. In addition, there were 545 new nurses hired between April 2022 and March 2023. Recruitment is ongoing.

Thanks!

Laura

From: McCabe, Meghan <MeghanMcCabe@gov.nl.ca>
Sent: Tuesday, January 23, 2024 10:13 AM
To: Sorensen, David <DavidSorensen@gov.nl.ca>; Pomeroy, Sonja <SonjaPomeroy@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Sulley, Erin <ErinSulley@gov.nl.ca>
Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Thanks, what a long media request!

I like this statement with the addition, so approved on my end!

29(1)(a)

From: Sorensen, David <DavidSorensen@gov.nl.ca>
Sent: Tuesday, January 23, 2024 9:12 AM
To: McCabe, Meghan <MeghanMcCabe@gov.nl.ca>; Pomeroy, Sonja <SonjaPomeroy@gov.nl.ca>
Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Sulley,

Erin <ErinSulley@gov.nl.ca>

Subject: RE: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Let's include more detail about our recruitment effort. I've taken the highlighted piece from our response to local media last Monday.

29(1)(a)

End of the day seems like a quick turnaround. Can we consult with the health authority before responding?

Cheers

Dave

From: Thomas, Laura <LauraThomas@gov.nl.ca>

Sent: Monday, January 22, 2024 8:05 PM

To: Sorensen, David <DavidSorensen@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>

Cc: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>

Subject: FOR APPROVAL - DUE TODAY - Media Request for Globe (Travel Nurses)

Hi there,

Please see below media request for approval.

We understand that this media request is huge, however, we are sticking very high level as most of these questions are better directed to the health authority.

They're working on a statement as well. Any concerns, just give me a call in the morning.

Thanks!

Laura

Sent from my iPhone

MEDIA REQUEST

Date: Mon, 01/15/2024

Reporter: Globe & Mail – Kelly Grant, Tu Thanh Ha

Deadline: End of Day, Jan 22

Context: Interview Request for HCS Minister on Travel Nurse Contracts

Questions:

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the end of the day on Monday Jan. 22. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

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5. The regional health authorities' contracts with CHL were unlike its contracts with other travel nursing agencies. Rather than paying CHL a flat hourly rate for a nurse, the health authorities agreed to pay CHL for a "team structure" that, in the case of Central Health, meant Central was paying \$15,480 + HST for a team of eight RNs, plus a

virtual operations lead and a clinical operations lead. That works out to \$161.25 per hour per registered nurse in person in Central, including the cost of the virtual clinical and operations leaders rolled into the hourly rate. Why did the health authorities agree to pay for CHL's back-office support, when all other private nursing agencies charged a flat fee?

6. Why did Western Health agree to pay CHL rates that were so much higher than the rates paid in Central? CHL's contracts with Western Health use the same teams structure, with virtual and clinical operations leads, but with six RNs per team and two different team structures – the more expensive Structure 1, which includes ER, ICU, OBS and L&D nurses, and a less expensive Structure 2, which include medicine, surgery and long-term care nurses. A Structure 1 team costs \$21,750 + HST per 12/hour shift, which works out to \$302 per hour for an RN, and a Structure 2 team costs \$19,750 per shift, which works out to \$274 per hour for an RN.
7. CHL was not the only company to raise rates. Goodwill, for example, signed a one-year contract with Eastern in April of 2022 that included a rate of \$80/hour for an RN. By October of 2022, an addendum was being signed by Eastern that increased the rate to \$120/hour for shifts worked after August. Every other regional health authority signed at the new rate. Northern Medical Connections signed a contract with Central on Dec. 19, 2022 that included a rate of \$130/hr for an RN. A month later, in an amendment that Northern Medical signed on Jan. 18, 2023, that rate was increased to \$145/hour. How big of a challenge was it for the regional health authorities to face rate increases from private nursing agencies?
8. Why did Western and Central agree to reimburse CHL for some items that went beyond basic accommodations and transportation? For example, CHL was reimbursed for the cost of criminal record checks and nurses acquiring licenses to practice in Newfoundland. Is that the case for other agencies? CHL also billed Newfoundland authorities for some courses that its nurses had to take, such as CPR, PALS (Pediatric Advanced Life Support) or TNCC (Trauma Nursing Core Course), even invoicing for textbooks. Is that the case for other agencies too?
9. Some nurses were allowed to drive to Newfoundland, at a higher cost than flying, and were able to bring their spouses and/or domestic animals. Why did Newfoundland health authorities agree to pay for those expenses? Why did they agree to reimburse items such as pet transportation costs, kitchen appliances, Internet service, and an air fryer? (For example, a \$118 Air Canada pet holding fee was invoiced to Western on April 20, 2023, as part of CHL invoice no. 1869. The air fryer was purchased on Jan. 18, 2023, and the expense claim sent to Central as part of CHL's invoice no. 1781.)
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increased slightly over time. Relying on CHL's invoices, we calculated that CHL invoiced Central and Western for at least \$1.6-million in per diems between the spring of 2022 and the fall of 2023. We have reached 25 nurses who worked for CHL in Newfoundland, all of whom told us they did not receive a per diem while working for CHL. We also have seen CHL Facebook posts that say explicitly that food is not included for nurses who work for CHL in Newfoundland. We have also obtained copies of CHL's contracts with nurses that include this clause:

"Food/groceries/take out is the sole responsibility of said contractor and CHL does not provide any financial reimbursement." We also see through our review of invoices that there appear to be days on which CHL charged a per diem for every nurse in the field, regardless of whether she or he worked that day. Were any Newfoundland officials aware that CHL was not passing per diems along to the nurses? What's your response to that information?

11. The Central and Western contracts spell out that the health authorities will "deploy and compensate the Contractor for a minimum number of teams per day." Does the use of the word minimum in these contracts mean that CHL could ask to be paid for a minimum number of nurses every day, regardless of whether the health authority actually needed that many people? In other words, did any Newfoundland health authority ever pay CHL for the services of nurses who were in the field and available but not actually needed to be on duty on a particular day?
12. Does the language around "minimums" in the CHL contracts explain why, according to the RNUNL, agency nurses are sometimes offered shifts before full-time and casual staff nurses? (<https://www.cbc.ca/news/canada/newfoundland-labrador/nl-travel-nurses-complaint-1.7040821>.)
13. The invoices we've obtained include some charges for electric vehicles provided by CHL's affiliate, Canadian Sustainability Labs, a company that provides accommodations and electric vehicles for traveling health-care workers. In most cases in the invoices, CHL charges just over \$1,200 per week for an electric vehicle for a nurse. Why did Central agree to reimburse for electric vehicles at that rate, particularly when there are also invoices showing that in other cases nurses get by with minimal cab charges to get to and from hospitals?
14. CHL's original contracts contained caps. The Central contract had a cap of \$28.251-million, while Western's contract was capped at \$13.5-million. Was the cap reached in either contract? If not, how much did Central and Western pay to CHL for the first term of each contract?
15. How much have all Newfoundland and Labrador health authorities paid to CHL? How many hours of nursing services has Newfoundland purchased from CHL? Please break these figures down by year. (We asked for related figures that would help put CHL's footprint in context back

in October. We would still like the answers to our original request.)

16. Why did the NLHS decide to extend the Western and Central contracts with CHL? Why did it sign new contracts with CHL for ER nurses in the Eastern Zone, and for Airway NPs?
17. What do NHLA officials and the minister think about the negotiating tactics CHL used last summer to try to convince the NLHS to sign a deal, pitched as CHL 4.0., to have CHL bring internationally educated nurses to the province? Specifically, what do officials think of CHL charging \$235/hr for Airway NPs, unless NLHS signed the CHL 4.0. deal, in which case the rate would drop to \$130/hr?
18. Last year, Health Minister Tom Osborne called travel nursing a “necessary evil” that he would like to see ended. What steps is the province taking to decrease its reliance on travel nurses?

Our names are Tu Thanh Ha and Kelly Grant and we are reporters with The Globe and Mail. We are working on a feature story about the rise of private, for-profit nursing agencies in Canada. We’re sending these questions to communications officials in the health minister’s office and at Newfoundland and Labrador Health Services because we want to be sure that all our questions get to the right people.

The centerpiece of our story will be a close look at one of the new travel nursing agencies that sprung up during the pandemic: Canadian Health Labs. CHL, as you know, does a lot of business in Newfoundland and Labrador.

Through Access to Information requests, we have obtained copies of nursing contracts signed by NLHS and its predecessor regional health authorities with CHL and other private staffing agencies. We have also obtained hundreds of pages of CHL’s invoices, as well as internal government emails that mention CHL.

Thank you for your attention to these questions. Again, please let us know when Mr. Osborne or another official is available for an interview.

Suggested Statement:

The Government of Newfoundland and Labrador recognizes the significant recruitment and retention challenges facing nurses and other health professionals provincially, nationally and globally.

Given the ongoing staffing challenges and the need to support staff, travel nursing agencies have been used to provide fill vacant positions, avoid disruptions, and provide human resources relief within our health care system.

The Provincial Government is actively recruiting for more nurses, which will lead to travel nurses being used less frequently. Between April 2023 and January 2024, more than 370 nurses have been recruited and started with NL Health Services. In addition, there were 545 new nurses hired between April 2022 and March 2023. Recruitment is ongoing.

More information on recruitment is available at workinhealthnl.ca.

In consultation/approval:

Andrew Wells

Carla Whittle

Jacinta Reddigan

Jeannine Herritt

Megan Hayes

Brian Scott

[John McGrath / Minister Osborne](#)

Laura Thomas BA, BPR | *Media Relations Manager*

Department of Health and Community Services

Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building

P.O. Box 8700 St. John's, NL A1B 4J6

From: Grant, Kelly <KGrant@globeandmail.com>
Sent: Tuesday, January 23, 2024 11:05 AM
To: Thomas, Laura
Cc: Scott, Brian, Konieczny, Jennifer, Coffey, Tina, Tracey Boland (Communications), Ha, Tu Thanh
Subject: Re: Interview request for Minister Osborne and questions for our travel nursing investigation

Received Laura, thx. We'll keep an eye out for answers from NLHS.

Take care,
Kelly
Sent from my iPhone

On Jan 23, 2024, at 8:58 AM, Thomas, Laura <LauraThomas@gov.nl.ca> wrote:

****This email originated outside of The Globe and Mail****

Hi there,

The following statement can be attributed to the Department of Health and Community Services:

The Government of Newfoundland and Labrador recognizes the significant recruitment and retention challenges facing nurses and other health professionals provincially, nationally and globally.

Given the ongoing staffing challenges and the need to support staff, travel nursing agencies have been used to provide fill vacant positions, avoid disruptions, and provide human resources relief within our health care system.

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More information on recruitment is available at workinhealthnl.ca.

Laura Thomas BA, BPR | *Media Relations Manager*
Department of Health and Community Services
Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John's, NL A1B 4J6

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Monday, January 22, 2024 4:35 PM
To: Grant, Kelly <KGrant@globeandmail.com>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>; Ha, Tu Thanh <THa@globeandmail.com>
Subject: Re: Interview request for Minister Osborne and questions for our travel nursing investigation

Hi there! Still working on this for you; hoping to have something over by end of day, if not, tomorrow morning.

Thanks!
Sent from my iPhone

On Jan 17, 2024, at 11:56 AM, Grant, Kelly <KGrant@globeandmail.com> wrote:

Thank you Laura

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Wednesday, January 17, 2024 10:12 AM
To: Grant, Kelly <KGrant@globeandmail.com>; Scott, Brian <BrianScott@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; 'Tracey Boland (Communications)' <TraceyL.Boland@easternhealth.ca>
Cc: Ha, Tu Thanh <THa@globeandmail.com>
Subject: RE: Interview request for Minister Osborne and questions for our travel nursing investigation

****This email originated outside of The Globe and Mail****

Hi Kelly,

I'll work on this request for you and get back to you!

Thanks

From: Grant, Kelly <KGrant@globeandmail.com>
Sent: Wednesday, January 17, 2024 10:43 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; 'Tracey Boland (Communications)' <TraceyL.Boland@easternhealth.ca>
Cc: Ha, Tu Thanh <THa@globeandmail.com>
Subject: RE: Interview request for Minister Osborne and questions for our travel nursing investigation

Good morning all:

It's Kelly Grant here at The Globe and Mail. Tracey at NLHS was kind enough to get back to me to say that she will tackle our questions pertaining to NLHS and its predecessor regional health authorities. But I haven't heard back from anyone in the minister's office

about whether Minister Osborne is available for an interview. Can someone please let me know?

Thanks,
Kelly Grant
Health reporter
The Globe and Mail
647-688-4214
@kellygrant1

From: Grant, Kelly
Sent: Monday, January 15, 2024 2:43 PM
To: 'brianscott@gov.nl.ca' <brianscott@gov.nl.ca>; 'laurathomas@gov.nl.ca' <laurathomas@gov.nl.ca>; 'jenniferkonieczny@gov.nl.ca' <jenniferkonieczny@gov.nl.ca>; 'tcoffey@gov.nl.ca' <tcoffey@gov.nl.ca>; Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>; St. Croix, Gayle <gayle.stcroix@centralhealth.nl.ca>
Cc: Ha, Tu Thanh <THa@globeandmail.com>
Subject: Interview request for Minister Osborne and questions for our travel nursing investigation

Dear Brian, Laura, Jennifer, Tina, Tracey and Gayle:

Our names are Tu Thanh Ha and Kelly Grant and we are reporters with The Globe and Mail. We are working on a feature story about the rise of private, for-profit nursing agencies in Canada. We're sending these questions to communications officials in the health minister's office and at Newfoundland and Labrador Health Services because we want to be sure that all our questions get to the right people.

The centerpiece of our story will be a close look at one of the new travel nursing agencies that sprung up during the pandemic: Canadian Health Labs. CHL, as you know, does a lot of business in Newfoundland and Labrador.

Through Access to Information requests, we have obtained copies of nursing contracts signed by NLHS and its predecessor regional health authorities with CHL and other private staffing agencies. We have also obtained hundreds of pages of CHL's invoices, as well as internal government emails that mention CHL.

We are requesting an interview with Health Minister Tom Osborne to discuss the subject of travel nursing. Please let us know when he is available to speak by phone or video before the **end of the day on Monday Jan. 22**. If Mr. Osborne is unavailable, please let us know if there is another senior health official available for an interview.

We have a list of questions for NLHS and the Department of Health and Community Services about their dealings with CHL and with other private nursing agencies. We are looking for answers to these questions by the **end of the day on Monday Jan. 22**.

We put some general questions about travel nursing to every province in October. Tracey Boland was handling that set of questions for us and we have not received responses. We'd like those responses by Jan. 22 as well.

If you have any questions about what we're looking for, or need us to clarify any of these written questions, please reach out.

1. According to Newfoundland's public disclosure of contracts, Central Health signed its first contract with CHL on April 30, 2022. We also see that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?
2. What prompted Newfoundland to begin using travel nurses?
3. The contracts with CHL in Central and Western were sole sourced. So were contracts for nursing staffing services with other agencies, including Goodwill, Northern Medical Connections, 911 Nurses GTA and Priority Healthcare. Why did the regional health authorities sole source these contracts?
4. Tell us about some of the challenges that Newfoundland and Labrador's health system was facing at the time health authorities decided to turn to travel nurses. For example, were emergency departments, nursing home beds or other services at risk of closing because of a lack of nurses?
5. The regional health authorities' contracts with CHL were unlike its contracts with other travel nursing agencies. Rather than paying CHL a flat hourly rate for a nurse, the health authorities agreed to pay CHL for a "team structure" that, in the case of Central Health, meant Central was paying \$15,480 + HST for a team of eight RNs, plus a virtual operations lead and a clinical operations lead. That works out to \$161.25 per hour per registered nurse in person in Central, including the cost of the virtual clinical and operations leaders rolled into the hourly rate. Why did the health authorities agree to pay for CHL's back-office support, when all other private nursing agencies charged a flat fee?
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7. CHL was not the only company to raise rates. Goodwill, for example, signed a one-year contract with Eastern in April of 2022 that included a rate of \$80/hour for an RN. By October of 2022, an addendum was being signed by Eastern that increased the rate to \$120/hour for shifts worked after August. Every other regional health authority signed at the new rate. Northern Medical Connections signed a contract with Central on Dec. 19, 2022 that included a rate of \$130/hr for an RN. A month later, in an amendment that Northern Medical signed on Jan. 18, 2023, that rate was increased to \$145/hour. How big of a challenge was it for the regional health authorities to face rate increases from private nursing agencies?

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18. Last year, Health Minister Tom Osborne called travel nursing a "necessary evil" that he would like to see ended. What steps is the province taking to decrease its reliance on travel nurses?

Thank you for your attention to these questions. Again, please let us know when Mr. Osborne or another official is available for an interview.

Take care,
Tu Thanh Ha
Ha@globeandmail.com
416-571-3061
Kelly Grant
KGrant@globeandmail.com
647-688-4214

"This email and any attached files are intended for the sole use of the primary and copied addressee(s) and may contain privileged and/or confidential information. Any distribution, use or copying by any means of this information is strictly prohibited. If you received this email in error, please delete it immediately and notify the sender."

From: Coffey, Tina
Sent: Thursday, January 25, 2024 10:20 AM
To: Thomas, Laura
Cc: Konieczny, Jennifer, Slade, Mary L (HCS), Jackman, Flora, Snow, Wendy, O'Malley, Janine, Tobin, Susan, Patricia.Moores@med.mun.ca, Osborne, Tom, Scott, Brian, Antle, Chad, Barnes, Pam, Bridgeman, Annette, Bull, Monica, Coffin, David (HCS), Fitzgerald, Janice, McGrath, John, Kennedy, Julian, Legge, Niki, O'Toole, Maggie, Pinsent, Matthew, Langor, Fiona, Sweeney, Gillian, Roche, Donna, Caines, Justin, Hayes, Megan, Whittle, Carla, Moore, Dave, Herritt, Jeannine, Elliott, Susan, Power, Tara, Wells, Andrew, Morrissey, Patrick (HCS), Henderson, Amy, Power, Maggie, Wold, Stephanie, Crowther, Colleen, Babichuk, Nicole, Letto, Jason, Mansfield, Amanda, Reddick, Vanessa
Subject: Headlines VOCM - Health Minister Not Putting End Date on Use of Travel Nurses

Health Minister Not Putting End Date on Use of Travel Nurses

VOCM Jan 25, 2024 | 10:00 am

Health Minister Tom Osborne says placing an end date on travel agency nursing contracts could create larger problems than it solves.

The minister was responding to calls from NDP Leader Jim Dinn to address the system's reliance on travel nurses, many of whom are working alongside public sector nurses at higher rates and with greater personal flexibility.

That has led to questions about how the use of agency nurses is adding to the cost of health care and creating challenges in recruitment and retention.

Minister Osborne says non-competes are in place that prevent agencies from poaching nurses, only to send them back into the public system.

However, Osborne told VOCM Open Line with Paddy Daly, placing an end date on travel nursing contracts, as has been suggested by Dinn, is problematic.

He says if NL was the only province to eliminate travel nurses, "we would lose." Agency nurses, says Osborne, get a higher paycheck in lieu of benefits and pensions, and are willing to go where needed on a temporary basis.

From: Herritt, Jeannine
Sent: Monday, January 29, 2024 9:58 AM
To: Konieczny, Jennifer, McGrath, John, Osborne, Tom
Cc: Scott, Brian, Thomas, Laura, Coffey, Tina, Power, Maggie, Elliott, Susan
Subject: RE: For Approval: NLHS Media Request - Travel Nurses

Hi,

29(1)(a)

Please see the edits and feedback below.

Thanks,

Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Sent: Monday, January 29, 2024 9:46 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Power, Maggie <MaggiePower@gov.nl.ca>; Elliott, Susan <elliotts@gov.nl.ca>
Subject: For Approval: NLHS Media Request - Travel Nurses

Good morning,

For approval.

Thanks,

Jennifer

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Monday, January 29, 2024 9:40 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Cc: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Subject: Media Request - Travel Nurses

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning folks,

See media inquiry below. Let us know if it's good to go. Thanks!

Media:

Globe and Mail, Kelly Grant

Context:

The *Globe and Mail* is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic

Questions:

1. Does your province have any contracts with private health-care staffing agencies? If so, which agencies does your province use? Please list them, including agencies you've used in the recent past and no longer use.
2. How much money does your province spend annually on private agency nurses, sometimes known as travel nurses? We are looking for spending totals for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total spending on nurses is being spent on agency nurses.
3. How many hours of private agency nursing does your province use per year? We are seeking total hours for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total nursing hours are being filled by agency nurses.
4. We would like you to repeat questions 2 and 3 but for private agency-supplied personal support workers, sometimes known as nurses' aides or patient support workers.
5. What is the hourly rate your province pays for an agency nurse? We presume the rates will be different for different types of nurses – please provide us an average and a range of bottom to top rates. We understand that the hourly rate will include what is paid to the nurse and the agency's share.
6. What is the hourly rate your province pays for an agency personal support worker? We presume the rates will be different for different types of PSWs – please provide us an average and a range of bottom to top rates. We understand that the hourly rate will include what is paid to the PSW and the agency's share.
7. Has the hourly rate you pay to private agencies for nurses and PSWs changed over time? If so, please provide us the average hourly rate for both jobs over the last six years.
8. Where are agency nurses and PSWs most often used in your provinces' health-care system? Long-term care? Hospitals? In hospitals, which departments most often turn to agencies to fill shifts?
9. Does your province have any policies, regulations or legislation that would impact how private, for-profit health-care staffing agencies can operate? If nothing is on the books now, is there anything pending?
10. According to Newfoundland's public disclosure of contracts, Central Health signed its first contract with CHL on April 30, 2022. We also see that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?

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DRAFT Response: **DRAFT**

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Before 2021, use of private health-care agencies was limited to the Labrador-Grenfell health-care zone. As a result of the COVID-19 pandemic, similar to other jurisdictions across the country, health-care zones in Newfoundland and Labrador

faced increasing challenges in sustaining the workforce. In late 2021 and into 2022, the former regional health-care authorities engaged agencies for nursing personnel, with all four formalizing contracts by late 2022.

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There are many positive strategies in play that are bringing success to our efforts to stabilize workforce. These include recruiting provincially trained graduates, incentivizing health-care workers to return back to the province, attracting national and international health professionals, and retaining current employees through promotion of workplace safety and employee wellness initiatives.

NL Health Services has contracts with several agencies due to the increased need for health care professionals. With the growing demand across the country for agency resources, it is critical to build viable resource pools quickly that can respond to both immediate and longer-term needs.

NL Health Services has had contracts with nine private health-care staffing agencies: 911 Nurses GTA, TEAL, Priority Care, Goodwill, Augury, Canadian Health Labs (CHL), Select Medical, Northern Medical, and Express Medical.

Health-care workers hired through private agencies often provide support in acute and long-term care settings, specifically in medicine, surgery, obstetrics, intensive care unit (ICU), mental health and emergency.

Below is a breakdown of private health-care staffing agency compensation from 2017-18 to 2023-24 (as of August 2023) for all health zones.

Formatting issues - final tables can be viewed properly on pages 281-282

Year	Agency Costs (\$)	Agency/Nurse Compensation (\$)	Agency Hours	Agency/Nurse Compensation (Hours)
2017-18	1,415,884	0.3%	11,205	0.1%
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2019-20	932,611	0.2%	11,941	0.1%
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The number and type of positions filled through agency resources varies as needs change. Below is a breakdown of positions filled through private health-care staffing agencies at one point of time as of September 2023.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Personal Care Assistants (PCA)	Nurse Practitioners (NP)
Eastern	53	11	0	0

Central	134	0	0	0
Western	44	26	0	0
Labrador Grenfell	7	5	3	0
Total	248	43	3	0

Private health-care staffing agencies have been used in the province since 2018. The hourly rate of these agency nurses can vary depending on a number of factors, including the demand for travel nurses in the country. Currently the range for agency fees is: Registered Nurse \$95 - \$172 per hour; LPN \$75-\$115 per hour; PCA \$45-\$70 per hour. Please note that the hourly rates for these groups does not include the Western and Central rates with one agency, as they are invoiced through a team rate. NL Health Services has only used Agency personal care assistants in very small numbers (less than 15) in parts of Labrador-Grenfell Zone historically.

In various parts of the province, there were gaps of qualified emergency department registered nurses (RNs) and nurse practitioner (NPs) with airway management competencies that were not successfully being filled by agencies with contracts in their respective zones. A specific contract with CHL was signed as that agency committed to providing a supply of qualified staff for these roles.

Newfoundland and Labrador does not currently have specific legislation or regulations that impact how private health-care staffing agencies can operate in the province. However, health-care agency workers are expected to adhere to the same professional standards and guidelines as health-care workers hired through NL Health Services, ensuring a consistent level of quality and care to our patients, clients and residents.

In consultation and approved by:

Debbie Molloy
Lynette Oates
Scott Bishop
Stephen Greene
Collette Smith
Jason Cole
Alissa Setliff
Tracey Boland

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From: Konieczny, Jennifer
Sent: Monday, January 29, 2024 10:09 AM
To: Mikaela Etchegary
Subject: RE: Media Request - Travel Nurses

Hi Mikaela,

We're working on this for you.

Thanks,

Jennifer

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Monday, January 29, 2024 9:40 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Cc: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Subject: Media Request - Travel Nurses

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning folks,

See media inquiry below. Let us know if it's good to go. Thanks!

Media:
Globe and Mail, Kelly Grant

Context:
The *Globe and Mail* is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic

Questions:

1. Does your province have any contracts with private health-care staffing agencies? If so, which agencies does your province use? Please list them, including agencies you've used in the recent past and no longer use.
2. How much money does your province spend annually on private agency nurses, sometimes known as travel nurses? We are looking for spending totals for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total spending on nurses is being spent on agency nurses.

3. How many hours of private agency nursing does your province use per year? We are seeking total hours for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total nursing hours are being filled by agency nurses.
4. We would like you to repeat questions 2 and 3 but for private agency-supplied personal support workers, sometimes known as nurses' aides or patient support workers.
5. What is the hourly rate your province pays for an agency nurse? We presume the rates will be different for different types of nurses – please provide us an average and a range of bottom to top rates. We understand that the hourly rate will include what is paid to the nurse and the agency's share.
6. What is the hourly rate your province pays for an agency personal support worker? We presume the rates will be different for different types of PSWs – please provide us an average and a range of bottom to top rates. We understand that the hourly rate will include what is paid to the PSW and the agency's share.
7. Has the hourly rate you pay to private agencies for nurses and PSWs changed over time? If so, please provide us the average hourly rate for both jobs over the last six years.
8. Where are agency nurses and PSWs most often used in your provinces' health-care system? Long-term care? Hospitals? In hospitals, which departments most often turn to agencies to fill shifts?
9. Does your province have any policies, regulations or legislation that would impact how private, for-profit health-care staffing agencies can operate? If nothing is on the books now, is there anything pending?
10. According to Newfoundland's public disclosure of contracts, Central Health signed its first contract with CHL on April 30, 2022. We also see that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?
11. What prompted Newfoundland to begin using travel nurses?
12. The contracts with CHL in Central and Western were sole sourced. So were contracts for nursing staffing services with other agencies, including Goodwill, Northern Medical Connections, 911 Nurses GTA and Priority Healthcare. Why did the regional health authorities sole source these contracts?
13. Tell us about some of the challenges that Newfoundland and Labrador's health system was facing at the time health authorities decided to turn to travel nurses. For example, were emergency departments, nursing home beds or other services at risk of closing because of a lack of nurses?
14. The regional health authorities' contracts with CHL were unlike its contracts with other travel nursing agencies. Rather than paying CHL a flat hourly rate for a nurse, the health authorities agreed to pay CHL for a "team structure" that, in the case of Central Health, meant Central was paying \$15,480 + HST for a team of eight RNs, plus a virtual operations lead and a clinical operations lead. That works out to \$161.25 per hour per registered nurse in person in Central, including the cost of the virtual clinical and operations leaders rolled into the hourly rate. Why did the health authorities agree to pay for CHL's back-office support, when all other private nursing agencies charged a flat fee?
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DRAFT

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29(1)(a)

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From: Sandy Penney <sandy.penney@lghealth.ca>
Sent: Tuesday, January 30, 2024 12:40 PM
To: Herritt, Jeannine
Subject: Re: Nurse Accommodations

Hi Jeannine,

Wanda uncovered accommodation issues in [REDACTED] we had [REDACTED] renting to locum nurses, which can't happen of course, since this I am not aware of issues, hotels / [REDACTED] accoms are being used.

I will follow up though.

Can you redirect the MHA's EA to me pls, I will need the info from the nurse.

Thanks

From: "Herritt, Jeannine" <JeannineHerritt@gov.nl.ca>
Subject: Nurse Accommodations
Date: 30 January 2024 11:57
To: "Sandy Penney" <sandy.penney@lghealth.ca>

Hi Sandy,

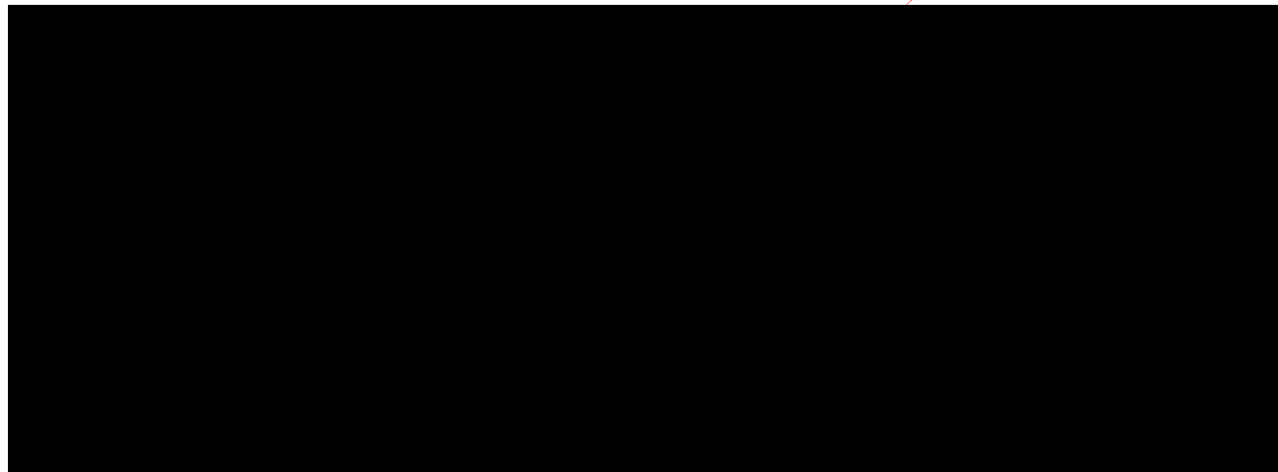
Was there an issue with accommodations for travel nurse [REDACTED] See below- thanks in advance.

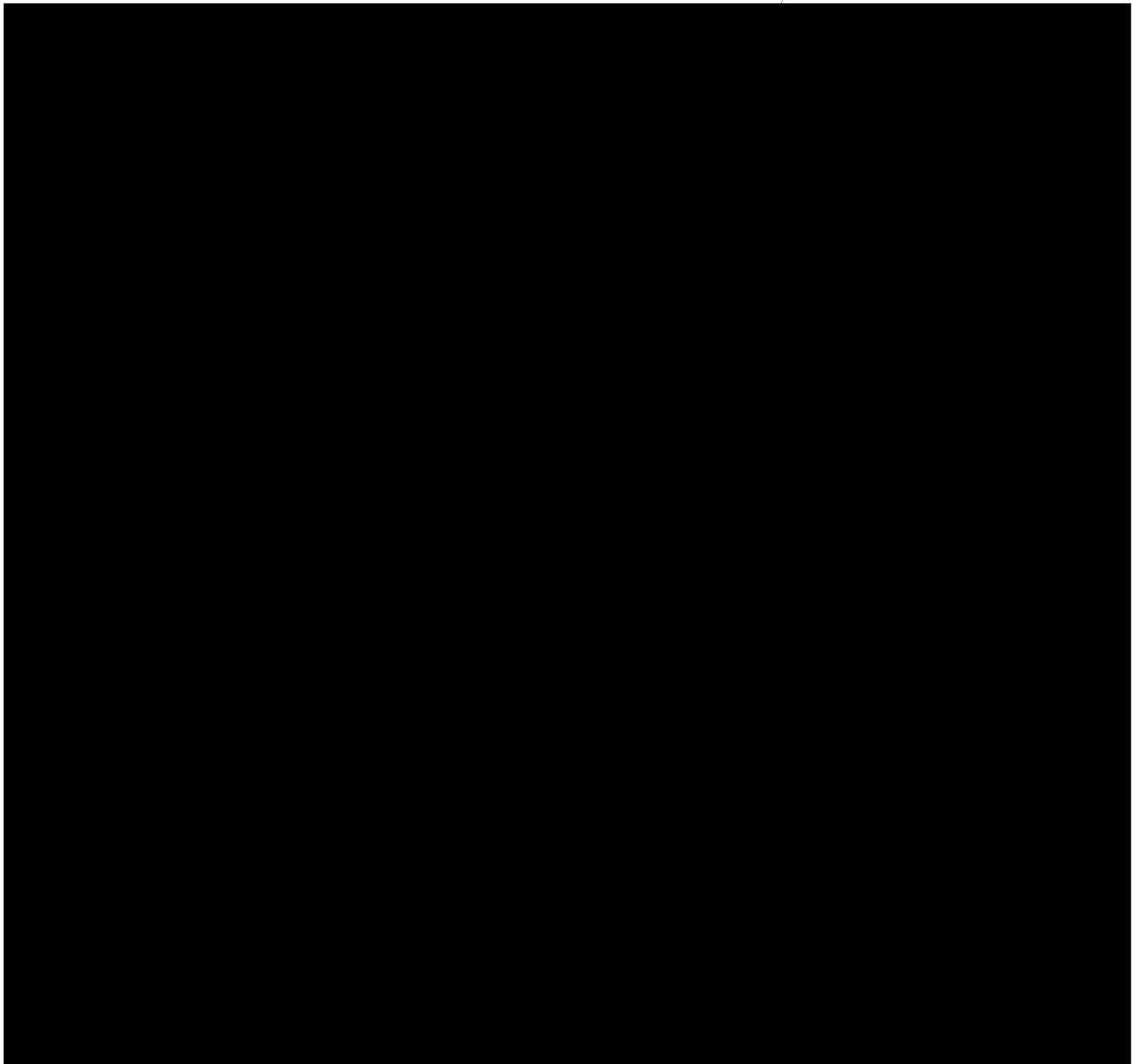
J

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: McDonald, Peter R <PeterRMcDonald@gov.nl.ca>
Sent: Monday, January 22, 2024 2:21 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: FW: Nurse Accommodations

Section 5(1)(e)





From: Konieczny, Jennifer
Sent: Friday, February 2, 2024 12:26 PM
To: Osborne, Tom, McGrath, John, Morrissey, Patrick (HCS), Langor, Fiona, Herritt, Jeannine, Sweeney, Gillian, Hayes, Megan
Cc: Power, Maggie, Elliott, Susan, Scott, Brian, Thomas, Laura, Coffey, Tina
Subject: AUDIO: Open Line MHA Jim Dinn
Attachments: 2024-02-02 Open Line MHA Jim Dinn.mp3

The attached audio file can be found online at
<https://soundcloud.com/vocm/sets/vocm-openline>
Good afternoon,

Jim Dinn phoned Open Line to talk travel nurses.

Summary:

- I've been reflecting since Minister Osborne and Ron Johnson were on Open Line and Minister's commitment to travel nurses issue.
- First they speak to passing of Rick Boland and Kevin Lewis.
- Says Paddy asked some important questions about Compass and Fonemed and he wants to talk about commitment to addressing travel nurse issue and Minister flip-flopping.
- Minister recognizes morale issue but at same time the week before Minister said end date on use of travel nurses was problematic
- When we announced nursing vacancies, asked for end date. No different than setting date for dissolution of English school district and integration into department. Set a date and plan towards that date.
- Believe we can mitigate short-term pain by having a plan to work towards that.
- Minister said there are nurses who enjoy higher pay and travel component, but in talking to nurses it's about pay, flexibility in schedule and work-life balance. Going to have to address workplace issues: violence, mandatory overtime, 24 hour shifts with no breaks and emergency room on wheels.
- When talking about end date, not simply asking to stop using them. You can't do that without addressing issues and knowing what problem is. Then shifting money from travel nurses back to public system to encourage nurses to stay.
- Can recruit, but if don't address issues, and get higher rate of pay they will go to other provinces.
- On one hand hear that Minister recognizes morale issue and problems caused by it and he's been a leader at the table. If he's going to be a true leader at the table with ministers we know other provinces have brought in end date, then maybe he needs to be lobbying strongly with counterparts across country that we do this together. Needs a date and a plan to work towards that date.
- Paddy says unless all hands on deck probably not going to work, will not dispute what Minister said, but that pretty sure it's not accurate all travel nurses would leave our system.
- Paddy says don't need Feds involved more in health care but going to take national guidance and cooperation to deal with bidding war, travel nurses. We're talking about protection of public system. There's a cost related implication of concern. There's erosion of some features of public system. Protection of public system is paramount with Canada Health Act. How we get there going to require a lot of cooperation. Bigger provinces have larger pockets, while smaller provinces are cash strapped, so not an even playing field across country.
- Jim Dinn: It comes down to can we incentivize nurses to return to public system and stay in. We're already spending money on travel nurses. How do we take that money and invest in the system?

Thanks,
Jennifer

From: Hood, Jillian <JillianHood@gov.nl.ca>
Sent: Friday, February 2, 2024 11:51 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; MacArthur, Gina <GinaMacArthur@gov.nl.ca>;

Picco, Angela <angelapicco@gov.nl.ca>; Robinson, Lynn <LynnRobinson@gov.nl.ca>

Cc: Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Sorensen, David <DavidSorensen@gov.nl.ca>; McCabe, Meghan <MeghanMcCabe@gov.nl.ca>; Pomeroy, Sonja <SonjaPomeroy@gov.nl.ca>

Subject: AUDIO: Open Line MHA Jim Dinn

VOCM Open Line - Fri, February 02, 2024

COMMENTS FROM DINN: "Jim Dinn" NDP leader has been doing a little reflecting since Minister Osborne was on the show. First he wants to reflect on the passing of Rick Boland and Kevin Lewis. He says that Paddy asked some important questions of Minister Osborne and he talked on travel nurses. The Minister recognized the issues with travel nurses and the morale problems as well.

VOCM - St. John's - Open Line @ 11:39:00am Duration: 00:09:00 Reporter: Paddy Daly

Ref Id: Q6H-9Y9-2

Jillian Hood

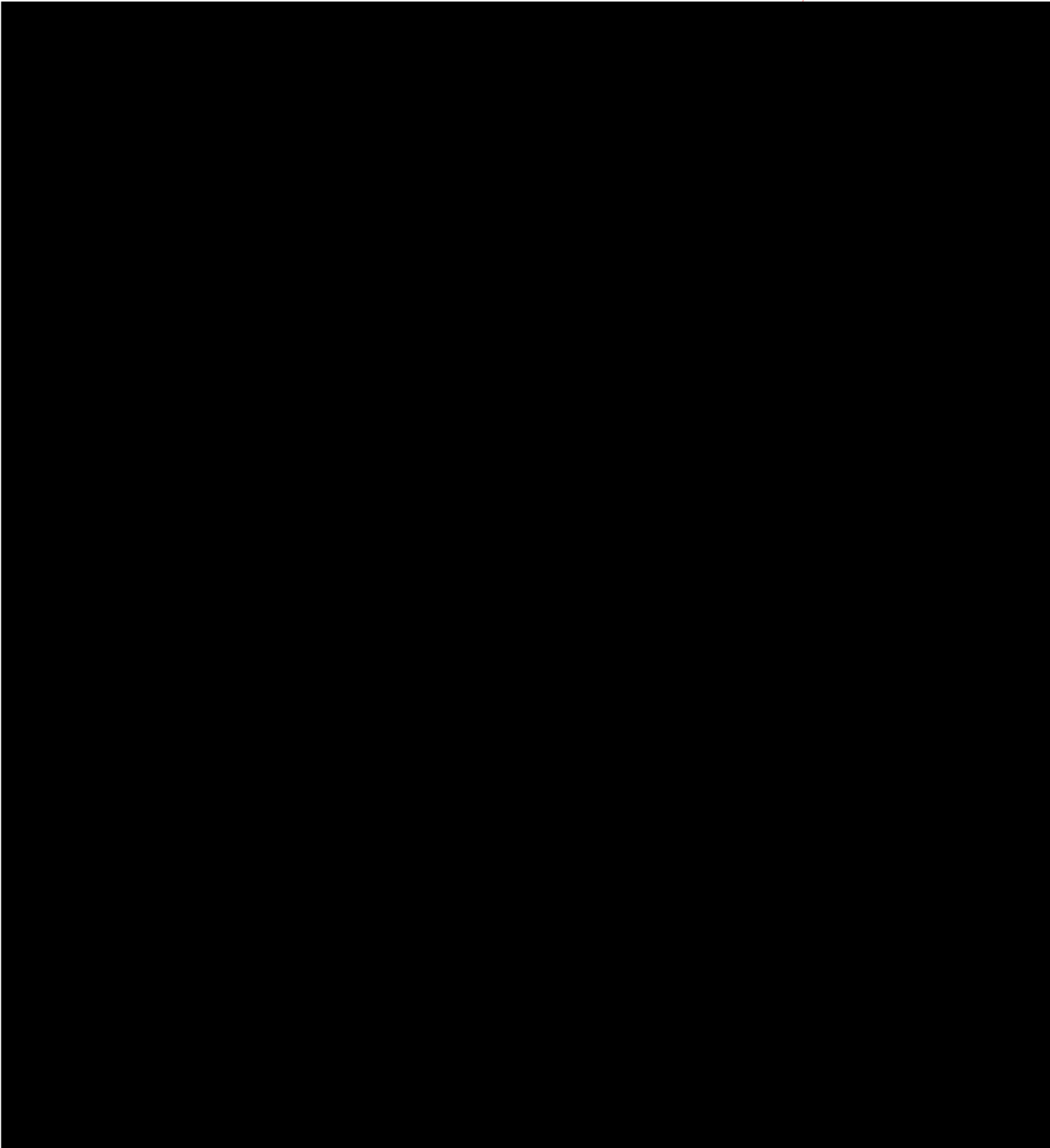
Communications Manager

Executive Council – Communications Branch
Government of Newfoundland & Labrador
10th Floor East Block, Confederation Complex
P.O. Box 8700, St. John's NL A1B 4J6
709-729-4266 | 709-687-2501

From: McDonald, Peter R
Sent: Wednesday, February 7, 2024 10:56 AM
To: Jackman, Flora
Cc: Herritt, Jeannine
Subject: FW: Nurse Accommodations

Thoughts?
P

Section 5(1)(e)



From: Osborne, Tom
Sent: Thursday, February 8, 2024 9:23 AM
To: Konieczny, Jennifer
Cc: Herritt, Jeannine, McGrath, John, Scott, Brian, Thomas, Laura, Coffey, Tina, Elliott, Susan, Power, Maggie
Subject: Re: For Approval: NLHS Media Request - Central Health Travel Nursing Contract

Ok

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

On Feb 8, 2024, at 9:19 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Good morning,

For approval.

Thanks,
Jennifer

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Thursday, February 8, 2024 9:17 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: Media Request - Central Health Travel Nursing Contract

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi folks,

See media inquiry below. Good to go?

Media:
Globe and Mail, Tu Thanh Ha

Context:
Reporter is working on a story on travel nursing contracts and noticed “contradictory information about travel nursing contracts signed last year by Central”. [This list](#) mentions two contracts that Central that were awarded to Canadian Health Labs. One for \$28.25 million, the other for \$16 million. The two were awarded one day apart, however, they share the same contract number, 2021-1926.

Question:
Are these different contracts?

DRAFT Response: **DRAFT**
The \$28.25 million contract and the \$16 million contract are part of the same agreement with Canadian

Health Labs (CHL). The \$28.25 million represents the original contract, which began on July 4, 2022 and ended on February 27, 2023. An extension was required for operational reasons, leading to the subsequent \$16 million contract extension from February 27, 2023 to February 27, 2024. The contracts were signed at different times, however, the Exemptions to the Public Procurement Act legislative compliance forms were signed around the same time as part of a review process.

<image001.jpg>

Mikaela Etchegary (she/her)

Media Relations Manager
Corporate Communications

t: 709-853-5206

e: Mikaela.Etchegary@easternhealth.ca

w: NLHealthServices.ca

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From: Herritt, Jeannine
Sent: Thursday, February 8, 2024 9:39 AM
To: Debbie Molloy
Subject: Select Medical Connections
Attachments: Select Medical Connections - Newfoundland and Labrador.docx

Hi Debbie,

Did these folks connect with you? [REDACTED] 29(1)(a), 35(1)(d)

Thanks,
Jeannine



Select Medical Connections – The Newfoundland and Labrador Opportunity

The Challenge

Public sector unions decry the use of travel nurses, and often point to disparities in pay between those in the public sector, and those working for private agencies.

Just last month, Yvette Coffey, president of the Registered Nurses' Union of Newfoundland and Labrador noted in a CBC article, ““Why would you pay overtime to a travel agency nurse who's making double the salary of the registered nurse under our union contract versus paying overtime to our member or a casual who is the cheapest option in the collective agreement?”” [Nurses' union says its members are being passed over in favour of more expensive travel nurses | CBC News](#)

- Travel nurses will be part of our healthcare personnel mix for the foreseeable future, so it is imperative that action be taken now to stabilize costs.
- Within a well-regulated system, these nurses help the system and allow those nurses to hone their skills.
- The disproportionate reliance on travel nurses will remain for at least two more years; a reduction within that time frame would result in reduced services in an already strained system.
- Travel nursing is part of the retention process. They can also help keep overtime costs down, fill existing gaps, and reduce burnout for their colleagues in the public system.
- Travel nursing is attractive to new entrants to the system, as it provides an opportunity to travel, to explore different areas of the country.
- A well-regulated travel nursing system is essential to sustaining public healthcare.

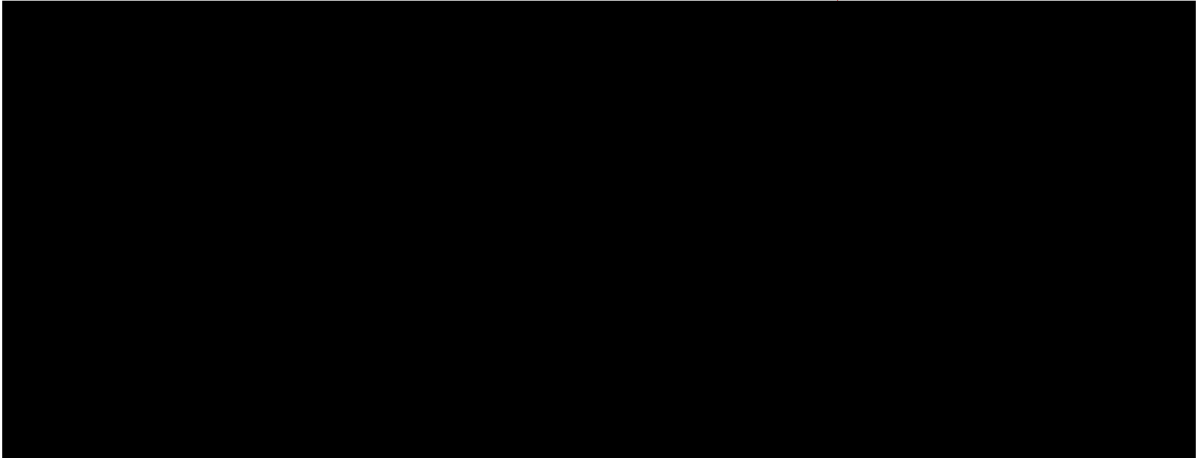
Newfoundland and Labrador is undertaking excellent initiatives to recruit and retain nurses, with 400 nurses having been recruited within the last fiscal year. In October 2022, there were 750 vacancies, and now there are 700, indicating that the province is still grappling with the volume of nurses exiting the profession.

We believe that travel nursing will be part of the personnel mix in Newfoundland and Labrador, and other provinces, for quite some time to come. This is in part fueled by new entrants to the profession wanting the flexibility and adventure that travel nursing provides. There is a false dichotomy about the nature of travel nursing. With an appropriate framework, travel nursing can be done more cost-effectively, with appropriate regulation.



The Solution

35(1)(c), 35(1)(d)



From: Konieczny, Jennifer
Sent: Thursday, February 8, 2024 1:14 PM
To: Herritt, Jeannine, McGrath, John, Osborne, Tom
Cc: Scott, Brian, Thomas, Laura, Coffey, Tina, Power, Maggie, Elliott, Susan
Subject: For Approval: Updated NLHS Media Request - Travel Nurses

Good afternoon,

NL Health Services has updated the media response on the Globe and Mail's questions about travel nurses. New additions are highlighted in blue. It is below for approval.

Thanks,

Jennifer

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Thursday, February 8, 2024 11:27 AM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: RE: Media Request - Travel Nurses

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi folks,

See revised response below, with input from Provincial Supply Chain. Thanks!

Media:
Globe and Mail, Kelly Grant

Context:
The *Globe and Mail* is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic

Questions:

1. Does your province have any contracts with private health-care staffing agencies? If so, which agencies does your province use? Please list them, including agencies you've used in the recent past and no longer use.
2. How much money does your province spend annually on private agency nurses, sometimes known as travel nurses? We are looking for spending totals for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total spending on nurses is being spent on agency nurses.

3. How many hours of private agency nursing does your province use per year? We are seeking total hours for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total nursing hours are being filled by agency nurses.
4. We would like you to repeat questions 2 and 3 but for private agency-supplied personal support workers, sometimes known as nurses' aides or patient support workers.
5. What is the hourly rate your province pays for an agency nurse? We presume the rates will be different for different types of nurses – please provide us an average and a range of bottom to top rates. We understand that the hourly rate will include what is paid to the nurse and the agency's share.
6. What is the hourly rate your province pays for an agency personal support worker? We presume the rates will be different for different types of PSWs – please provide us an average and a range of bottom to top rates. We understand that the hourly rate will include what is paid to the PSW and the agency's share.
7. Has the hourly rate you pay to private agencies for nurses and PSWs changed over time? If so, please provide us the average hourly rate for both jobs over the last six years.
8. Where are agency nurses and PSWs most often used in your provinces' health-care system? Long-term care? Hospitals? In hospitals, which departments most often turn to agencies to fill shifts?
9. Does your province have any policies, regulations or legislation that would impact how private, for-profit health-care staffing agencies can operate? If nothing is on the books now, is there anything pending?
10. According to Newfoundland's public disclosure of contracts, Central Health signed its first contract with CHL on April 30, 2022. We also see that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?
11. What prompted Newfoundland to begin using travel nurses?
12. The contracts with CHL in Central and Western were sole sourced. So were contracts for nursing staffing services with other agencies, including Goodwill, Northern Medical Connections, 911 Nurses GTA and Priority Healthcare. Why did the regional health authorities sole source these contracts?
13. Tell us about some of the challenges that Newfoundland and Labrador's health system was facing at the time health authorities decided to turn to travel nurses. For example, were emergency departments, nursing home beds or other services at risk of closing because of a lack of nurses?
14. The regional health authorities' contracts with CHL were unlike its contracts with other travel nursing agencies. Rather than paying CHL a flat hourly rate for a nurse, the health authorities agreed to pay CHL for a "team structure" that, in the case of Central Health, meant Central was paying \$15,480 + HST for a team of eight RNs, plus a virtual operations lead and a clinical operations lead. That works out to \$161.25 per hour per registered nurse in person in Central, including the cost of the virtual clinical and operations leaders rolled into the hourly rate. Why did the health authorities agree to pay for CHL's back-office support, when all other private nursing agencies charged a flat fee?
15. Why did Western Health agree to pay CHL rates that were so much higher than the rates paid in Central? CHL's contracts with Western Health use the same teams structure, with virtual and clinical operations leads, but with six RNs per team and two different team structures – the more expensive Structure 1, which includes ER, ICU, OBS and L&D nurses, and a less expensive Structure 2, which include medicine, surgery and long-term care nurses. A Structure 1 team costs \$21,750 + HST per 12/hour shift, which works out to \$302 per hour for an RN, and a Structure 2 team costs \$19,750 per shift, which works out to \$274 per hour for an RN.

16. CHL was not the only company to raise rates. Goodwill, for example, signed a one-year contract with Eastern in April of 2022 that included a rate of \$80/hour for an RN. By October of 2022, an addendum was being signed by Eastern that increased the rate to \$120/hour for shifts worked after August. Every other regional health authority signed at the new rate. Northern Medical Connections signed a contract with Central on Dec. 19, 2022 that included a rate of \$130/hr for an RN. A month later, in an amendment that Northern Medical signed on Jan. 18, 2023, that rate was increased to \$145/hour. How big of a challenge was it for the regional health authorities to face rate increases from private nursing agencies?
17. Why did Western and Central agree to reimburse CHL for some items that went beyond basic accommodations and transportation? For example, CHL was reimbursed for the cost of criminal record checks and nurses acquiring licenses to practice in Newfoundland. Is that the case for other agencies? CHL also billed Newfoundland authorities for some courses that its nurses had to take, such as CPR, PALS (Pediatric Advanced Life Support) or TNCC (Trauma Nursing Core Course), even invoicing for textbooks. Is that the case for other agencies too?
18. Some nurses were allowed to drive to Newfoundland, at a higher cost than flying, and were able to bring their spouses and/or domestic animals. Why did Newfoundland health authorities agree to pay for those expenses? Why did they agree to reimburse items such as pet transportation costs, kitchen appliances, Internet service, and an air fryer? (For example, a \$118 Air Canada pet holding fee was invoiced to Western on April 20, 2023, as part of CHL invoice no. 1869. The air fryer was purchased on Jan. 18, 2023, and the expense claim sent to Central as part of CHL's invoice no. 1781.)
19. The Central and Western contracts spell out that nurses receive daily per diems for meals. In the initial contracts, those per diems were \$50.20 per day, although the rate increased slightly over time. Relying on CHL's invoices, we calculated that CHL invoiced Central and Western for at least \$1.6-million in per diems between the spring of 2022 and the fall of 2023. We have reached 25 nurses who worked for CHL in Newfoundland, all of whom told us they did not receive a per diem while working for CHL. We also have seen CHL Facebook posts that say explicitly that food is not included for nurses who work for CHL in Newfoundland. We have also obtained copies of CHL's contracts with nurses that include this clause: *"Food/groceries/take out is the sole responsibility of said contractor and CHL does not provide any financial reimbursement."* We also see through our review of invoices that there appear to be days on which CHL charged a per diem for every nurse in the field, regardless of whether she or he worked that day. Were any Newfoundland officials aware that CHL was not passing per diems along to the nurses? What's your response to that information?
20. The Central and Western contracts spell out that the health authorities will "deploy and compensate the Contractor for a minimum number of teams per day." Does the use of the word minimum in these contracts mean that CHL could ask to be paid for a minimum number of nurses every day, regardless of whether the health authority actually needed that many people? In other words, did any Newfoundland health authority ever pay CHL for the services of nurses who were in the field and available but not actually needed to be on duty on a particular day?
21. Does the language around "minimums" in the CHL contracts explain why, according to the RNUNL, agency nurses are sometimes offered shifts before full-time and casual staff nurses? (<https://www.cbc.ca/news/canada/newfoundland-labrador/nl-travel-nurses-complaint-1.7040821>.)
22. The invoices we've obtained include some charges for electric vehicles provided by CHL's affiliate, Canadian Sustainability Labs, a company that provides accommodations and electric vehicles for traveling health-care workers. In most cases in the invoices, CHL charges just over \$1,200 per week for an electric vehicle for a nurse. Why did Central agree to reimburse for electric vehicles at that rate, particularly when there are also invoices showing that in other cases nurses get by with minimal cab charges to get to and from hospitals?
23. CHL's original contracts contained caps. The Central contract had a cap of \$28.251-million, while Western's contract was capped at \$13.5-million. Was the cap reached in either contract? If not, how much did Central and Western pay to CHL for the first term of each contract?

24. How much have all Newfoundland and Labrador health authorities paid to CHL? How many hours of nursing services has Newfoundland purchased from CHL? Please break these figures down by year. (We asked for related figures that would help put CHL's footprint in context back in October. We would still like the answers to our original request.)
25. Why did the NLHS decide to extend the Western and Central contracts with CHL? Why did it sign new contracts with CHL for ER nurses in the Eastern Zone, and for Airway NPs?
26. What do NHLA officials and the minister think about the negotiating tactics CHL used last summer to try to convince the NLHS to sign a deal, pitched as CHL 4.0., to have CHL bring internationally educated nurses to the province? Specifically, what do officials think of CHL charging \$235/hr for Airway NPs, unless NLHS signed the CHL 4.0. deal, in which case the rate would drop to \$130/hr?
27. Last year, Health Minister Tom Osborne called travel nursing a "necessary evil" that he would like to see ended. What steps is the province taking to decrease its reliance on travel nurses?

DRAFT Response: **DRAFT**

At NL Health Services, we recognize and appreciate the critical role nurses play in the delivery of quality health care to the people of our province and are committed to ongoing recruitment and retention efforts to mitigate the human resource challenges and support staff well-being and work-life. Given ongoing staffing challenges and to maintain workplace staffing levels, NL Health Services has engaged private health-care staffing agencies to provide support to fill vacant positions, temporarily, on an as-needed basis. These health-care workers are used as a short-term measure to fill vacancies, help relieve some pressure on human resources within our health-care system, and ensure the continued delivery of quality, safe care for patients.

Before 2021, use of private health-care agencies was limited to the Labrador-Grenfell health-care zone. As a result of the COVID-19 pandemic, similar to other jurisdictions across the country, health-care zones in Newfoundland and Labrador faced increasing challenges in sustaining the workforce. In late 2021 and into 2022, the former regional health authorities engaged agencies for nursing personnel, with all four formalizing contracts by late 2022.

On April 1, 2023, the four regional health authorities in Newfoundland and Labrador and the Newfoundland and Labrador Centre for Health Information came together under one provincial health authority (PHA), NL Health Services. A number of your questions involve contracts that were signed prior to the transition to one PHA and pertain to legacy organizations. As such, we are unable to provide specific details into the decision-making process surrounding these contracts, as they were executed under the authority of the previous organizations. However, across all former health-care organizations, operational decisions were made to prioritize and maintain high levels of patient care despite human resource challenges that were being experienced provincially and nationally at the time. All former health-care organizations made conscious efforts to adhere to the Public Procurement Act, including proper reporting in accordance with provincial legislation.

Since the creation of NL Health Services, we have made significant efforts to standardize the administration of private health-care agency services, and we are implementing strategic, long-term solutions to stabilize the workforce and decrease dependence on agency nursing services.

There are many positive strategies in play that are bringing success to our efforts to stabilize the workforce. These include recruiting provincially trained graduates, incentivizing health-care workers to return back to the province, attracting national and international health professionals, and retaining current employees through promotion of workplace safety and employee wellness initiatives.

NL Health Services has contracts with several agencies due to the increased need for health care professionals.

With the growing demand across the country for agency resources, it is critical to build viable resource pools quickly that can respond to both immediate and longer-term needs.

NL Health Services has had contracts with the following private health-care staffing agencies: 911 Nurses GTA, TEAL, Priority Care, Goodwill, Augury, Canadian Health Labs (CHL), Select Medical, Northern Medical, **New Horizons** and Express Medical.

Health-care workers hired through private agencies often provide support in acute and long-term care settings, specifically in medicine, surgery, obstetrics, intensive care unit (ICU), mental health and emergency.

Below is a breakdown of private health-care staffing agency compensation from 2017-18 to 2023-24 (as of August 2023) for all health zones.

Year	Agency Costs (\$)	Agency/Nurse Compensation (\$)	Agency Hours	Agency/Nurse Compensation (Hours)
2017-18	1,415,884	0.3%	11,205	0.1%
2018-19	908,851	0.2%	12,388	0.1%
2019-20	932,611	0.2%	11,941	0.1%
2020-21	958,080	0.2%	13,177	0.2%
2021-22	2,101,612	0.4%	28,905	0.3%
2022-23	31,559,733	5.9%	224,888	2.6%
2023-24 (YTD August)	35,624,539	14.5%	209,115	5.4%

The number and type of positions filled through agency resources varies as needs change. Below is a breakdown of positions filled through private health-care staffing agencies at one point of time as of September 2023.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Personal Care Assistants (PCA)	Nurse Practitioners (NP)
Eastern	63	11	0	0
Central	134	0	0	0
Western	44	26	0	0
Labrador Grenfell	7	6	8	0
Total	248	43	8	0

Private health-care staffing agencies have been used in the province since 2018. The hourly rate of these agency nurses can vary depending on a number of factors, including the demand for travel nurses in the country. Currently the range for agency fees is: Registered Nurse \$95 - \$172 per hour; LPN \$75-\$115 per hour; PCA \$45-\$70 per hour. Please note that the hourly rates for these groups does not include the Western and Central rates with one agency, as they are invoiced through a team rate. NL Health Services has only used Agency personal care assistants in very small numbers (less than 15) in parts of Labrador-Grenfell Zone historically.

In various parts of the province, there were gaps of qualified emergency department registered nurses (RNs) and nurse practitioner (NPs) with airway management competencies that were not successfully being filled by agencies with contracts in their respective zones. A specific contract with CHL was signed as that agency committed to providing a supply of qualified staff for these roles.

Newfoundland and Labrador does not currently have specific legislation or regulations that impact how private health-care staffing agencies can operate in the province. However, health-care agency workers are expected to

DRAFT

adhere to the same professional standards and guidelines as health-care workers hired through NL Health Services, ensuring a consistent level of quality and care to our patients, clients and residents.

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>

Sent: Monday, January 29, 2024 10:35 AM

To: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>

Cc: Scott, Brian <BrianScott@gov.nl.ca>; TCoffey <TCoffey@gov.nl.ca>; Laura Thomas <LauraThomas@gov.nl.ca>; Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>

Subject: RE: Media Request - Travel Nurses

Hi Mikaela,

29(1)(a)

Please see the edits and feedback below, [REDACTED]

Could you revise and resend?

Thanks,

Jennifer

DRAFT

At NL Health Services, we recognize and appreciate the critical role nurses play in the delivery of quality health care to the people of our province and are committed to ongoing recruitment and retention efforts to mitigate the human resource challenges and support staff well-being and work-life. Given ongoing staffing challenges and to maintain workplace staffing levels, NL Health Services has engaged private health-care staffing agencies to provide support to fill vacant positions, temporarily, on an as-needed basis. These health-care workers are used as a short-term measure to fill vacancies, help relieve some pressure on human resources within our health-care system, and ensure the continued delivery of quality, safe care for patients.

Before 2021, use of private health-care agencies was limited to the Labrador-Grenfell health-care zone. As a result of the COVID-19 pandemic, similar to other jurisdictions across the country, health-care zones in Newfoundland and Labrador faced increasing challenges in sustaining the workforce. In late 2021 and into 2022, the **former** regional health-care authorities engaged agencies for nursing personnel, with all four formalizing contracts by late 2022.

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29(1)(a)

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29(1)(a)

There are many positive strategies in play that are bringing success to our efforts to stabilize a [REDACTED] workforce. These include recruiting provincially trained graduates, incentivizing health-care workers

to return back to the province, attracting national and international health professionals, and retaining current employees through promotion of workplace safety and employee wellness initiatives.

29(1)(a)

NL Health Services has contracts with several agencies due to the increased need for [REDACTED] health care professionals. With the growing demand across the country for agency resources, it is critical to build viable resource pools quickly that can respond to both immediate and longer-term needs.

NL Health Services has had contracts with nine private health-care staffing agencies: 911 Nurses GTA, TEAL, Priority Care, Goodwill, Augury, Canadian Health Labs (CHL), Select Medical, Northern Medical, and Express Medical.

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Formatting issues - final tables can be viewed properly on pages 281-282

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Labrador Grenfell	7	5	3	0
Total	248	43	3	0

Private health-care staffing agencies have been used in the province since 2018. The hourly rate of these agency nurses can vary depending on a number of factors, including the demand for travel nurses in the country. Currently the range for agency fees is: Registered Nurse \$95 - \$172 per hour; LPN \$75-\$115 per hour; PCA \$45-\$70 per hour. Please note that the hourly rates for these groups does not include the Western and Central rates with one agency, as they are invoiced through a team rate. NL Health Services has only used Agency personal care assistants in very small numbers (less than 15) in parts of Labrador-Grenfell Zone historically.

In various parts of the province, there were gaps of qualified emergency department registered nurses (RNs) and nurse practitioner (NPs) with airway management competencies that were not successfully being filled by agencies with contracts in their respective zones. A specific contract with CHL was signed as that agency committed to providing a supply of qualified staff for these roles.

Newfoundland and Labrador does not currently have specific legislation or regulations that impact how private health-care staffing agencies can operate in the province. However, health-care agency workers are expected to adhere to the same professional standards and guidelines as health-care workers hired through NL Health Services, ensuring a consistent level of quality and care to our patients, clients and residents.

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Monday, January 29, 2024 9:40 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Cc: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Subject: Media Request - Travel Nurses

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning folks,

See media inquiry below. Let us know if it's good to go. Thanks!

Media:

Globe and Mail, Kelly Grant

Context:

The *Globe and Mail* is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic

Questions:

28. Does your province have any contracts with private health-care staffing agencies? If so, which agencies does your province use? Please list them, including agencies you've used in the recent past and no longer use.
29. How much money does your province spend annually on private agency nurses, sometimes known as travel nurses? We are looking for spending totals for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total spending on nurses is being spent on agency nurses.

30. How many hours of private agency nursing does your province use per year? We are seeking total hours for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total nursing hours are being filled by agency nurses.
31. We would like you to repeat questions 2 and 3 but for private agency-supplied personal support workers, sometimes known as nurses' aides or patient support workers.
32. What is the hourly rate your province pays for an agency nurse? We presume the rates will be different for different types of nurses – please provide us an average and a range of bottom to top rates. We understand that the hourly rate will include what is paid to the nurse and the agency's share.
33. What is the hourly rate your province pays for an agency personal support worker? We presume the rates will be different for different types of PSWs – please provide us an average and a range of bottom to top rates. We understand that the hourly rate will include what is paid to the PSW and the agency's share.
34. Has the hourly rate you pay to private agencies for nurses and PSWs changed over time? If so, please provide us the average hourly rate for both jobs over the last six years.
35. Where are agency nurses and PSWs most often used in your provinces' health-care system? Long-term care? Hospitals? In hospitals, which departments most often turn to agencies to fill shifts?
36. Does your province have any policies, regulations or legislation that would impact how private, for-profit health-care staffing agencies can operate? If nothing is on the books now, is there anything pending?
37. According to Newfoundland's public disclosure of contracts, Central Health signed its first contract with CHL on April 30, 2022. We also see that Eastern Health signed a contract with Goodwill Staffing and Recruitment for travel nurses on April 22, 2022. As far as we can tell, these are the first travel nursing contracts signed by any of Newfoundland's regional health authorities. Is this correct?
38. What prompted Newfoundland to begin using travel nurses?
39. The contracts with CHL in Central and Western were sole sourced. So were contracts for nursing staffing services with other agencies, including Goodwill, Northern Medical Connections, 911 Nurses GTA and Priority Healthcare. Why did the regional health authorities sole source these contracts?
40. Tell us about some of the challenges that Newfoundland and Labrador's health system was facing at the time health authorities decided to turn to travel nurses. For example, were emergency departments, nursing home beds or other services at risk of closing because of a lack of nurses?
41. The regional health authorities' contracts with CHL were unlike its contracts with other travel nursing agencies. Rather than paying CHL a flat hourly rate for a nurse, the health authorities agreed to pay CHL for a "team structure" that, in the case of Central Health, meant Central was paying \$15,480 + HST for a team of eight RNs, plus a virtual operations lead and a clinical operations lead. That works out to \$161.25 per hour per registered nurse in person in Central, including the cost of the virtual clinical and operations leaders rolled into the hourly rate. Why did the health authorities agree to pay for CHL's back-office support, when all other private nursing agencies charged a flat fee?
42. Why did Western Health agree to pay CHL rates that were so much higher than the rates paid in Central? CHL's contracts with Western Health use the same teams structure, with virtual and clinical operations leads, but with six RNs per team and two different team structures – the more expensive Structure 1, which includes ER, ICU, OBS and L&D nurses, and a less expensive Structure 2, which include medicine, surgery and long-term care nurses. A Structure 1 team costs \$21,750 + HST per 12/hour shift, which works out to \$302 per hour for an RN, and a Structure 2 team costs \$19,750 per shift, which works out to \$274 per hour for an RN.

43. CHL was not the only company to raise rates. Goodwill, for example, signed a one-year contract with Eastern in April of 2022 that included a rate of \$80/hour for an RN. By October of 2022, an addendum was being signed by Eastern that increased the rate to \$120/hour for shifts worked after August. Every other regional health authority signed at the new rate. Northern Medical Connections signed a contract with Central on Dec. 19, 2022 that included a rate of \$130/hr for an RN. A month later, in an amendment that Northern Medical signed on Jan. 18, 2023, that rate was increased to \$145/hour. How big of a challenge was it for the regional health authorities to face rate increases from private nursing agencies?
44. Why did Western and Central agree to reimburse CHL for some items that went beyond basic accommodations and transportation? For example, CHL was reimbursed for the cost of criminal record checks and nurses acquiring licenses to practice in Newfoundland. Is that the case for other agencies? CHL also billed Newfoundland authorities for some courses that its nurses had to take, such as CPR, PALS (Pediatric Advanced Life Support) or TNCC (Trauma Nursing Core Course), even invoicing for textbooks. Is that the case for other agencies too?
45. Some nurses were allowed to drive to Newfoundland, at a higher cost than flying, and were able to bring their spouses and/or domestic animals. Why did Newfoundland health authorities agree to pay for those expenses? Why did they agree to reimburse items such as pet transportation costs, kitchen appliances, Internet service, and an air fryer? (For example, a \$118 Air Canada pet holding fee was invoiced to Western on April 20, 2023, as part of CHL invoice no. 1869. The air fryer was purchased on Jan. 18, 2023, and the expense claim sent to Central as part of CHL's invoice no. 1781.)
46. The Central and Western contracts spell out that nurses receive daily per diems for meals. In the initial contracts, those per diems were \$50.20 per day, although the rate increased slightly over time. Relying on CHL's invoices, we calculated that CHL invoiced Central and Western for at least \$1.6-million in per diems between the spring of 2022 and the fall of 2023. We have reached 25 nurses who worked for CHL in Newfoundland, all of whom told us they did not receive a per diem while working for CHL. We also have seen CHL Facebook posts that say explicitly that food is not included for nurses who work for CHL in Newfoundland. We have also obtained copies of CHL's contracts with nurses that include this clause: *"Food/groceries/take out is the sole responsibility of said contractor and CHL does not provide any financial reimbursement."* We also see through our review of invoices that there appear to be days on which CHL charged a per diem for every nurse in the field, regardless of whether she or he worked that day. Were any Newfoundland officials aware that CHL was not passing per diems along to the nurses? What's your response to that information?
47. The Central and Western contracts spell out that the health authorities will "deploy and compensate the Contractor for a minimum number of teams per day." Does the use of the word minimum in these contracts mean that CHL could ask to be paid for a minimum number of nurses every day, regardless of whether the health authority actually needed that many people? In other words, did any Newfoundland health authority ever pay CHL for the services of nurses who were in the field and available but not actually needed to be on duty on a particular day?
48. Does the language around "minimums" in the CHL contracts explain why, according to the RNUNL, agency nurses are sometimes offered shifts before full-time and casual staff nurses? (<https://www.cbc.ca/news/canada/newfoundland-labrador/nl-travel-nurses-complaint-1.7040821>.)
49. The invoices we've obtained include some charges for electric vehicles provided by CHL's affiliate, Canadian Sustainability Labs, a company that provides accommodations and electric vehicles for traveling health-care workers. In most cases in the invoices, CHL charges just over \$1,200 per week for an electric vehicle for a nurse. Why did Central agree to reimburse for electric vehicles at that rate, particularly when there are also invoices showing that in other cases nurses get by with minimal cab charges to get to and from hospitals?
50. CHL's original contracts contained caps. The Central contract had a cap of \$28.251-million, while Western's contract was capped at \$13.5-million. Was the cap reached in either contract? If not, how much did Central and Western pay to CHL for the first term of each contract?

51. How much have all Newfoundland and Labrador health authorities paid to CHL? How many hours of nursing services has Newfoundland purchased from CHL? Please break these figures down by year. (We asked for related figures that would help put CHL's footprint in context back in October. We would still like the answers to our original request.)
52. Why did the NLHS decide to extend the Western and Central contracts with CHL? Why did it sign new contracts with CHL for ER nurses in the Eastern Zone, and for Airway NPs?
53. What do NHLA officials and the minister think about the negotiating tactics CHL used last summer to try to convince the NLHS to sign a deal, pitched as CHL 4.0., to have CHL bring internationally educated nurses to the province? Specifically, what do officials think of CHL charging \$235/hr for Airway NPs, unless NLHS signed the CHL 4.0. deal, in which case the rate would drop to \$130/hr?
54. Last year, Health Minister Tom Osborne called travel nursing a "necessary evil" that he would like to see ended. What steps is the province taking to decrease its reliance on travel nurses?

DRAFT Response: DRAFT

At NL Health Services, we recognize and appreciate the critical role nurses play in the delivery of quality health care to the people of our province and are committed to ongoing recruitment and retention efforts to mitigate the human resource challenges and support staff well-being and work-life. Given ongoing staffing challenges and to maintain workplace staffing levels, NL Health Services has engaged private health-care staffing agencies to provide support to fill vacant positions, temporarily, on an as-needed basis. These health-care workers are used as a short-term measure to fill vacancies, help relieve some pressure on human resources within our health-care system, and ensure the continued delivery of quality, safe care for patients.

Before 2021, use of private health-care agencies was limited to the Labrador-Grenfell health-care zone. As a result of the COVID-19 pandemic, similar to other jurisdictions across the country, health-care zones in Newfoundland and Labrador faced increasing challenges in sustaining the workforce. In late 2021 and into 2022, the regional health-care authorities engaged agencies for nursing personnel, with all four formalizing contracts by late 2022.

On April 1, 2023, the four regional health authorities in Newfoundland and Labrador and the Newfoundland and Labrador Centre for Health Information came together under one provincial health authority (PHA), NL Health Services. A number of your questions involve contracts that were signed prior to the transition to one PHA and pertain to legacy organizations. As such, we are unable to provide insights into the decision-making process surrounding these contracts, as they were executed under the authority of the previous organizations. [REDACTED] 29(1)(a)

Since the creation of NL Health Services, we have made significant efforts to standardize the administration of private health-care agency services, and we are implementing strategic, long-term solutions to stabilize the workforce and decrease dependence on agency nursing services. [REDACTED] 29(1)(a)

There are many positive strategies in play that are bringing success to our efforts to stabilize a [REDACTED] workforce. These include recruiting provincially trained graduates, incentivizing health-care workers to return back to the province, attracting national and international health professionals, and retaining current employees through promotion of workplace safety and employee wellness initiatives. [REDACTED] 29(1)(a)

NL Health Services has contracts with several agencies due to the increased need for [REDACTED] With the growing demand across the country for agency resources, it is critical to build viable resource pools quickly that can respond to both immediate and longer-term needs.

NL Health Services has had contracts with nine private health-care staffing agencies: 911 Nurses GTA, TEAL, Priority Care, Goodwill, Augury, Canadian Health Labs (CHL), Select Medical, Northern Medical, and Express Medical.

Health-care workers hired through private agencies often provide support in acute and long-term care settings, specifically in medicine, surgery, obstetrics, intensive care unit (ICU), mental health and emergency.

Below is a breakdown of private health-care staffing agency compensation from 2017-18 to 2023-24 (as of August 2023) for all health zones.

Formatting issues - final tables can be viewed properly on pages 281-282

Year	Agency Costs (\$)	Agency/Nurse Compensation (\$)	Agency Hours	Agency/Nurse Compensation (Hours)
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2023-24 (YTD August)	35,624,539	14.5%	209,115	5.4%

The number and type of positions filled through agency resources varies as needs change. Below is a breakdown of positions filled through private health-care staffing agencies at one point of time as of September 2023.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Personal Care Assistants (PCA)	Nurse Practitioners (NP)
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Central	134	0	0	0
Western	44	26	0	0
Labrador Grenfell	7	5	3	0
Total	248	43	3	0

Private health-care staffing agencies have been used in the province since 2018. The hourly rate of these agency nurses can vary depending on a number of factors, including the demand for travel nurses in the country. Currently the range for agency fees is: Registered Nurse \$95 - \$172 per hour; LPN \$75-\$115 per hour; PCA \$45-\$70 per hour. Please note that the hourly rates for these groups does not include the Western and Central rates with one agency, as they are invoiced through a team rate. NL Health Services has only used Agency personal care assistants in very small numbers (less than 15) in parts of Labrador-Grenfell Zone historically.

In various parts of the province, there were gaps of qualified emergency department registered nurses (RNs) and nurse practitioner (NPs) with airway management competencies that were not successfully being filled by agencies with contracts in their respective zones. A specific contract with CHL was signed as that agency committed to providing a supply of qualified staff for these roles.

Newfoundland and Labrador does not currently have specific legislation or regulations that impact how private health-care staffing agencies can operate in the province. However, health-care agency workers are expected to adhere to the same professional standards and guidelines as health-care workers hired through NL Health Services, ensuring a consistent level of quality and care to our patients, clients and residents.

In consultation and approved by:
Debbie Molloy

Lynette Oates
Scott Bishop
Stephen Greene
Collette Smith
Jason Cole
Alissa Setliff
Tracey Boland

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From: Konieczny, Jennifer
Sent: Thursday, February 8, 2024 9:53 PM
To: Mikaela Etchegary
Cc: Scott, Brian, Coffey, Tina, Thomas, Laura
Subject: Re: Media Request - Travel Nurses

Hi Mikaela,

This is approved.

Thanks,

Jennifer

Sent from my iPhone

On Feb 8, 2024, at 11:27 AM, Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca> wrote:

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi folks,

See revised response below, with input from Provincial Supply Chain. Thanks!

DRAFT Response: **DRAFT**

At NL Health Services, we recognize and appreciate the critical role nurses play in the delivery of quality health care to the people of our province and are committed to ongoing recruitment and retention efforts to mitigate the human resource challenges and support staff well-being and work-life. Given ongoing staffing challenges and to maintain workplace staffing levels, NL Health Services has engaged private health-care staffing agencies to provide support to fill vacant positions, temporarily, on an as-needed basis. These health-care workers are used as a short-term measure to fill vacancies, help relieve some pressure on human resources within our health-care system, and ensure the continued delivery of quality, safe care for patients.

Before 2021, use of private health-care agencies was limited to the Labrador-Grenfell health-care zone. As a result of the COVID-19 pandemic, similar to other jurisdictions across the country, health-care zones in Newfoundland and Labrador faced increasing challenges in sustaining the workforce. In late 2021 and into 2022, the former regional health authorities engaged agencies for nursing personnel, with all four formalizing contracts by late 2022.

On April 1, 2023, the four regional health authorities in Newfoundland and Labrador and the Newfoundland and Labrador Centre for Health Information came together under one provincial

health authority (PHA), NL Health Services. A number of your questions involve contracts that were signed prior to the transition to one PHA and pertain to legacy organizations. As such, we are unable to provide specific details into the decision-making process surrounding these contracts, as they were executed under the authority of the previous organizations. However, across all former health-care organizations, operational decisions were made to prioritize and maintain high levels of patient care despite human resource challenges that were being experienced provincially and nationally at the time. All former health-care organizations made conscious efforts to adhere to the Public Procurement Act, including proper reporting in accordance with provincial legislation.

Since the creation of NL Health Services, we have made significant efforts to standardize the administration of private health-care agency services, and we are implementing strategic, long-term solutions to stabilize the workforce and decrease dependence on agency nursing services.

There are many positive strategies in play that are bringing success to our efforts to stabilize the workforce. These include recruiting provincially trained graduates, incentivizing health-care workers to return back to the province, attracting national and international health professionals, and retaining current employees through promotion of workplace safety and employee wellness initiatives.

NL Health Services has contracts with several agencies due to the increased need for health care professionals. With the growing demand across the country for agency resources, it is critical to build viable resource pools quickly that can respond to both immediate and longer-term needs.

NL Health Services has had contracts with the following private health-care staffing agencies: 911 Nurses GTA, TEAL, Priority Care, Goodwill, Augury, Canadian Health Labs (CHL), Select Medical, Northern Medical, New Horizons and Express Medical.

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Central	134	0	0	0
Western	44	26	0	0
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From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>

Sent: Monday, January 29, 2024 10:35 AM

To: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>

Cc: Scott, Brian <BrianScott@gov.nl.ca>; TCoffey <TCoffey@gov.nl.ca>; Laura Thomas <LauraThomas@gov.nl.ca>; Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>

Subject: RE: Media Request - Travel Nurses

Hi Mikaela,

Please see the edits and feedback below, [REDACTED] 29(1)(a)

Could you revise and resend?

Thanks,

Jennifer

DRAFT

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29(1)(a)

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29(1)(a)

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From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Monday, January 29, 2024 9:40 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Cc: Tracey Boland (Communications) <TraceyL.Boland@easternhealth.ca>
Subject: Media Request - Travel Nurses

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Good morning folks,

See media inquiry below. Let us know if it's good to go. Thanks!

Media:

Globe and Mail, Kelly Grant

Context:

The *Globe and Mail* is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic

Questions:

1. Does your province have any contracts with private health-care staffing agencies? If so, which agencies does your province use? Please list them, including agencies you've used in the recent past and no longer use.
2. How much money does your province spend annually on private agency nurses, sometimes known as travel nurses? We are looking for spending totals for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total spending on nurses is being spent on agency nurses.
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23. CHL's original contracts contained caps. The Central contract had a cap of \$28.251-million, while Western's contract was capped at \$13.5-million. Was the cap reached in either contract? If not, how much did Central and Western pay to CHL for the first term of each contract?
24. How much have all Newfoundland and Labrador health authorities paid to CHL? How many hours of nursing services has Newfoundland purchased from CHL? Please break these figures down by year. (We asked for related figures that would help put CHL's footprint in context back in October. We would still like the answers to our original request.)
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27. Last year, Health Minister Tom Osborne called travel nursing a "necessary evil" that he would like to see ended. What steps is the province taking to decrease its reliance on travel nurses?

DRAFT Response: **DRAFT**

At NL Health Services, we recognize and appreciate the critical role nurses play in the delivery of quality health care to the people of our province and are committed to ongoing recruitment and retention efforts to mitigate the human resource challenges and support staff well-being and work-life. Given ongoing staffing challenges and to maintain workplace staffing levels, NL Health Services has engaged private health-care staffing agencies to provide support to fill vacant positions, temporarily, on an as-needed basis. These health-care workers are used as a short-term measure to fill vacancies, help relieve some pressure on human resources within our health-care system, and ensure the continued delivery of quality, safe care for patients.

Before 2021, use of private health-care agencies was limited to the Labrador-Grenfell health-care zone. As a result of the COVID-19 pandemic, similar to other jurisdictions across the country, health-care zones in Newfoundland and Labrador faced increasing challenges in sustaining the workforce. In late 2021 and into 2022, the regional health-care authorities engaged agencies for nursing personnel, with all four formalizing contracts by late 2022.

On April 1, 2023, the four regional health authorities in Newfoundland and Labrador and the Newfoundland and Labrador Centre for Health Information came together under one provincial health authority (PHA), NL Health Services. A number of your questions involve contracts that were signed prior to the transition to one PHA and pertain to legacy organizations. As such, we are unable to provide insights into the decision-making process surrounding these contracts, as they were executed under the authority of the previous organizations.

29(1)(a)

Since the creation of NL Health Services, we have made significant efforts to standardize the administration of private health-care agency services, and we are implementing strategic, long-term solutions to stabilize the workforce and decrease dependence on agency nursing services.

There are many positive strategies in play that are bringing success to our efforts to stabilize a workforce. These include recruiting provincially trained graduates, incentivizing health-care workers to return back to the province, attracting national and international health professionals,

29(1)(a)

and retaining current employees through promotion of workplace safety and employee wellness initiatives.

NL Health Services has contracts with several agencies due to the increased need for [REDACTED] 29(1)(a) [REDACTED] With the growing demand across the country for agency resources, it is critical to build viable resource pools quickly that can respond to both immediate and longer-term needs.

NL Health Services has had contracts with nine private health-care staffing agencies: 911 Nurses GTA, TEAL, Priority Care, Goodwill, Augury, Canadian Health Labs (CHL), Select Medical, Northern Medical, and Express Medical.

Health-care workers hired through private agencies often provide support in acute and long-term care settings, specifically in medicine, surgery, obstetrics, intensive care unit (ICU), mental health and emergency.

Below is a breakdown of private health-care staffing agency compensation from 2017-18 to 2023-24 (as of August 2023) for all health zones.

[Formatting issues - final tables can be viewed properly on pages 281-282](#)

Year	Agency Costs (\$)	Agency/Nurse Compensation (\$)	Agency Hours	Agency/Nurse Compensation (Hours)
2017-18	1,415,884	0.3%	11,205	0.1%
2018-19	908,851	0.2%	12,388	0.1%
2019-20	932,611	0.2%	11,941	0.1%
2020-21	958,080	0.2%	13,177	0.2%
2021-22	2,101,612	0.4%	28,905	0.3%
2022-23	31,559,733	5.9%	224,888	2.6%
2023-24 (YTD August)	35,624,539	14.5%	209,115	5.4%

The number and type of positions filled through agency resources varies as needs change. Below is a breakdown of positions filled through private health-care staffing agencies at one point of time as of September 2023.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Personal Care Assistants (PCA)	Nurse Practitioners (NP)
Eastern	53	11	0	0
Central	134	0	0	0
Western	44	26	0	0
Labrador Grenfell	7	5	3	0
Total	248	43	3	0

Private health-care staffing agencies have been used in the province since 2018. The hourly rate of these agency nurses can vary depending on a number of factors, including the demand for travel nurses in the country. Currently the range for agency fees is: Registered Nurse \$95 - \$172 per hour; LPN \$75-\$115 per hour; PCA \$45-\$70 per hour. Please note that the hourly rates for these groups does not include the Western and Central rates with one agency, as they are invoiced through a team rate. NL Health Services has only used Agency personal care assistants in very small numbers (less than 15) in parts of Labrador-Grenfell Zone historically.

In various parts of the province, there were gaps of qualified emergency department registered nurses (RNs) and nurse practitioner (NPs) with airway management competencies that were not successfully being filled by agencies with contracts in their respective zones. A specific contract with CHL was signed as that agency committed to providing a supply of qualified staff for these roles.

Newfoundland and Labrador does not currently have specific legislation or regulations that impact how private health-care staffing agencies can operate in the province. However, health-care agency workers are expected to adhere to the same professional standards and guidelines as health-care workers hired through NL Health Services, ensuring a consistent level of quality and care to our patients, clients and residents.

In consultation and approved by:

Debbie Molloy
Lynette Oates
Scott Bishop
Stephen Greene
Collette Smith
Jason Cole
Alissa Setliff
Tracey Boland

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From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Friday, February 9, 2024 9:37 AM
Subject: Media Call Report: Travel Nursing Agencies Globe and Mail February 9, 2024

MEDIA CALL REPORT

Statement

Date:
February 9, 2024

Media:
Globe and Mail, Kelly Grant

Context:
Globe and Mail is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic.

Questions:

1. Does your province have any contracts with private health-care staffing agencies? If so, which agencies does your province use? Please list them, including agencies you've used in the recent past and no longer use.
2. How much money does your province spend annually on private agency nurses, sometimes known as travel nurses? We are looking for spending totals for the last six years, beginning with 2018 and broken down by year, including as much data as you have available for 2023. In each year, please let us know what proportion of your total spending on nurses is being spent on agency nurses.
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Response Delivered:

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Since the creation of NL Health Services, we have made significant efforts to standardize the administration of private health-care agency services, and we are implementing strategic, long-term solutions to stabilize the workforce and decrease dependence on agency nursing services.

There are many positive strategies in play that are bringing success to our efforts to stabilize the workforce. These include recruiting provincially trained graduates, incentivizing health-care workers to return back to the province, attracting national and international health professionals, and retaining current employees through promotion of workplace safety and employee wellness initiatives.

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In consultation and approved by:

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From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Friday, February 9, 2024 9:37 AM
Subject: Media Call Report: Central Health Travel Nursing Contract Globe and Mail February 9, 2024

MEDIA CALL REPORT

Statement

Date:
February 9, 2024

Media:
Globe and Mail, Tu Thanh Ha

Context:
Reporter is working on a story on travel nursing contracts and noticed “contradictory information about travel nursing contracts signed last year by Central”. [This list](#) mentions two contracts that Central that were awarded to Canadian Health Labs. One for \$28.25 million, the other for \$16 million. The two were awarded one day apart, however, they share the same contract number, 2021-1926.

Question:
Are these different contracts?

Response Delivered:
The \$28.25 million contract and the \$16 million contract are part of the same agreement with Canadian Health Labs (CHL). The \$28.25 million represents the original contract, which began on July 4, 2022 and ended on February 27, 2023. An extension was required for operational reasons, leading to the subsequent \$16 million contract extension from February 27, 2023 to February 27, 2024. The contracts were signed at different times, however, the Exemptions to the Public Procurement Act legislative compliance forms were signed around the same time as part of a review process.

In consultation and approved by:

Scott Bishop
Lynette Oates
Tony Williams
Tracey Boland

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From: Herritt, Jeannine
Sent: Wednesday, February 14, 2024 10:53 AM
To: Konieczny, Jennifer
Subject: Re: For Approval: NLHS Media Request - Travel Nurses

Approved

On Feb 14, 2024, at 10:25 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Good morning,

For approval.

Thanks,
Jennifer

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Wednesday, February 14, 2024 10:22 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: Media Request - Travel Nurses

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi folks,

See media inquiry below. This is a follow up to an earlier request. Good to go?

Media:

Globe and Mail, Kelly Grant

Context:

Globe and Mail is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic

Questions:

1. You mention that there is one agency with contracts in Western and Central that invoices on a teams model. Can you confirm that this agency is Canadian Health Labs? As you know, we obtained CHL's contracts with Western and Central through an Access request, and we can see that the agency uses a teams model. We would like to be 100 per cent certain that it's CHL you are referring to here.
2. The chart you've provided breaking down agency nurse costs and hours uses fiscal years. When does the fiscal year begin in Newfoundland and Labrador? And do the costing figures in this chart include labour costs alone? Or do they also include costs

beyond labour, such as travel, accommodations, rental vehicles or daily meal allowances for travel nurses?

DRAFT Response: **DRAFT**

The agency noted in our response with contracts in the Western and Central zones, invoicing on a teams model, is Canadian Health Labs (CHL).

The fiscal year in Newfoundland and Labrador spans from April 1 to March 31. The table of agency nurse costs and hours considers the entire fiscal year. For years preceding 2023-24, due to different tracking methods across legacy Regional Health Authorities (RHAs), additional costs like travel and accommodations were included in the overall costs.

In consultation and approved by:

Scott Bishop
Debbie Molloy
Lynette Oates
Jason Cole
Collette Smith
Tracey Boland

<image001.jpg>

Mikaela Etchegary (she/her)

Media Relations Manager
Corporate Communications

t: 709-853-5206

e: Mikaela.Etchegary@easternhealth.ca

w: NLHealthServices.ca

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From: Osborne, Tom
Sent: Wednesday, February 14, 2024 1:35 PM
To: Konieczny, Jennifer
Cc: Herritt, Jeannine, McGrath, John, Scott, Brian, Coffey, Tina, Elliott, Susan
Subject: Re: For Approval: NLHS Media Request - Travel Nurses

Ok

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

On Feb 14, 2024, at 10:25 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Good morning,

For approval.

Thanks,
Jennifer

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Wednesday, February 14, 2024 10:22 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: Media Request - Travel Nurses

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Hi folks,

See media inquiry below. This is a follow up to an earlier request. Good to go?

Media:
Globe and Mail, Kelly Grant

Context:
Globe and Mail is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic

Questions:

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DRAFT Response: **DRAFT**

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In consultation and approved by:

Scott Bishop
Debbie Molloy
Lynette Oates
Jason Cole
Collette Smith
Tracey Boland

<image001.jpg>

Mikaela Etchegary (she/her)

Media Relations Manager
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From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Sent: Wednesday, February 14, 2024 3:40 PM
Subject: Media Call Report: Travel Nursing Agencies Globe and Mail February 14, 2024

MEDIA CALL REPORT

Statement

Date:

February 14, 2024

Media:

Globe and Mail, Kelly Grant

Context:

Globe and Mail is doing research for a story about private, for-profit agencies that provide temporary nurses and other temporary health-care workers to public health systems across the country. Specifically, how each province and territory is using these agencies and how that has changed since before the pandemic

Questions:

1. You mention that there is one agency with contracts in Western and Central that invoices on a teams model. Can you confirm that this agency is Canadian Health Labs? As you know, we obtained CHL's contracts with Western and Central through an Access request, and we can see that the agency uses a teams model. We would like to be 100 per cent certain that it's CHL you are referring to here.
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Response Delivered:

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In consultation and approved by:

Scott Bishop
Debbie Molloy
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From: Coffey, Tina
Sent: Monday, February 19, 2024 10:54 AM
To: McGrath, John, Osborne, Tom
Cc: Scott, Brian, Konieczny, Jennifer, Thomas, Laura, Elliott, Susan, Herritt, Jeannine, Hayes, Megan
Subject: FOR Approval CBC Radio and NTV News interview request re: Travel Nurses

John, Minister

NTV and CBC radio reached out looking for a response to Globe and Mail article (Have Nurses will. Travel) see below...

Would like for minister to respond to amount of money NL spent on a contract with Canadian Health Labs, to recruit travel nurses.

Newfoundland spent \$35.6-million on staffing agency nurses from April to August of last year, up from an average of just over \$1-million annually before the pandemic.

NTV requesting interview tomorrow morning.

CBC Radio requesting radio interview live 4-6pm or pre-recording.

Minister what works for you? We will get messaging to you today if you are available to respond.

Thanks

Tina

From: Beth Penney <bpenney@ntv.ca>
Date: February 19, 2024 at 10:11:30 AM NST
To: "Thomas, Laura" <LauraThomas@gov.nl.ca>, "Coffey, Tina" <TCoffey@gov.nl.ca>
Subject: NTV News interview request

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi there!

I'm working on a story to air tomorrow, about the article copied below from The Globe and Mail, about travel nurses, and about how much money NL spent on a contract with Canadian Health Labs, to recruit travel nurses.

Info is copied below, looking to see if Minister Osborne was available for an in person interview tomorrow morning.

Newfoundland spent \$35.6-million on staffing agency nurses from April to August of last year, up from an average of just over \$1-million annually before the pandemic.

<https://www.theglobeandmail.com/canada/article-how-canadian-hospitals-grew-dependent-on-expensive-out-of-town-nurses/>

Please note that the full text of the Globe and Mail article "Have Nurses, Will Travel" was pasted into the body of this email below the above paragraph. However, formatting issues caused the article to be extremely difficult to read. For this reason, the pages of this email containing the article have been removed, and the full article can be read on pages 291-319.

From: Konieczny, Jennifer
Sent: Monday, February 19, 2024 11:13 AM
To: Morrissey, Patrick (HCS)
Subject: Globe and Mail: How Canadian Hospitals Grew Dependent on Expensive Out
Attachments: How Canadian hospitals grew dependent on expensive out.docx

Hi Patrick,

Brian asked me to forward you the attached article. Let me know if you have any questions or if the file gives you any trouble.

Thanks,
Jennifer

How Canadian hospitals grew dependent on expensive out-of-town nurses

During the pandemic, governments turned to private firms that sent staff from across the country at higher hourly rates. A Globe investigation focusing on one such nursing agency shows those weren't the only costs borne by taxpayers

Published February 16, 2024
Investigation

Have nurses, will travel

During the pandemic, governments turned to private firms who sent staff from across the country at higher hourly rates. A Globe investigation focusing on one such nursing agency shows those weren't the only costs borne by taxpayers

Tu Thanh Ha, Kelly Grant and Stephanie Chambers The Globe and Mail



Illustrations by Cornelia Li

As the Omicron variant of COVID-19 pummelled hospitals across the country in early 2022, health officials in Newfoundland held in their hands a document that promised a solution to their severe staffing shortages.

It was a contract from Canadian Health Labs, a Toronto-based private company new to the health care business.

CHL soon began recruiting nurses from outside the province as temporary help for badly understaffed Newfoundland health care facilities. And it did so quickly, even in relatively remote locations that are ordinarily hard to staff on short notice. The infusion of skilled expertise helped shore up hospitals and head off service cuts, including temporary closings of emergency rooms – interruptions for which provincial governments often bear the brunt of the blame.

Story continues below advertisement

But this help came at a heavy cost. CHL, part of a burgeoning for-profit health care staffing industry that began expanding aggressively during the pandemic, demanded payments that in some cases worked out to hourly rates of more than \$300 for each nurse, or roughly six times what a nurse on staff at a hospital in Atlantic Canada typically earns. The company's highest rates were more than double even those charged by its private-sector competitors. CHL nevertheless inked tens of millions of dollars in contracts with health authorities in Newfoundland, and later New Brunswick.



What registered nurses earn

General duty, acute care

PROVINCE (UNION) AND HOURLY RATE

Canadian Health Labs

*According to interviews that The Globe conducted with nurses.

THE GLOBE AND MAIL, SOURCE: CANADIAN FEDERATION
OF NURSES UNIONS

A Globe and Mail investigation of the health care staffing industry found that public spending on private nursing has skyrocketed since the start of the pandemic, placing strain on the budgets of public health authorities so desperately in need of extra hands that they have adopted a whatever-it-takes approach when it comes to costs. For example, Newfoundland spent \$35.6-million on staffing agency nurses from April to August of last year, up from an average of just over \$1-million annually before the pandemic.

To gain a sense of how the industry operates, The Globe delved into the workings of CHL. The Globe spoke with 35 people who had worked with the company or with its chief executive, Bill Hennessey, including 26 nurses. The investigation included searches of land titles, court papers and corporate registries, as well as 40 freedom of information requests, which produced more than 4,000 pages of documents, including hundreds of pages of CHL invoices and contracts. The records open a rare window into an industry that operates mostly out of public view, even though its clients are taxpayer-funded hospitals and nursing homes.

Although CHL wasn't the only agency to clinch contracts in Newfoundland and New Brunswick during this time, it charged more and invoiced for more things. And it faced scrutiny in the Ontario Legislature. During Question Period on May 31, Ontario NDP critics France Gélinas and Joel Harden said a whistle-blower had told them CHL had hired Ontario nurses away from the public system while turning huge profits, a development Ms. Gélinas called "sickening."

Mr. Hennessey, an entrepreneur who ran an industrial cleaning products business before turning to health care during the pandemic, also sought profits in other ways. He set up corporations that provided accommodations and rental

cars to out-of-province nurses. Those costs were reimbursed by CHL's government clients.

Other expenses borne by taxpayers on behalf of CHL nurses included certification classes, a \$312 cab ride, Walmart furniture, pet transportation and, in one case, an air fryer. In another case, it's unclear where the money went. CHL invoiced Newfoundland for \$1.6-million in meal allowances for nurses, even though the company's contracts with nurses required them to pay for their own food. The Globe found no evidence of this money being distributed to nurses, and CHL and provincial officials did not respond to multiple questions about the expenses.

Because CHL did business in Newfoundland, which has the most open freedom of information system in the country, The Globe was able to examine the company's operations in a way that isn't possible in jurisdictions with more restrictive access regimes.



Staff work in the emergency department of Dr. Georges-L.-Dumont University Hospital Centre in Moncton, the main hub of Vitalité Health Network. The New Brunswick health service was CHL's biggest client. Daniel St. Louis/Supplied by Vitalité Health Network



Bill Hennessey, shown in 2015, is the CEO of Canadian Health Labs. Aaron Cobb/The Globe and Mail

The Globe sent CHL and Mr. Hennessey 36 questions about their business practices. The company responded with a four-paragraph statement. “While contract rates for human health resources vary by region and specialty, the terms of CHL’s contracts with healthcare professionals are fair and transparent,” the statement said. It added that contracts “are tailored to meet each jurisdiction’s significant local needs, and reflect the extraordinary logistical challenges of getting and keeping health care professionals in rural, remote and underserved communities.”

The costs of using health care staffing agencies are why Newfoundland and Labrador Health Minister Tom Osborne, speaking in his province’s legislature in May, 2023, called temporary nursing, sometimes known as travel nursing, a “necessary evil” – necessary because of a national and international health care staffing crisis that has developed as nurses retire early, take fewer shifts or leave the public sector. But the solutions staffing companies offer aren’t permanent; they largely shift Canada’s finite pool of trained nurses from one place to another.

Several provinces are now trying to wean themselves off for-profit temporary nursing. Some union leaders are calling for a ban on agencies.

Others are searching for a middle ground. Lisa Levin, the chief executive officer of AdvantAge Ontario, which represents municipal and non-profit long-term care homes, said agencies serve a purpose and shouldn't be barred from the public system. "During the pandemic, they saved lives," she said. She lauded them for sending backup when COVID-19 depleted nursing home staff.

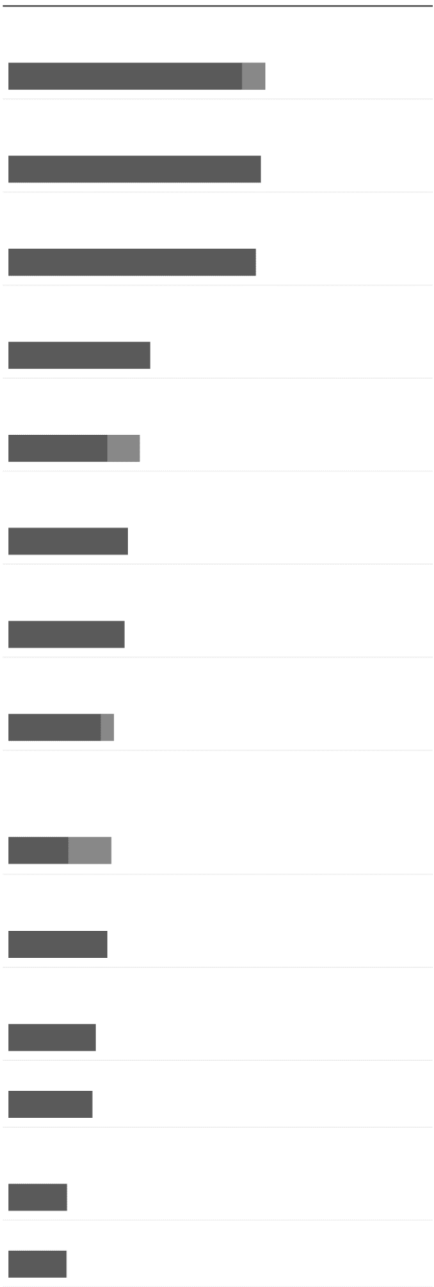
But now, some homes surveyed by Ms. Levin's organization say they are too dependent on agencies, despite the exorbitant rates they charge.

"We need the government to step in and hold temporary staffing agencies that are price gouging accountable," Ms. Levin said, speaking about the private nursing industry in general, not CHL in particular. "We also need them to address the health human resource crisis that has caused the reliance to such an extent on temporary agencies."



The regional hospital in Campbellton, N.B., lights up in the distance on a winter's night. The agency running it, Vitalité Health Network, made a deal with CHL to

staff its hospitals; in one contract obtained by The Globe, CHL charged Vitalité the equivalent of \$300.72 an hour for a nurse. Chris Donovan/The Globe and Mail



What the health authorities pay to agencies

REGION, AGENCY AND HOURLY RATE

Canadian Health Labs

\$283.63 to \$312.25

N.B. Vitalité Health Network

Canadian Health Labs

N.B. Vitalité Health Network

Canadian Health Labs

Canadian Health Labs

Northern Medical Connections

N.B. Vitalité Network

N.B. Vitalité Network

Good Will Staffing

Ontario South West

Gracious Home Healthcare, Greenstaff,

Mimak, Medsag Inc. and We Care4U

N.L. Eastern, Central, Western, Labrador

Good Will Staffing

Venture Healthcare Inc.

Quebec average hourly rate

Amika - Aide et soins à domicile

†: Calculated from team rates in contracts.

1. Contract extended to Feb. 27, 2024.
2. Second nursing contract. Can extend to Feb. 5, 2026.
3. First nursing contract ended Sept. 30, 2023.
4. Contract extended to April 30, 2024.
5. Estimated rate, based on total amount invoiced and time worked.
6. Contracts of five agencies with Huron Perth Healthcare Alliance, which runs a network of hospitals in southwestern Ontario. In effect until July 31, 2024.
7. Contract ended Sept. 30, 2023.
8. Average rate for agency nurses in Quebec public healthcare system in 2022-2023.
9. Lowest bid for Montreal and several regions in major call for tenders issued by the Quebec government in Dec., 2022.

THE GLOBE AND MAIL

Private agencies have existed in Canada for decades, but they used to be peripheral. They provided staff to remote places, such as First Nations reserves and fly-in communities in the far North.

They also supplied workers for last-minute shifts at some urban hospitals and nursing homes. Although nurses who work for these agencies earn more per hour than they would working for public health care facilities, agency jobs usually have downsides: no pensions, no benefits and no guaranteed hours.

COVID-19 shifted the balance. The need was so great that nurses who left the public sector for private agencies could have their pick of hours, at more than twice what they earned before.

In the first quarter of 2020, before COVID-19 became entrenched, there were 12,860 vacancies for registered nurses and psychiatric nurses in the country, according to Statistics Canada. A year later, there were 20,090 vacancies – a 56-per-cent increase.

The number of unfilled RN jobs kept climbing: 22,860 in the first quarter of 2022, then 28,335 for the same period in 2023. That jump was “the highest numerical increase observed among all occupations across the labour market,” StatsCan wrote in a [report](#) in July. The categories with the second and third-highest increases in vacancies were licensed practical nurses and nurse aides, who typically have less training than RNs.

“In my 27 years of being a nurse, we’ve never seen a shortage as dire as we have in recent years,” said Paula Doucet, president of the New Brunswick Nurses Union.

The lack of nurses forced health authorities to consider, and sometimes carry out, deep cuts to medical services.

Politicians are attuned to the public uproar that follows temporary closings of emergency departments and other cuts, which means they and their unelected counterparts in health leadership will do – and spend – almost anything to avoid shutting down services, said Michael Gardam, former chief executive of PEI’s health authority.

“It’s that level of desperation, of course, that agency companies thrive on,” he added.

At an October meeting of Canada’s health ministers in Charlottetown, the host, Prince Edward Island Health Minister Mark McLane, told reporters he and his colleagues were well aware of the biggest challenges facing the health care system.

“The top three,” he said, “are staffing, staffing and staffing.”

The Globe asked health authorities in every province and territory which agencies they use, what they pay those agencies and if those costs changed recently.

Nova Scotia spent \$43.9-million on agency RNs for hospitals from April to September of 2023, 10 times what it spent in all of 2018-19. It also doled out \$50.2-million for out-of-province health workers at nursing homes in its 2022-23 fiscal year and \$36-million so far in 2023-24. The province enacted a policy in December limiting the number of days per year travel nurses can work.

Manitoba spent just over \$54-million on travel nurses in 2022 – the last year for which it provided data – up from \$23.3-million in 2019. Neighbouring Saskatchewan spent \$45.3-million on agency nursing in 2022, and \$20.8-million in the first six months of 2023, up from \$12.3-million in all of 2021. (The province didn't track spending on travel nurses provincewide before the pandemic.)



Christian Dubé is Health Minister in Quebec, which has passed a law to phase out the use of agency personnel. Jacques Boissinot/The Canadian Press

In Quebec, growth in the use of health care staffing agency personnel led the province to adopt Bill 10 last year. The legislation would gradually phase out agency use by 2026. Health Minister Christian Dubé blamed red tape and poor working conditions for pushing nurses toward the private sector. “The status quo is not a long-term solution,” he told a committee of the province’s legislature.

From 2018-19 to 2022-23, the contribution of agency personnel in Quebec's public health care system more than doubled, from 1.99 to 5.06 per cent of the total time worked by nurses. The average rates agencies charged for nurses also soared, from \$62.33 to \$101.88 an hour. As a result, the financial burden of private staffing tripled, from 2.08 to more than 6 per cent of nursing labour costs.

In total for 2022-23, Quebec spent nearly \$578-million on agency nurses. In December, 2022, the province issued a massive call for bids on more than 8.4 million hours of work for agency staff.

Hospitals in Ontario collectively paid more than \$168.3-million in public funds to for-profit nursing agencies in the first three quarters of 2022-23 alone – more than four times the \$38.1-million the province's hospitals spent on agency nurses in all of 2020-21.

Ontario's acting Auditor-General, Nick Stavropoulos, raised the issue in his annual report in December, noting that for-profit nursing costs had skyrocketed in northern hospitals, in long-term care homes and in some emergency wards. Staff at one hospital told the auditor's office they had become de facto travel agents for out-of-town workers. Another hospital even bought and maintained a property to house travelling nurses.



Acting Ontario Auditor-General Nick Stavropoulos releases his 2023 report, which addressed the soaring cost of agency nursing. Nathan Denette/The Canadian Press

The agencies rely on a pool of nurses willing to try something different. CHL nurses who spoke to The Globe said they felt overworked, underpaid, and underappreciated in the public system.

The Globe is not naming them and other sources who have worked at CHL or still do, because they signed non-disclosure agreements.

University of Ottawa professor Ivy Bourgeault, director of the Canadian Health Workforce Network, a group of industry researchers and decision-makers, said private agencies often let nurses control their schedules, a perk rarely available to young staff nurses.

“If you don’t have the flexibility to manage the day-to-day demands on your time, you are going to look for an option that may pay you more money, but more importantly allows you to pick and choose where you’re working and when,” she said.



CHL’s involvement in Newfoundland’s health care system began with an e-mail. One evening at the height of COVID-19’s Omicron wave, Ken Carter, an aide to Newfoundland Premier Andrew Furey, received a message from a lobbyist who wanted to introduce him to a company that ran COVID-19 testing and vaccination.

“I think you’ll be very impressed with what they’re capable of,” the lobbyist, Jordan O’Brien, wrote in the Jan. 12, 2022, e-mail.

The company was CHL. Mr. Hennessey, who was copied on the introduction, chimed in. “We are extremely nimble and could get started essentially immediately if there is a need,” he wrote. Mr. Furey’s office confirmed that it had been introduced to Mr. Hennessey by e-mail, but said procurement decisions are made by health authority administrators.

Seizing an opportunity was nothing new for Mr. Hennessey. Over the years, he had founded companies that delivered lobsters and offered door-to-door trash pick-up during a Toronto garbage strike. He had also run companies that planned and held events, including annual Irish-themed bashes for which he trademarked the phrase “St. Party’s Day.”



Mr. Hennessey in 2012, when he was profiled for the 'St. Party's Day' events that his company, Oxford Beach, was organizing in Toronto. Tim Fraser/The Globe and Mail

On his LinkedIn profile, he says he is “extremely passionate about providing long term solutions” to Canada’s health care human resources challenges. The profile

says the 39-year-old has “over 20 years experience in healthcare,” citing work he did as a student.

By the 2010s, Mr. Hennessey was selling sanitation products under the name Qwatro RoyalPak. During this time, in 2014, Ernst and Young Canada included him in a list of Ontario’s noteworthy entrepreneurs. He continued organizing events, including networking conferences with names such as the Cannabis Society, the Blockchain Society and the E-Gaming Society.

When the pandemic began in 2020, he pivoted to a new business. In the fall, he registered the web domain for Canadian Health Labs.

CHL began selling COVID-19 test kits. Then it began running testing and vaccination clinics.

Then, within three-and-a-half months of Mr. Hennessey’s introduction to Mr. Furey’s office, Newfoundland sole-sourced a contract to CHL worth as much as \$28.25-million. The company was to provide a service the province needed more than vaccination clinics: temporary nurses.





Newfoundland's capital in the early days of COVID-19: The George Street statue of musician Ron Hynes wears a mask, while Premier Andrew Furey gives an interview at the Confederation Building. CHL first pitched vaccination and testing services to the premier's office, then later signed nursing contracts with regional health authorities. Paul Daly/The Canadian Press; Kara O'Keefe/The Globe and Mail

In early May, 2022, on the same day CHL sent its first-ever nursing invoice to the province, a caller to a show on VOCM, a St. John's radio station, said ads circulating online were inviting nurses to come to Newfoundland for jobs paying \$70 an hour, plus accommodations.

Host Linda Swain inquired, and the province's officials explained that the ads had been posted by CHL so that it could provide "travel teams of health care staff" to Central Health, a local medical authority that serves about 95,000 people in municipalities such as Gander and Grand Falls-Windsor.

With the exception of remote Labrador communities, travel nursing was new to the province. Pandemic-related staffing shortages had forced local authorities to

reach outside for relief, Central officials said in a May 25, 2022, briefing note approved by John Haggie, who was then the province's minister of health.

Internal documents show that Central was short 141 nurses, 70 of them full-time. Two agencies had been unable to attract enough nurses. CHL had promised 65 nurses by the end of June.

Two days after the VOCM show, Jerry Earle, the president of the Newfoundland and Labrador Association of Public and Private Employees, the province's largest union, wrote to Mr. Haggie and Finance Minister Siobhan Coady. "You pay a private company to fly workers in here at additional costs while the local workers who've given so much of themselves in the past two years to get us through this pandemic are treated as second class workers," his May 11 letter said. He asserted that CHL was "clearly making a sizable profit."

But neither Mr. Earle, nor anyone outside of CHL and the health care bureaucracy, knew just how much money the company was taking in.

CHL's one-year contract with Central, effective April 30, 2022, had a cap of \$28.25-million, not including travel, accommodations, rental vehicles or other expenses the nurses incurred. It was later extended to Feb. 27 of this year, adding \$16-million to the cap.

Unlike other agencies, which charge hourly rates, CHL told Central that its staff came in teams. For \$15,480, Central would get a 12-hour shift from a team of eight RNs, one "virtual clinic lead" and one "virtual operations lead." The contract doesn't explain what those virtual jobs entailed. The result was that CHL's hourly costs were not explicitly laid out in the contracts, unlike at other agencies, which included their overhead, such as support staff, in their hourly rates.

In order to reflect the actual cost of getting a nurse into a health care facility, The Globe excluded the virtual positions from its calculations of CHL's hourly rates, and divided the team rates by the number of nurses the company provided. By this measure, Central was effectively paying CHL \$161.25 for each hour of work from a nurse. Around the same time, the province's eastern health authority had inked a contract with another agency, GoodWill Staffing. Their hourly rate for an RN was \$80.

CHL's contracts provide for annual increases pegged to inflation. Starting May 1, 2023, it began billing Central the equivalent of \$172.22 an hour. (Like all staffing agencies, CHL passes on only a portion of its fees to its nurses.)



A nurse from Newfoundland's Eastern Health prepares a dose of COVID-19 vaccine. Eastern Health initially did not employ CHL nurses and paid a lower hourly rate to a different company. Paul Daly/The Canadian Press

The Globe asked CHL about its pricing system. In its statement, CHL said that its “team-based models are tailored to the needs of the local health authority.”

“CHL compensation packages include competitive hourly rates and wraparound supports such as housing, travel accommodations, and infield onboarding

services, which increase the retention of healthcare professionals to the benefit of local communities,” the statement added.

The Globe also sent Newfoundland officials detailed questions about the contracts.

Newfoundland and Labrador Health Services, the entity now responsible for regional medical authorities in the province, including Central, said in a statement that it was created last year and therefore can’t comment on contract decisions made by “previous organizations.”

Newfoundland’s Health Department said in a statement that “given the ongoing staffing challenges and the need to support staff, travel nursing agencies have been used to ... fill vacant positions, avoid disruptions, and provide human resources relief.”

The rates CHL negotiated in Central pale in comparison to those it began receiving when it expanded to the island’s west, where Corner Brook and Stephenville are located.

Western Regional Health’s distress can be detected in records obtained through access to information. On June 27, 2022, the authority’s interim CEO, Michelle House, checked on negotiations with CHL in an e-mail to an assistant deputy minister. “Any update on this? Really rough weekend with staffing,” she wrote.

Three days later, Western signed a deal with CHL. The hourly rates worked out to \$283.63 for general RNs and \$312.25 for specialty nurses. CHL nurses who spoke to The Globe said they were paid between \$85 and \$100 an hour while working in Newfoundland.

A July 7, 2022, briefing prepared by Health Department officials and approved by Mr. Haggie, the former health minister, said reasons for the higher rates included the fact that Western had signed its contract later than Central, at a time when “demand for agency nurses [and prices] have increased.”

In an interview, a former CHL administrator said officials had little choice but to turn to his agency, despite its limited track record. “You have a massive need and crisis, and we had nurses willing to go, because we were paying them more,” he said.

Bringing dozens of nurses from across Canada to small-town Newfoundland turned into a costly logistical process.

But CHL's willingness to cover all sorts of expenses was behind its recruiting success, one nurse explained. "CHL seemed to reimburse everything, almost, in terms of courses, licensing, education. So that was quite significant. And I think that's why a lot of people joined," he said.

Those reimbursements were ultimately funded by taxpayers. CHL billed health authorities for the nurses' police checks, for their professional liability insurance, their tuberculosis tests, their \$412 Newfoundland nursing licences.

Some nurses needed further certifications. So CHL charged Newfoundland \$232 to \$680 for each staffer who took courses on topics such as trauma nursing or pediatric life support. In one case it charged \$155 for a nurse's textbook.



A lounge sits empty at the Gander airport. Regional health agencies reimbursed CHL for airfare and hotels to get its travel nurses to Newfoundland. Greg Locke/The Globe and Mail

CHL covered airfare, and hotels during layovers. To help nurses stay longer in the field, the company allowed them to drive to Newfoundland, so they could bring more personal belongings. One-way mileage costs from Ontario ran as high \$2,065, plus hotels along the way. One nurse drove from Saskatchewan, another from northern Alberta. A nurse from Vancouver Island claimed \$3,741 in mileage.

Once they arrived, some stayed in hotels or Airbnbs, for \$4,000 a month. Others were assigned rented apartments that had to be furnished. Their expense claims included items such as “Rogers Bill,” furniture from Walmart and, in one case, a \$68.95 air fryer.

Some nurses took cab rides between airports and their homes that cost between \$230 and \$312.

One significant cost that CHL passed on to taxpayers was meals for its travelling staff. As part of its contracts, CHL invoiced Newfoundland health authorities for dozens of per diems that it said it was incurring daily. Initially, the per diems were \$50.20 for three meals, but they were indexed last summer to \$60.24.

CHL billed for more than 87,000 meals, totalling almost \$1.6-million.

But The Globe found that nurses were told they had to pay for their own food, raising questions about why public funds were paid to CHL for an expense that appears not to have been incurred.

The Globe spoke with 26 nurses who worked for CHL in Newfoundland in 2022 and 2023. All said they had not received money for meals. Contracts signed by the nurses – copies of which were obtained by The Globe – said specifically that “food/groceries/take out is the sole responsibility of said contractor and CHL does not provide any financial reimbursement.” (CHL hires nurses as independent contractors rather than employees.)

That language was also consistent with some ads that CHL used to recruit staff.

Two weeks after its contract with Central went into effect on April 30, 2022, CHL advertised job openings on Facebook. “You can make up to 12k per month with zero cost of living (other than food) all while travelling to our many contracts across Canada. We are currently seeking registered nurses to travel to Newfoundland,” the May 13 post said.

Three sources who worked at CHL said the company at times offered an explanation for this: it told people who inquired that nurses' paid breaks were the equivalent of meal allowances. But invoices obtained by The Globe show that CHL billed health authorities for meals even when nurses weren't on duty, and therefore weren't taking breaks. And this policy was not explained in contracts seen by The Globe.

The Globe sent written questions to CHL on three separate occasions about its practice of billing for meal allowances. The company never addressed the questions.

Mr. Hennessey was also developing another source of revenue. By last August, CHL was invoicing Central more than \$11,000 a week for rentals of eight vehicles from Canadian Sustainability Labs, a company that lists him as its sole director. Similarly, CHL's contracts in New Brunswick gave it the right to be reimbursed for renting cars from a company called Canadian EV Labs, which also lists Mr. Hennessy as its director.

In August, 2023, CHL brokered two other contracts with Newfoundland, one for ER nurses and one for nurse practitioners. E-mails show that the company also pitched a new line of business called "CHL 4.0." CHL wanted Newfoundland to pay it to recruit 100 overseas nurses and settle them with "A-Z white glove" service.

If Newfoundland agreed, CHL's contract said it would provide nurse practitioners for \$130 an hour. If not, the company would charge \$235 an hour.

Health officials declined, and invoices show Newfoundland and Labrador Health Services is paying the higher rate.

CHL's contracts with New Brunswick's francophone medical authority, the Vitalité Health Network, are even larger than its Newfoundland deals.

Vitalité has refused to release any documents The Globe has requested concerning CHL, citing an exemption in New Brunswick's freedom of information legislation for commercial interests – despite past rulings by the province's Privacy Commissioner that contracts between public bodies and private suppliers shouldn't be kept secret, except under exceptional circumstances supported by clear, specific reasons.

The Globe nevertheless obtained copies of three contracts between Vitalité and CHL. The first, which ran from July 29, 2022, to Sept. 23, 2023, for a maximum of \$20-million, provided a mix of registered and licensed practical nurses at the equivalent of \$300.72 an hour. Licensed practical nurses are typically paid less than RNs.

A second contract, with a maximum of \$45-million, supplied personal support workers at \$162.29 an hour.

The largest deal went into effect on Dec. 2, 2022, and runs until February, 2026, with a cap of \$93-million. It effectively charges Vitalité \$306.70 an hour for a nurse.

According to data that the New Brunswick Nurses Union obtained through access to information, most of the money that Vitalité spends on temporary staff goes to CHL. From July, 2022, to August, 2023, the medical authority paid \$53.5-million to four agencies. CHL received 83 per cent of it, around \$44.3-million.

“Paying travel nurses three times what a salaried New Brunswick nurse earns makes no sense,” Ms. Doucet, the NBNU president, said.

Vitalité declined to address The Globe’s detailed questions about its contracts with CHL. Instead, it issued a statement from its CEO, France Desrosiers, emphasizing that it was facing an acute staffing shortage that could have forced hospitals to close.

Another costly feature of the New Brunswick contracts is a phrase in a section about travel and accommodation. It says Vitalité is responsible for reimbursing these expenses “not exceeding current market rates for rental vehicles and/or hotels/Airbnbs.”

Those words committed Vitalité to reimbursing CHL at hotel-like rates even as the company eventually began lodging its personnel in regular apartments.

In Moncton, Campbellton and Edmunston, three cities where CHL supplied nurses, Canadian EV Labs and CSL RE Inc., two companies that list Mr. Hennessey as their sole director, purchased five properties between 2022 and 2023. A CHL nurse confirmed that while working in New Brunswick she was billeted at one of those properties.

Last spring in Campbellton, a mostly French-speaking city in northern New Brunswick, a notice arrived for tenants of a seven-unit building on Andrew Street. The new owner, CSL RE Inc., wanted to terminate their leases. “I was stunned,” recalled one resident, Francine O’Brien.

CHL had a contract to staff Campbellton’s hospital, and Ms. O’Brien was among several retirees being told to make room for travel nurses. The community is in the midst of a housing shortage.

The tenants who had to relocate were in their 70s and 80s, said another resident, Geraldine Levesque. They were paying between \$1,000 and \$1,100 a month in rent. “When we had moved there, we expected to be there for the rest of our life. After four years, getting a letter like that, it’s a shock,” she said.



Ms. O'Brien and Geraldine Levesque used to live in this apartment building in Campbellton until its owners decided it should house travel nurses. Chris Donovan/The Globe and Mail

As it supplied nurses to Newfoundland and New Brunswick, CHL looked for other markets. In 2023, it hired a lobbyist to help it bid on a massive call to supply agency health workers across Quebec.

But CHL made no further inroads. Quebec gave priority to lowest-bidding firms, and CHL was not on the list of companies pre-screened by the province's public procurement authority.

Mr. Hennessey has started a new company dedicated to overseas health care recruitment, World Health Labs, registered in Barbados. He is the sole director.

In a job posting last year for an executive assistant to Mr. Hennessey, World Health Labs said the CEO is "quite demanding ... works 100+ hours a week from a variety of time zones ... lives between Barbados, Nice (France), Toronto, Atlantic Canada and Miami."

Although New Brunswick and Newfoundland officials say they are working on better ways to recruit and retain health care workers, travel nursing will remain a reality for a while.

"It would be irresponsible as a health care organization to phase them out completely at this time, given the immediate needs to be met," Dr. Desrosiers's statement said.

Vitalité, she said, won't be in a position to phase out travel nurses completely until the winter of 2026. CHL's longest-running contract with New Brunswick ends on Feb. 5, 2026.

Data-extraction coding by Yang Sun, graphics by Murat Yükselir, and additional contributions from Rick Cash, Chen Wang and Frédérik-Xavier Duhamel.

From: Coffey, Tina
Sent: Monday, February 19, 2024 11:23 AM
To: McGrath, John, Osborne, Tom
Cc: Scott, Brian, Konieczny, Jennifer, Thomas, Laura, Elliott, Susan
Subject: FW: Request for interview/comment from Minister Osborne today

John, Minister

Globe and Mail is also looking for an interview today... Deadline is 8:30 pm.

The reporter is also working on a follow-up story and would like to discuss with Minister.. Union leaders in Newfoundland are calling on the A-G to investigate the province's contracts with Canadian Health Labs, the company that was the subject of our investigation. <https://www.theglobeandmail.com/canada/article-nurses-unions-call-for-auditor-general-probes-into-public-contracts/>

Brian, do you have access to article to send around? I don't have access.

Tina

From: Grant, Kelly <KGrant@globeandmail.com>
Sent: Monday, February 19, 2024 11:15 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Subject: Request for interview/comment from Minister Osborne today

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Brian, Laura, Jennifer and Tina:

My name is Kelly Grant and I'm health reporter with The Globe and Mail. We corresponded earlier about Newfoundland and Labrador's use of travel nurses for an investigation that The Globe published on the weekend. <https://www.theglobeandmail.com/canada/article-how-canadian-hospitals-grew-dependent-on-expensive-out-of-town-nurses/>

I'm working on a follow-up story today and I'm looking to interview Minister Tom Osborne. Union leaders in Newfoundland are calling on the A-G to investigate the province's contracts with Canadian Health Labs, the company that was the subject of our investigation. <https://www.theglobeandmail.com/canada/article-nurses-unions-call-for-auditor-general-probes-into-public-contracts/>

Separately, we've heard chatter from nurses that the Newfoundland government is already investigating CHL. Is that correct?

My deadline to file is 6 p.m. ET today (8:30 p.m. NL.) I'm happy to chat by phone if you have any questions about what I'm looking for.

Take care,
Kelly Grant
Health reporter
The Globe and Mail
647-688-4214
@kellygrant1

From: Konieczny, Jennifer
Sent: Monday, February 19, 2024 11:45 AM
To: Morrissey, Patrick (HCS)
Subject: RE: Globe and Mail: How Canadian Hospitals Grew Dependent on Expensive Out
Attachments: Nurses union response.docx

Here's the other one:

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Monday, February 19, 2024 11:34 AM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Subject: Re: Globe and Mail: How Canadian Hospitals Grew Dependent on Expensive Out

Thanks! Are there multiple articles on this with globe?

Patrick
Sent from my iPhone

On Feb 19, 2024, at 11:13 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Hi Patrick,

Brian asked me to forward you the attached article. Let me know if you have any questions or if the file gives you any trouble.

Thanks,
Jennifer

<How Canadian hospitals grew dependent on expensive out.docx>

Nurses' unions call for auditor-general probes into public contracts with private staffing agencies

TU THANH HA

PUBLISHED 4 HOURS AGO
FOR SUBSCRIBERS

The high costs charged by private nursing agencies threaten the public health care system and need to be investigated by Canada's auditors-general, union leaders say, after a Globe and Mail investigation into the impact of temporary personnel in Newfoundland and New Brunswick.

The Globe's investigation found that public spending on private nursing has skyrocketed in Canada since the start of the pandemic, as burnout and early retirements worsened a staffing shortage and forced many health authorities to pay high rates for temporary workers. In some provinces, annual spending on nursing agencies ballooned into the tens or hundreds of millions of dollars in the span of just a few years.

The investigation focused on one such company, Canadian Health Labs, a Toronto agency with a major share of nursing contracts in Newfoundland and New Brunswick. The company invoiced what The Globe calculates to be rates that are twice what other agencies charge.

Linda Silas, president of the Canadian Federation of Nurses Unions, said her organization will write this week to all of Canada's auditors-general and health ministers, urging them to investigate the costs and impact of agency nursing.

Newfoundland once only used travel nurses to staff remote communities but significantly increased their involvement in recent years.

In the past three years, the proportion of hours worked by agency nurses in the province surged from 0.3 per cent to 5.4 per cent. The province spent \$35.6-million on staffing agency nurses from April to August of last year, up from an average of just over \$1-million annually before the pandemic.

CHL currently charges Newfoundland's western region the equivalent of \$312.35 an hour per specialty nurse and \$283.63 per regular registered nurse. The central region pays CHL the equivalent of \$172.22 an hour per RN.

Public-sector RNs in Newfoundland earn between \$34 and \$42 an hour. CHL nurses interviewed by The Globe say that they were paid between \$80 and \$100. The Globe agreed not to name the nurses because they signed non-disclosure agreements.

In a statement to The Globe before the investigation was published, CHL said that the terms of its contracts vary by region and specialty and are “fair and transparent.” CHL added that its contracts “are tailored to meet each jurisdiction’s significant local needs, and reflect the extraordinary logistical challenges of getting and keeping health care professionals in rural, remote and underserved communities.”

The statement also said the contracts include logistical supports, “which increase the retention of health care professionals to the benefit of local communities.”

In response to queries from The Globe, health authorities that signed contracts with CHL said they were facing drastic staffing shortages.

The Globe investigation also found that CHL billed Newfoundland for \$1.6-million in meal allowances for its personnel, although contracts it signed with its nurses stipulate that food isn’t included. The Globe reached out to 26 nurses who had worked for CHL and none said they had received meal per diems. CHL has not answered Globe queries about the discrepancy.

“The Auditor-General of Newfoundland and Labrador should be having a look,” Yvette Coffey, president of the Registered Nurses’ Union Newfoundland & Labrador, said in an interview.

“I did not realize the magnitude and the shocking cost. It’s unbelievable.”

Jerry Earle, president of the Newfoundland and Labrador Association of Public and Private Employees, had expressed concerns about costs when CHL first arrived in 2022.

“The Auditor-General needs to go in and do a full-fledged investigation and be open and transparent with Newfoundlanders and Labradorians about what she finds,” he said in an interview.

In New Brunswick, CHL’s current nursing contract with the Vitalité Health Network is in effect until 2026, with a cap of \$93-million. It charges the equivalent of \$306.70 an hour for a nurse. Public-sector New Brunswick registered nurses earn between \$37 and \$45 an hour.

The New Brunswick agreement also allows CHL to bill Vitalité at hotel rates to accommodate its personnel, even though The Globe found that they were lodged in apartments.

“We’re going to be calling on the Auditor-General to be digging a little bit deeper into some of these contracts,” Paula Doucet, president of the New Brunswick Nurses Union, said in an interview.

The Globe also found that companies affiliated with CHL bought properties in New Brunswick and, in one case, tried to terminate the leases of local tenants to make room for travel nurses.

“I can only imagine how demoralized nurses who have been working in New Brunswick for years feel when they see this. And I also have a real sense of the gross overcharging by CHL and think that’s unacceptable,” Susan Holt, Leader of New Brunswick’s Official Opposition Liberals, said in an interview.

She said the Auditor-General “would be well positioned to dig in and help give New Brunswick clarity.”

Jolyne Roy, a spokeswoman for New Brunswick Auditor-General Paul Martin, didn’t immediately reply to a request for comment.

Chrysta Collins, a spokeswoman for Newfoundland Auditor-General Denise Hanrahan, said her office does not comment on policy decisions but added that “we would be happy to discuss our audit work if the opportunity should arise.”

Ms. Silas of the Canadian Federation of Nurses Unions said she already wrote in April, 2022, to the 11 federal and provincial auditors-general, urging them to audit the private agencies.

Agency nursing “affects the continuity of care that patients and residents receive, and represents a loss of millions of dollars – money that could be better invested in strengthening Canada’s public health care,” she wrote.

The only commitments she got back came from federal Auditor-General Karen Hogan and then-Ontario auditor-general Bonnie Lysyk.

Ms. Lysyk’s interim successor, Nick Stavropoulos, released audits in December that found the use of agency nurses in northern hospitals had soared, and that Ontario isn’t adequately tracking spending for private nurses.

Ontario NDP health critic France Gélinas first raised concerns about CHL in the legislature last year. In an interview, she said that after reading The Globe’s investigation, “I have steam coming out of my ears.”

The Ontario government played a role in the growth in travel nursing, she said, blaming Bill 124, which limited public-sector wage hikes. Last week, the Ontario Court of Appeal upheld a ruling that the legislation is unconstitutional, and the provincial government announced it would not appeal it further.

Ms. Gélinas argues Bill 124 contributed to the exodus of Ontario nurses toward private agencies. “There was no respect for them in the public system.”

Ms. Doucet noted that Vitalité has declined to release documents concerning CHL. “They have to be more transparent,” she said.

Health officials told The Globe that the need for agency nurses will decrease as they improve staff recruitment but both Ms. Silas and Ms. Holt said that it is also crucial to improve working conditions to retain health care personnel.

Sylvain Brousseau, president of the Canadian Nurses Association, said governments must ensure that the public health care system is a more attractive employer than agencies. “We took it for granted that nurses would remain inside the health care system,” he said.

From: Konieczny, Jennifer
Sent: Monday, February 19, 2024 11:48 AM
To: Osborne, Tom, McGrath, John, Morrissey, Patrick (HCS), Langor, Fiona, Herritt, Jeannine, Sweeney, Gillian, Hayes, Megan
Cc: Scott, Brian, Coffey, Tina, Thomas, Laura, Power, Maggie, Elliott, Susan
Subject: Globe and Mail: Nurses' unions call for auditor-general probes into public contracts with private staffing agencies [This article is included on pages 322-325](#)

Nurses' unions call for auditor-general probes into public contracts with private staffing agencies

TU THANH HA

PUBLISHED 4 HOURS AGO

FOR SUBSCRIBERS

The high costs charged by private nursing agencies threaten the public health care system and need to be investigated by Canada's auditors-general, union leaders say, after a Globe and Mail investigation into the impact of temporary personnel in Newfoundland and New Brunswick.

The Globe's investigation found that public spending on private nursing has skyrocketed in Canada since the start of the pandemic, as burnout and early retirements worsened a staffing shortage and forced many health authorities to pay high rates for temporary workers. In some provinces, annual spending on nursing agencies ballooned into the tens or hundreds of millions of dollars in the span of just a few years.

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From: Morrissey, Patrick (HCS)
Sent: Monday, February 19, 2024 11:48 AM
To: O'Toole, Maggie
Subject: Fwd: Globe and Mail: How Canadian Hospitals Grew Dependent on Expensive Out
Attachments: Nurses union response.docx
[This article is included on pages 322-325](#)

Sent from my iPhone

Begin forwarded message:

From: "Konieczny, Jennifer" <JenniferKonieczny@gov.nl.ca>
Date: February 19, 2024 at 11:44:52 AM NST
To: "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Subject: RE: Globe and Mail: How Canadian Hospitals Grew Dependent on Expensive Out

Here's the other one:

From: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Sent: Monday, February 19, 2024 11:34 AM
To: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Subject: Re: Globe and Mail: How Canadian Hospitals Grew Dependent on Expensive Out

Thanks! Are there multiple articles on this with globe?

Patrick
Sent from my iPhone

On Feb 19, 2024, at 11:13 AM, Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca> wrote:

Hi Patrick,

Brian asked me to forward you the attached article. Let me know if you have any questions or if the file gives you any trouble.

Thanks,
Jennifer

<How Canadian hospitals grew dependent on expensive out.docx>

From: Morrissey, Patrick (HCS)
Sent: Monday, February 19, 2024 11:48 AM
To: O'Toole, Maggie
Subject: Fwd: Globe and Mail: How Canadian Hospitals Grew Dependent on Expensive Out
Attachments: How Canadian hospitals grew dependent on expensive out.docx

[Attachment is included on pages 291-319](#)

Sent from my iPhone

Begin forwarded message:

From: "Konieczny, Jennifer" <JenniferKonieczny@gov.nl.ca>
Date: February 19, 2024 at 11:13:13 AM NST
To: "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>
Subject: **Globe and Mail: How Canadian Hospitals Grew Dependent on Expensive Out**

Hi Patrick,

Brian asked me to forward you the attached article. Let me know if you have any questions or if the file gives you any trouble.

Thanks,
Jennifer

From: Konieczny, Jennifer
Sent: Monday, February 19, 2024 11:56 AM
To: Coffey, Tina, Thomas, Laura
Cc: Slade, Mary L (HCS), Jackman, Flora, Snow, Wendy, O'Malley, Janine, Tobin, Susan, Patricia.Moores@med.mun.ca, Osborne, Tom, Scott, Brian, Antle, Chad, Barnes, Pam, Bridgeman, Annette, Bull, Monica, Coffin, David (HCS), Fitzgerald, Janice, McGrath, John, Kennedy, Julian, Legge, Niki, O'Toole, Maggie, Pinsent, Matthew, Langor, Fiona, Sweeney, Gillian, Roche, Donna, Caines, Justin, Hayes, Megan, Whittle, Carla, Moore, Dave, Herritt, Jeannine, Elliott, Susan, Power, Tara, Wells, Andrew, Morrissey, Patrick (HCS), Henderson, Amy, Power, Maggie, Wold, Stephanie, Crowther, Colleen, Babichuk, Nicole, Letto, Jason, Mansfield, Amanda, Reddick, Vanessa
Subject: National Headlines February 16/19 - Travel Nurses

1. Globe and Mail: Have nurses, will travel [This article is included on pages 291-319](#)
2. Globe and Mail: Nurses' unions call for auditor-general probes into public contracts with private staffing agencies
[This article is included on pages 322-325](#)

1. Have nurses, will travel

During the pandemic, governments turned to private firms who sent staff from across the country at higher hourly rates. A Globe investigation focusing on one such nursing agency shows those weren't the only costs borne by taxpayers

TU THANH HA, KELLY GRANT AND STEPHANIE CHAMBERSTHE GLOBE AND MAILPUBLISHED FEBRUARY 16, 2024

As the Omicron variant of COVID-19 pummelled hospitals across the country in early 2022, health officials in Newfoundland held in their hands a document that promised a solution to their severe staffing shortages.

It was a contract from Canadian Health Labs, a Toronto-based private company new to the health care business.

CHL soon began recruiting nurses from outside the province as temporary help for badly understaffed Newfoundland health care facilities. And it did so quickly, even in relatively remote locations that are ordinarily hard to staff on short notice. The infusion of skilled expertise helped shore up hospitals and head off service cuts, including temporary closings of emergency rooms – interruptions for which provincial governments often bear the brunt of the blame.

But this help came at a heavy cost. CHL, part of a burgeoning for-profit health care staffing industry that began expanding aggressively during the pandemic, demanded payments that in some cases worked out to hourly rates of more than \$300 for each nurse, or roughly six times what a nurse on staff at a hospital in Atlantic Canada typically earns. The company's highest rates were more than double even those charged by its private-sector competitors. CHL nevertheless inked tens of millions of dollars in contracts with health authorities in Newfoundland, and later New Brunswick.

What registered nurses earn

General duty, acute care

HOURLY RATE

PROVINCE (UNION)

Canadian Health Labs

\$85 to \$100*

Ont. (ONA)

From: McGrath, John
Sent: Monday, February 19, 2024 12:51 PM
To: Coffey, Tina, Osborne, Tom
Cc: Scott, Brian, Konieczny, Jennifer, Thomas, Laura
Subject: RE: Messaging for approval - Travel Nurses

Need to change some wording – I'll circle back

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Coffey, Tina <TCoffey@gov.nl.ca>
Sent: Monday, February 19, 2024 12:50 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: Messaging for approval - Travel Nurses

Minister

Messaging is with John for approval.. For your review.

Thanks

Tina

Health and Community Services

Travel Nurses

February 19, 2024

Summary A story in the Globe and Mail reports the costs provinces are paying to Canadian Health Labs (CHL), a private business that provides nurses to provinces to fill vacancies. Newfoundland and Labrador paid CHL \$35 million between April and August 2023.

Anticipated Questions

- Why is government continuing to use travel agencies
- Did CHL benefit from having ties?

Key Messages **DRAFT**

- Agency nurses are not a new concept. They have been around for a long time and help health care providers fill short-term vacancies. By filling those vacancies, they allow regular nurses to take time off from work and reduce their amount of overtime.
- The alternative is to not fill those vacancies, which would result in people not receiving care and nurses working more shifts and overtime.
- As the story reported, NL Health Services' contracts with CHL helped staff health care facilities in many areas, including rural areas. This helped avoid service disruptions and emergency department closures. These are challenges that are felt all across the country.

- We continue to recruit and market Newfoundland and Labrador as a great place to work and build a career. There are many benefits to being a nurse, including a pension and a guaranteed income through collective bargaining.
- Our recruitment strategy is working:
 - More than 450 nurses and 79 doctors have signed on to work in the province since last April.
 - Most of last year's nursing graduates signed on to work here. We anticipate that to continue with this year's graduating class.
- We've previously called travel agencies a "necessary evil." As we continue to be successful with recruitment, we look forward to one day no longer having to rely on agency nurses.
- Provinces need to work together to stop relying on travel nurses.
- We've written NL Health Services today since the story ran to request more details on the contracts, [REDACTED]
- [REDACTED] 29(1)(a)

Background:

- CHL soon began recruiting nurses from outside the province as temporary help for badly understaffed Newfoundland health care facilities. And it did so quickly, even in relatively remote locations that are ordinarily hard to staff on short notice. The infusion of skilled expertise helped shore up hospitals and head off service cuts, including temporary closings of emergency rooms – interruptions for which provincial governments often bear the brunt of the blame.
- Travel agencies serve a purpose and shouldn't be barred from the public system. "During the pandemic, they saved lives," she said.
- In my 27 years of being a nurse, we've never seen a shortage as dire as we have in recent years," said Paula Doucet, president of the New Brunswick Nurses Union.
- The top three challenges," he said, "are staffing, staffing and staffing."

How Canadian hospitals grew dependent on expensive out-of-town nurses

[This article is included on pages 291-319](#)

During the pandemic, governments turned to private firms that sent staff from across the country at higher hourly rates. A Globe investigation focusing on one such nursing agency shows those weren't the only costs borne by taxpayers

Published February 16, 2024

Investigation

Have nurses, will travel

During the pandemic, governments turned to private firms who sent staff from across the country at higher hourly rates. A Globe investigation focusing on one such nursing agency shows those weren't the only costs borne by taxpayers

Tu Thanh Ha, Kelly Grant and Stephanie Chambers *The Globe and Mail*

From: McGrath, John
Sent: Monday, February 19, 2024 12:59 PM
To: Coffey, Tina, Osborne, Tom
Cc: Scott, Brian, Konieczny, Jennifer, Thomas, Laura
Subject: RE: Messaging for approval - Travel Nurses

Edits below.

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Coffey, Tina <TCoffey@gov.nl.ca>
Sent: Monday, February 19, 2024 12:50 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: Messaging for approval - Travel Nurses

Minister

Messaging is with John for approval.. For your review.

Thanks

Tina

Health and Community Services

Travel Nurses

February 19, 2024

Summary A story in the Globe and Mail reports the costs provinces are paying to Canadian Health Labs (CHL), a private business that provides nurses to provinces to fill vacancies. Newfoundland and Labrador paid CHL \$35 million between April and August 2023.

Anticipated Questions

- Why is government continuing to use travel agencies
- Did CHL benefit from having ties?

Key Messages **DRAFT**

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- The alternative is to not fill those vacancies, which would result in people not receiving care and nurses working more shifts and overtime.
- As the story reported, NL Health Services' contracts with CHL helped staff health care facilities in many areas, including rural areas. This helped avoid service disruptions and emergency department closures. These are challenges that are felt all across the country.

- We continue to recruit and market Newfoundland and Labrador as a great place to work and build a career. There are many benefits to being a nurse, including a pension and a guaranteed income through collective bargaining.
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- We've previously called travel agencies a "necessary evil." As we continue to be successful with recruitment, we look forward to one day no longer having to rely on agency nurses.
- Provinces need to work together to stop relying on travel nurses.
- There are some concerns noted in the article, such as the administration of these contracts, in particular, meals and accommodations. Although NLHS are responsible for operationalizing and procuring these services, HCS has formally requested NL Health Services look at this area based on details noted in the article.

Background:

- CHL soon began recruiting nurses from outside the province as temporary help for badly understaffed Newfoundland health care facilities. And it did so quickly, even in relatively remote locations that are ordinarily hard to staff on short notice. The infusion of skilled expertise helped shore up hospitals and head off service cuts, including temporary closings of emergency rooms – interruptions for which provincial governments often bear the brunt of the blame.
- Travel agencies serve a purpose and shouldn't be barred from the public system. "During the pandemic, they saved lives," she said.
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- The top three challenges," he said, "are staffing, staffing and staffing."

How Canadian hospitals grew dependent on expensive out-of-town nurses

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Tu Thanh Ha, Kelly Grant and Stephanie Chambers *The Globe and Mail*

From: Coffey, Tina
Sent: Monday, February 19, 2024 2:10 PM
To: Antle, Chad, Herritt, Jeannine
Cc: Scott, Brian, Konieczny, Jennifer, Thomas, Laura
Subject: RE: MEDIA REQUESTS FOR APPROVAL - Travel Nurses

Thanks Chad,

Tina

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Monday, February 19, 2024 2:08 PM
To: Coffey, Tina <TCoffey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: RE: MEDIA REQUESTS FOR APPROVAL - Travel Nurses

Hi Tina,

The \$35.6M referenced in the highlighted section includes all agency nurse costs during that April to August time period. So this would include CHL as well as the other agencies they were using.

Thanks

Chad

From: Coffey, Tina <TCoffey@gov.nl.ca>
Sent: Monday, February 19, 2024 1:48 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: FW: MEDIA REQUESTS FOR APPROVAL - Travel Nurses

Chad, Jeannine

In the Globe and Mail article below, it states.....Newfoundland once only used travel nurses to staff remote communities but significantly increased their involvement in recent years.

In the past three years, the proportion of hours worked by agency nurses in the province surged from 0.3 per cent to 5.4 per cent. The province spent \$35.6-million on staffing agency nurses from April to August of last year, up from an average of just over \$1-million annually before the pandemic.

Can you confirm if we paid \$35M to CHL... Or is the contract for up to \$35M?

Thanks

Tina [This article is included on pages 291-319](#)

How Canadian hospitals grew dependent on expensive out-of-town nurses

From: Osborne, Tom
Sent: Monday, February 19, 2024 4:50 PM
To: Osborne, Tom
Subject: Fwd: Messaging for approval - Travel Nurses

Agency nurses are not a new concept. They have been around for a long time and help health care providers fill short-term vacancies. By filling those vacancies, they allow regular nurses to take time off from work and reduce their amount of overtime.

- The alternative is to not fill those vacancies, which would result in people not receiving care and nurses working more shifts and overtime.
- As the story reported, NL Health Services' contracts with CHL helped staff health care facilities in many areas, including rural areas. This helped avoid service disruptions and emergency department closures. These are challenges that are felt all across the country.
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- We've previously called travel agencies a "necessary evil." As we continue to be successful with recruitment, we look forward to one day no longer having to rely on agency nurses.
- Provinces need to work together to stop relying on travel nurses.
- There are some concerns noted in the article, such as the administration of these contracts, in particular, meals and accommodations. Although NLHS are responsible for operationalizing and procuring these services, HCS has formally requested NL Health Services look at this area based on details noted in the article.

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

Begin forwarded message:

From: "McGrath, John" <JohnMcGrath@gov.nl.ca>
Date: February 19, 2024 at 12:59:15 PM NST
To: "Coffey, Tina" <tcoffey@gov.nl.ca>, "Osborne, Tom" <tosborne@gov.nl.ca>
Cc: "Scott, Brian" <BrianScott@gov.nl.ca>, "Konieczny, Jennifer" <JenniferKonieczny@gov.nl.ca>, "Thomas, Laura" <LauraThomas@gov.nl.ca>
Subject: RE: Messaging for approval - Travel Nurses

Agency nurses are not a new concept. They have been around for a long time and help health care providers fill short-term vacancies. By filling those vacancies, they allow regular nurses to take time off from work and reduce their amount of overtime.

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-
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-
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-
- There are some concerns noted in the article, such as the administration of these contracts, in particular, meals and accommodations. Although NLHS are responsible for operationalizing and procuring these services, HCS has formally requested NL Health Services look at this area based on details noted in the article.

From: McGrath, John
Sent: Monday, February 19, 2024 5:25 PM
To: Osborne, Tom
Cc: Power, Maggie, Elliott, Susan
Attachments: [REDACTED]

For Review.

Attachment has been withheld under section 29(1)(a) of ATIPPA, 2015

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: McGrath, John
Sent: Monday, February 19, 2024 9:46 PM
To: Power, Maggie
Cc: Herritt, Jeannine, Morrissey, Patrick (HCS)
Subject: FW:
Attachments: [REDACTED]

Please pdf and replace in [REDACTED] — 31(1)(l)

Attachment has been withheld under section 29(1)(a) of ATIPPA, 2015

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Monday, February 19, 2024 9:44 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Subject: FW:

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Monday, February 19, 2024 9:39 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Subject:

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Coffey, Tina
Sent: Tuesday, February 20, 2024 8:06 AM
To: McGrath, John, Osborne, Tom, Scott, Brian, Konieczny, Jennifer, Thomas, Laura, Herritt, Jeannine, Elliott, Susan
Subject: This mornings articles Re Travel Nurses (opposition and Coffey)

Minister

FYI, see articles below. NTV will ask you to respond to Opposition and Coffey's remarks.

Tina

Opposition Calls for Auditor General Investigation into Spending on Travel Nurses

Feb 20, 2024 | 5:22 AM

Some serious questions are being asked, and the Opposition wants the Auditor General to conduct an investigation, after the Globe and Mail revealed that the provincial government gave \$35.6 million dollars to a private company for the provision of travel nurses over a five month period to fill gaps in the NL health care system.

The Registered Nurses Union sounded the alarm over the amount of money being spent on travel nurses back in the fall.

According to the Globe and Mail, in some cases, nurses were paid hundreds of dollars an hour, well above the \$34 to \$42 dollars an hour paid to public sector nurses. Agency nurses who had to drive to the province were also paid for their mileage and hotel rooms.

The Globe and Mail also discovered that \$1.6 million dollars was paid to the company for meal allowances, even though nurses were not able to claim meals under their contract, and the nurses they spoke with did not receive the money.

The company in question, Canadian Health Labs, wanted the province to pay the company to recruit 100 nurses from overseas. CHL's contract would provide nurse practioners for \$130 dollars an hour, but if the contract to recruit nurses wasn't signed, then the company would charge \$265 an hour for nurse practioners.

According to the Globe and Mail, "health officials declined, and invoices show Newfoundland and Labrador Health Services is paying the higher rate."

In January, Health Minister Tom Osborne, responding to questions about ending the use of travel nurses, indicated putting an end date on the use of travel nurses could create more problems than it solves.

Opposition Leader Tony Wakeham is calling on the AG to review what he calls the "travel nursing fiasco." Wakeham says an agency was paid seven times the pay of a public nurse, while also billing the province for other expenses – some of which wasn't even paid out to nurses. "We have a serious problem on our hands," says Wakeham.

Nurses' union, PCs call on auditor general, after report reveals N.L. spent over \$34M on private nurses

Private nursing firm charged nearly double the rate of similar agencies in Canada

Jessica Singer · CBC News · Posted: Feb 19, 2024 7:02 PM NST | Last Updated: February 19

Registered Nurses' Union Newfoundland and Labrador President Yvette Coffey said she is 'fuming' after a report revealed the province spent over \$34 million on private nurses. (Jeremy Eaton/CBC)

Newfoundland and Labrador's Progressive Conservative party and the province's nurses' union is calling for an auditor general's investigation after a Globe and Mail report found the province spent \$35.6 million on nurses from private agencies between April and August 2023.

In the years before the pandemic, the province spent an average of just over \$1 million annually, the report found.

The Globe and Mail report released Friday also reveals that the private nursing firm hired by the province — Canadian Health Labs, a Toronto-based company — charged nearly double the rate of similar agencies in Canada.

CHL demanded rates paid to the agency that in some instances exceeded more than \$300 an hour for each nurse, according to the report, while general duty registered nurses make \$37 to \$47 per hour.

"It is mind boggling," said Yvette Coffey, president of the Registered Nurses' Union Newfoundland and Labrador. "And the lack of oversight on behalf of Newfoundland and Labrador is astounding."

Food, cable bills, furniture

Coffey, who has been advocating for unionized nurses in the province, says the report revealed that the province also paid CHL for its nurses' training, cable bills, and in some cases, furniture.

She said the province has done a "very poor job" when it comes to keeping track of the amount of taxpayer money being spent, and said the nurses' union is calling for an investigation by the auditor general into the funds being spent on private agencies.

"They got double paid for meal allowances, plus making over six times the amount that any registered nurse in Newfoundland and Labrador is making," said Coffey.

"I'm fuming today."

Progressive Conservative Leader Tony Wakeham says the Liberal government needs to be proactive, as opposed to reactive. (Ryan Cooke/CBC)

Progressive Conservative Leader Tony Wakeham said in an interview with CBC News that he was shocked to discover many of the details in the report, including the fact that CHL billed the province \$1.6 million in meal allowances.

"It appears that this contract was started when a lobbyist for the travel nursing agency contacted an aide in the premier's office," he said.

"And within a short period of time, the Furey Liberal government awarded the sole-source contract to this same company."

Wakeham said the PCs have proposed that every student enrolled in a health care program in one of the province's universities or colleges should be offered a job on their way into the program, as opposed to on the way out. He said the province needs to focus more on retention of nurses in Newfoundland and Labrador, as opposed to scrambling for expensive out-of-province solutions.

- Government hiring private company for vaccination clinic undermines public nurses, says union
- Nurses' union says its members are being passed over in favour of more expensive travel nurses

"The Liberal government here has not been leading, they've been chasing and because we're always chasing, we do not have plans in place," he said. "We're always reacting."

Coffey said there needs to be more oversight in terms of how taxpayers' money is being spent, and that more needs to be done to attract and retain nurses.

Tina Coffey
Department of Health and Community Services
Government of Newfoundland and Labrador
Tcoffey@gov.nl.ca
7096879903

From: Keith, Nadine
Sent: Tuesday, February 20, 2024 10:42 AM
To: David Diamond
Cc: Osborne, Tom, Bob Andrews
Subject: Deputy Minister Correspondence to David Diamond - Agency Nursing Contracts
Attachments: Deputy Minister Correspondence to David Diamond - Agency Nursing Contracts.pdf

Good Morning Dave,
Please see the attached correspondence on behalf of Deputy Minister, John McGrath.
Thank you

Nadine Keith | Executive Support to Deputy Minister
Health and Community Services
Government of Newfoundland & Labrador
709-729-3125 (t) | nadinekeith@gov.nl.ca

COR-2024-197374

February 20, 2024

Mr. David Diamond
Chief Executive Officer
Newfoundland and Labrador Health Services
david.diamond@nlhealthservices.ca

Dear Mr. Diamond:

I am writing in follow-up to recent media reporting by the Globe and Mail dated February 16, 2024 regarding Newfoundland and Labrador Health Services' (NLHS) contract with Canadian Health Labs (CHL), as well as the administration of contracts for agency nurses.

As noted in the NLHS mandate letter disbursed May 2023, the Minister of Health and Community Services directed Newfoundland and Labrador Health Services (NLHS) to, among other things, "demonstrate a commitment to prudent and responsible expenditure management throughout operations by ensuring adequate internal controls exist" to ensure the reliability and integrity of information; compliance with procedures, policies, plans and legislation; the economical and efficient use of resources; the safeguarding of assets; and, the accomplishment of established objectives and goals.

As the entity responsible for the administration of health and community services in the province, as well as NLHS' duty to ensure responsible and efficient use of public funds, I am writing to request NLHS provide a response to the above-noted article, as well as the following:

- A summary of existing agency nursing contracts, including the list of companies by zone, duration, number of staff currently providing services, and total expenditures since fiscal 2021-22 (broken down by administrative and direct patient care costs per month).
- The article noted payment to CHL of \$1.6 million related to meal allowances, per the terms of the contractual arrangement. However, the article also notes that nurses were not being remunerated these per diems by CHL. I ask that NLHS please investigate this, and that NLHS or CHL provide a fulsome explanation.
- A review of documentation and internal processes to ensure payments to CHL and other nursing agencies comply with the terms and conditions of contracts; and,
- An overview of the internal controls in place to ensure payments to vendors are compliant with the contractual terms and conditions, including confirmation that goods and services are received in good order prior to payment being remitted.

I kindly ask that you provide a response to this letter in relation to the above noted article by Friday, February 23, 2024, and the remaining information and documentation by Monday, March 18, 2024. Thank you for your attention to this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "John McGrath".

John McGrath, CPA, CA
Deputy Minister

cc: Hon. Tom Osborne, Minister of Health and Community Services
Mr. Robert Andrews, Chair, Board of Trustees

From: Coffey, Tina
Sent: Tuesday, February 20, 2024 12:48 PM
To: Osborne, Tom, McGrath, John, Konieczny, Jennifer, Scott, Brian, Thomas, Laura, Elliott, Susan, Herritt, Jeannine, Hayes, Megan
Subject: VOCM Demoralized, Disrespected and Disregarded; Registered Nurses React with Anger to Millions Spent on Agency Nurses

Demoralized, Disrespected and Disregarded; Registered Nurses React with Anger to Millions Spent on Agency Nurses

VOCM Feb 20, 2024 | 9:56 A

The Registered Nurses Union has fired a letter off to the provincial Auditor General calling for an investigation into the use of agency nurses in the delivery of health care in this province.

A recent Globe and Mail article outlines the millions of dollars spent on agency nurses who travel to the province to fill gaps in health care while working alongside public sector nurses who are being paid much lower rates.

RNU President Yvette Coffey says nurses feel disrespected, demoralized and disregarded by the provincial government's approach and she says the continued reliance on agency nurses will affect future retention.

She says there are a lot of very angry and demoralized nurses in the province today knowing that government is willing to pay so much for work they're doing while being mandated to work extended hours.

She says nurses unions across the country have written AGs in their respective provinces to ensure that the reliance on agency nurses is addressed. In the meantime, she's willing to sit down with the minister and premier at any time.

"My door is always open" says Coffey, "this is all of our taxpayers' money that has been spent on these private companies."

Earle Expects More Revelations to Come

NAPE President Jerry Earle says this weekend's Globe and Mail article doesn't tell the full story and he expects more revelations to be uncovered.

Earle says NAPE has long warned government about relying on the private sector for the delivery of public services.

In follow-up interviews with the paper, Earle says he's been directed to seek out the Access to Information documents collected to get the full picture of what's been spent, and on what.

"They're saying everything is not even captured in this story," says Earle. "They say we should go and have a look...because it's even more jaw-dropping."

Tina Coffey
Department of Health and Community Services
Government of Newfoundland and Labrador
Tcoffey@gov.nl.ca
7096879903

From: Coffey, Tina
Sent: Tuesday, February 20, 2024 1:36 PM
To: McGrath, John, Osborne, Tom, Konieczny, Jennifer, Thomas, Laura, Scott, Brian, Elliott, Susan, Herritt, Jeannine, Hayes, Megan
Subject: Article in Globe and Mail today re: travel nurses

> Newfoundland seeks answers after shocking spending on temporary nurses
> KELLY GRANTHEALTH REPORTER
>
> Newfoundland and Labradors Health Minister has asked the provinces health authority to look into what happened to \$1.6-million in meal allowances paid to a Toronto-based nursing agency after a Globe and Mail investigation of Canadas burgeoning for-profit health worker industry.
>
> Tom Osborne said Monday that he is seeking more information from Newfoundland and Labrador Health Services about its dealings with Canadian Health Labs (CHL), a private staffing company that secured contracts worth tens of millions of dollars with two former regional health authorities in Newfoundland that have since been folded into NLHS.
>
> The minister stopped short of ordering a formal investigation. He added that it would be premature to call in the provinces Auditor-General, although opposition politicians and nursing union leaders say the high costs charged by private nursing agencies need to be investigated by auditors-general across the country.
>
> There appears to have been absolutely no due diligence in overseeing the type of money thats been spent, said Tony Wakeham, leader of the provinces Opposition Progressive Conservatives. He called the costs shocking and urged the auditor-general to investigate.
>
> The Globe found that public spending on temporary nurses, sometimes known as travel nurses, has soared since COVID-19 hit. The pandemic worsened working conditions at hospitals and long-term care homes, spurring nurses to retire early, cut back their hours or leave the public system sometimes for private agencies that offered higher pay and more flexible schedules.
>
> Desperate hospitals and health authorities then turned to private agencies to fill the gaps, paying premium prices for temporary nurses to stave off emergency department closures and service cuts.
>
> Newfoundland and Labrador spent \$35.6-million on travel nurses from April to August of last year, up from an average of just over \$1-million annually before the pandemic, according to NLHS. Compensation for travel nurses accounted for 14.5 per cent of the provinces spending on nurses during that five-month period, despite temporary nurses working only 5.4 per cent of total hours.
>
> Public spending on private agency nurses ballooned in other provinces, too. To gain a better understanding of how the industry operates, The Globe dug into the operations of one agency founded during the pandemic: CHL.
>
> In some cases, CHL charged rates that The Globe calculated to be twice as high as those of its competitors, and six times what a typical unionized registered nurse in the Atlantic provinces earns per hour. The agencys chief executive, Bill Hennessey, started companies to provide electric-vehicle rentals and accommodations to travelling health personnel, expenses that were billed to the public purse.
>
> The Globe investigation, which drew on contracts and invoices obtained through freedom of information requests, also found that CHL billed Newfoundland for \$1.6-million in daily meal allowances for its personnel, while telling nurses they had to pay for their own food.
>
> MORE STORIES BELOW ADVERTISEMENT
>
>
>
> 00:00 / 00:15
>
> The Globe spoke with 26 CHL nurses who said they werent paid for food, and obtained copies of CHLs contracts with its personnel that stipulated there would be no financial reimbursement for food. The Globe is not naming the nurses because they signed non-disclosure agreements with CHL.
>
> I certainly became aware of the meal portion that was identified in the story as a result of the investigation, Mr. Osborne said of The Globes probe in an interview Monday evening. So we are looking for more information about the accommodations and the meal per

diems.

>

> In a statement to The Globe before the investigation was published, CHL said that the terms of its contracts vary by region and specialty and are fair and transparent. CHL added that its contracts are tailored to meet each jurisdictions significant local needs, and reflect the extraordinary logistical challenges of getting and keeping health care professionals in rural, remote and underserved communities. The company declined to address multiple questions about meal allowances.

>

> The Globe reached out to CHLs lawyer for further comment on Monday and did not receive a response.

>

> Lela Evans, health critic for the Newfoundland and Labrador NDP, said her party has been calling on the government to set a date to phase out travel nursing. The funds that are being directed to out-of-province nurses would be better spent improving pay and working conditions for local health workers, she added.

>

> Whats even more insulting, Ms. Evans said, is that the government is paying this money for travel nurses, but the profit is going to private companies.

>

> Mr. Osborne, the Health Minister, agreed that the level of spending on agency nursing is unsustainable.

>

> He said Newfoundland and Labradors efforts to recruit and retain local nurses are beginning to pay off, particularly in the St. Johns area, which has gone from relying on about 60 travel nurses to fewer than 20.

>

> If theres anybody in this country that is focused on reducing the reliance on agency nursing, I can tell you, thats me.

Discovery - Health and Community Services

Subject: CBC Radio Phone Interview - Anthony Germain re: travel nurses [Tina Coffey will connect you via phone)
Location: via Phone

Start: Tue 2/20/2024 1:45 PM
End: Tue 2/20/2024 2:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Power, Colleen (HCS)
Required AttendeesOsborne, Tom; Elliott, Susan; McGrath, John; Scott, Brian; Thomas, Laura; Coffey, Tina; Konieczny, Jennifer

Discovery - Health and Community Services

Subject: CBC Interview - Peter Cowan re: Travel Nurses [Zoom Link below]
Location: via Zoom

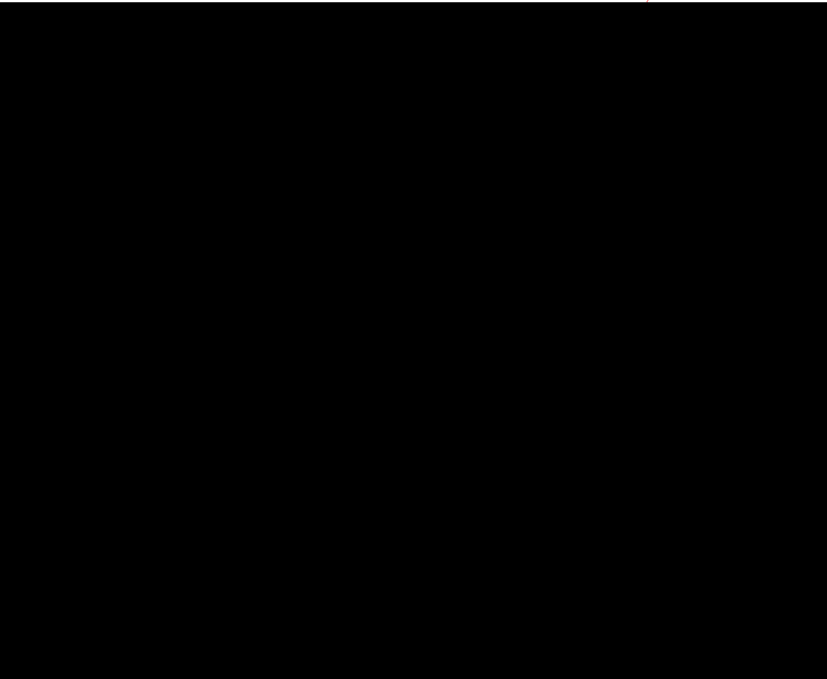
Start: Tue 2/20/2024 2:00 PM
End: Tue 2/20/2024 2:15 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Power, Colleen (HCS)
Required AttendeesOsborne, Tom; Elliott, Susan; McGrath, John; Scott, Brian; Thomas, Laura; Coffey, Tina; Konieczny, Jennifer
Optional Attendees:Keith, Nadine

31(1)(l)



31(1)(l)



Discovery - Health and Community Services

Subject: VOCM Interview - Linda Swain re: Travel Nurses [Contact # 726-5660 - Laura to connect you]
Location: via Phone

Start: Tue 2/20/2024 2:15 PM
End: Tue 2/20/2024 2:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Power, Colleen (HCS)
Required AttendeesOsborne, Tom; Elliott, Susan; McGrath, John; Scott, Brian; Thomas, Laura; Coffey, Tina; Konieczny, Jennifer
Optional Attendees:Keith, Nadine

From: [REDACTED]
Sent: Wednesday, February 21, 2024 1:52 PM
To: Minister, HCS
Cc: Dwyer, Jeff, Registered Nurses' Union Newfoundland & Labrador, Osborne, Tom, Pike, Paul
Subject: Undervaluing local nurses

Good afternoon Mr Osborne,

In response to the province of Newfoundland utilizing travel/agency nurses I think it is important that you be made aware of discrepancies occurring surrounding the use of travel nurses.

[REDACTED]

Does this make any sense?

Were you aware that the province opted to pay travel nurses rather than offering a minimal incentive to an already orientated and available Newfoundland nurse?

[REDACTED]

Moving forward, someone needs to be held accountable for such decisions and a stop put to taking the easy way out. I do believe that the use of travel nurses has its place and that there are, at times, benefits to their use but only after all other, at home options have been exhausted. As you see by my email, all other at home options have not been exhausted.

I would ask that all of you in positions of power included in this email reflect for a moment on what my story says to the patients, tax payers and nurses of Newfoundland.

I am available at the information below should you have questions or require clarity.

Regards,

[REDACTED]

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From: Thomas, Laura
Sent: Wednesday, February 21, 2024 3:58 PM
To: Herritt, Jeannine, McGrath, John, Scott, Brian
Subject: RE: INPUT NEEDED: MR - Seeking clarification on Minister Osborne's remarks

Thank you,

I'll follow up with the reporter now to direct them to the NL Health Services.

John, any concerns?

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Wednesday, February 21, 2024 3:20 PM
To: Thomas, Laura <LauraThomas@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>
Subject: RE: INPUT NEEDED: MR - Seeking clarification on Minister Osborne's remarks

Hi Laura,

Response below:

1. The \$1.6 million that NL health authorities paid to CHL for per diems *is* part of the contracts. The issue is that nurses say they didn't get that per diem money, for which they are contractually entitled in the agreements between CHL and Central and Western.

This question is better directed to NLHS. While the Minister and the Department have requested information from NLHS regarding these contracts, and the plan to reduce reliance on agency nursing, NLHS is best positioned to comment on the contractual terms.

Thank you,
Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Thomas, Laura <LauraThomas@gov.nl.ca>
Sent: Wednesday, February 21, 2024 3:03 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>
Subject: INPUT NEEDED: MR - Seeking clarification on Minister Osborne's remarks

Hi there, please read media request below (the highlighted question) I will need your input.

Thanks!

MEDIA REQUEST

Date: Wed, 02/21/2024

Reporter: Globe & Mail, Tu Hanh Ha

Deadline: 6 p.m. today

Context: Classification of Minister's commentary in today's Action Update

I am a Globe and Mail reporter. I just listened to the remarks that Mr. Osborne made at the end of his Health Care Action Update, when journalists asked him about the CHL contracts.

Could you clarify two things please? I want to make sure I didn't misunderstand him.

1. When he says "I asked my deputy this week to reach out to the health authority to seek clarification on whether or not the letter of these contracts were followed," is Mr. Osborne referring to Deputy Health Minister John McGrath?
2. I also want to clarify what he means when he says "the 1.6 million that may or may not have been outside of the contractual arrangements, that's the new news to me." The \$1.6 million that NL health authorities paid to CHL for per diems *is* part of the contracts. The issue is that nurses say they didn't get that per diem money, for which they are contractually entitled in the agreements between CHL and Central and Western.

I want make sure that Mr. Osborne is not suggesting that it's only a problem if it's not spelled out in the contracts.

My deadline is 6 p.m. Thank you.

Suggested Response: statement from HCS

Suggested Statement:

Yes, the Deputy Minister of Health and Community Services is John McGrath.

For any further inquiries regarding the contract, you will have to contact NL Health Services, as the employer.

From: Wells, Andrew
Sent: Wednesday, February 21, 2024 5:46 PM
To: Herritt, Jeannine
Subject: Agency Nurses Key Messages.docx
Attachments: Agency Nurses Key Messages.docx [DRAFT](#)

Draft key messages maybe useful
Andrew

Agency Nurses

Key Messages

- Staff shortages in health care and other industries were unforeseen. These shortages are affecting health services across the country.
- The use of agency nurses is not something we want to do and not something we wish to maintain.
- Unfortunately, critical staff shortages led to this necessity. Newfoundland and Labrador Health Services contracted to bring in agency nurses for two reasons:
- The first and foremost reason was to maintain services to the people of the province. For example, agency nurses have <<Insert examples of the services that were maintained ie beds kept open in Gander>>
- Secondly, the use of travel nurses has allowed the health authority to approve much needed time off for permanent nursing staff, to assist with work-life balance and help reduce burnout.
- The finding that per diem rates were paid by NLHS yet were not given to the nurses employed by the agency is a serious matter. It suggests the agency has inappropriate billed NLHS, has mis-led its employees, or both.
- We will reduce our dependency on travel nurses as our recruitment and retention plans continue to work to address critical shortages. We have taken many actions to fill vacancies. These include establishing a range of recruitment incentives, increased educational seats in the province, multiple international recruitment missions, improved pathways for licensure of internationally educated nurses, retention bonuses, and a recently negotiated collective agreement that provides significant benefits to unionized nurses.
- We also established a private agreement with the Registered Nurses' Union of Newfoundland and Labrador to support our own nurses to travel to Labrador and fill gaps caused by shortages. Early indications are that this pilot project is proving successful and has been instrumental in maintaining services.
- We will reduce our dependency on agency nurses as quickly as possible, but we have a responsibility to maintain services to the people of the province while not burning out our dedicated workforce.

From: Herritt, Jeannine
Sent: Wednesday, February 21, 2024 8:16 PM
To: Debbie Molloy
Subject: Re: Agency nurses today

Thanks again Debbie!

On Feb 21, 2024, at 8:02 PM, Debbie Molloy <Debbie.Molloy@easternhealth.ca> wrote:

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Jeannine,
Can't speak to length of time, not something we track, I can ask tomorrow if you think important?

EZ LPN's are in [REDACTED] ⁴⁰⁽¹⁾ (CUPE sites) 7 in each.

LGZ as follows

Labrador Grenfell "on the ground") Feb 19th	Total LPN
	12
LHC inpts	[REDACTED] ⁴⁰⁽¹⁾
LHC LTC	
CSCMH inpts	
CSCMH LTC	

No NP in [REDACTED] ⁴⁰⁽¹⁾
Signing off for tonight!
Thx
Debbie

Sent from my iPhone

On Feb 21, 2024, at 7:32 PM, Herritt, Jeannine <JeannineHerritt@gov.nl.ca> wrote:

Sorry, are these in NAPE locations or CUPE?

Have they been in place for long?

Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services

From: Debbie Molloy <Debbie.Molloy@easternhealth.ca>
Sent: Wednesday, February 21, 2024 7:26 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: Re: Agency nurses today

Sorry what are you looking for regarding LPN's?
Will check on central.

Sent from my iPhone

On Feb 21, 2024, at 6:56 PM, Herritt, Jeannine
<JeannineHerritt@gov.nl.ca> wrote:

Hi Debbie,

I have a couple of follow up questions:

1. Can you provide additional information on the LPNs noted to be within Eastern Zone and Labrador-Grenfell Zone?
2. Also, I believe there may be an NP in Central Zone, possibly

 40(1)

Thanks,
Jeannine

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Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Wednesday, February 21, 2024 6:45 PM
To: Debbie Molloy <Debbie.Molloy@easternhealth.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: David Diamond <david.diamond@nlhealthservices.ca>
Subject: Re: Agency nurses today

Thanks Debbie.

Adding John as well.

Jeannine

On Feb 21, 2024, at 6:19 PM, Debbie Molloy
<Debbie.Molloy@easternhealth.ca> wrote:

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you are expecting them from the sender and know the content is safe.

Hi Jeannine,
Numbers as of today are below.
Trying to get numbers on max, thinking it might be now
but trying to verify.

Count Agency Nurses as per Feb 19th Revised

	Eastern	Western	Central	Lab Gren	Total
RN	72	43	158	21	294
LPN	14	30	0	12	56
PCA	0	0	0	23	23
NP	4	0	0	0	4
Total	90	73	158	56	377

Sent from my iPhone

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From: Herritt, Jeannine
Sent: Wednesday, February 21, 2024 8:17 PM
To: McGrath, John
Subject: Fwd: Agency nurses today

Hi John,

LPNs are at CUPE sites in Eastern.

Thanks,
Jeannine

Begin forwarded message:

From: Debbie Molloy <Debbie.Molloy@easternhealth.ca>
Date: February 21, 2024 at 8:02:02 PM NST
To: "Herritt, Jeannine" <JeannineHerritt@gov.nl.ca>
Subject: Re: Agency nurses today

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

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Jeannine

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Sent: Wednesday, February 21, 2024 6:45 PM
To: Debbie Molloy <Debbie.Molloy@easternhealth.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>
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Adding John as well.

Jeannine

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this email is strictly prohibited. If you received this email in error, please immediately notify the originator and delete it from your system. Your cooperation is appreciated. ***

Discovery - Health and Community Services

Subject: NTV Interview - Michael Connors re: Travel Agency Nurses
Location: NTV Studio, Logy Bay Road

Start: Thu 2/22/2024 12:45 PM
End: Thu 2/22/2024 1:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Power, Colleen (HCS)
Required AttendeesOsborne, Tom; Elliott, Susan; McGrath, John; Scott, Brian; Thomas, Laura; Coffey, Tina; Konieczny, Jennifer
Optional Attendees:Keith, Nadine

From: [REDACTED]
Sent: Wednesday, February 21, 2024 4:42 PM
To: Premier of NL
Subject: Good Afternoon :)

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Premier Dr. Andrew Furey,

My name is [REDACTED] I wanted to take a minute and reach out to you regarding the situation with our health care and the large amounts being spent on accommodations mainly with the travel nurses that we so badly need at the moment.

From my understanding there have been a cry for accommodations in our [REDACTED] (western region)

[REDACTED] All of which will be in need of a comfortable place to rest your head.

[REDACTED]

If you are able to point me in the right direction with the NL Health Authority, it would be a honor nonetheless.

I would absolutely love to have the opportunity to work side by side in accommodating you with any of your needs on this side of our island.

[REDACTED]

Thank you kindly for your time, I look forward to your reply :)



From: Wells, Andrew
Sent: Thursday, February 22, 2024 10:30 AM
To: Herritt, Jeannine
Subject: Draft RN Key Messages
Attachments: RN Key Messages.docx [DRAFT](#)

Hi Jeannine

I put together some notes because what I was hearing on the news this morning had a lot of inaccuracies. Here are some misconceptions explained and some key messages. It is draft only and requires review but though I would share with you first as a start.

Andrew

Misconceptions

We are in this place because of poor planning. Other jurisdictions are experiencing the same health care shortages. Other industries are experiencing the same shortages. No organizations, including the unions, predicted the shortages resulting from the pandemic in 2020.

We are not investing in the RN workforce. The Government of NL, through collective bargaining with the Registered Nurses' Union of NL, has invested more than \$100M in the nursing workforce over the course of the four-year agreement. This significant investment included:

- A two per cent wage increase each year for four years (2022-2026)
- A one-time employee recognition bonus payment of \$2,000
- Step changes to ensure competitiveness
- Improvements to recruit and retain permanent full-time employees
- Increases to travel allowances when travelling on employer business, including meal allowances and various reimbursements for vehicle usage
- Flexibility for employees to substitute a statutory holiday such that they may observe a non-Christian faith based holiday
- The addition of paid family violence leave, providing the ability for employees to take time away from the workplace
- The addition of a mentorship program as a means to support nurses as they adapt to new practice environments
- Enhancements to the existing preceptorship program
- Operational improvements to shift scheduling

All nursing students are not being offered jobs. Our 10-year historical retention rate of new graduates is 80 per cent. Job offers and a variety of incentives have been offered to every nursing student before graduation.

Government is not taking any actions to address the shortages. Government has taken a wide variety of immediate and long-term actions to address shortages. These include:

- Health Professional Recruitment and Retention Office established to assist with the development of a more comprehensive provincial approach to recruitment and retention
- 72 seats in the Bachelor of Science in Nursing Program added, in three new satellite sites: Happy Valley-Goose Bay, Gander, and Grand Falls-Windsor
- Doubling of Nurse Practitioner program seats from 20 to 40
- A variety of targeted incentives including bursaries, signing bonuses, and relocation funding, to fill vacancies in difficult-to-fill positions
- Various Nursing Think Tank initiatives in collaboration with RNUNL
- Childcare facilities being established in multiple sites, currently under construction
- Self-scheduling guidelines developed
- Extraordinary Every Day Campaign aimed at marketing NL nationally and internationally
- A Supervised Practice Experience Program (SPEP) established to assist local and internationally trained nurses and residents of the province who are lacking currency of practice hours required for re-entry to the nursing profession
- One-time reimbursement of licensing fees for retired nurses to return to the workforce
- Improved pathways to licensure for internationally trained nurses
- Targeted international recruitment particularly India and Dubai
- RN Locum Pilot to bring relief to shortages in Labrador and offset the need for agency nurses

The province isn't giving nurses and other medical professionals the things they need to keep them in Newfoundland and Labrador. Prior to investments made in the collective agreement including \$2000 recognition bonuses, government invested \$10M in retention bonuses with 85 per cent of the eligible nurses agreeing to a return-in-service agreement.

Hiring agency nurses "shows them [RNU members] disrespect, it's demoralizing and it's a disregard for their well-being and the retention of our own nurses in this publicly funded system. One reason NLHS hired agency nurses was to bring relief to existing staff. Without this added resource, the burden of maintaining services would have rested solely with our staff. The nurses' well-being and retention were actually important considerations for hiring agency nurses.

Key Messages

- Staff shortages in health care and other industries were unforeseen. These shortages are affecting health services across the country.
- The use of agency nurses is not something we want to do and not something we wish to maintain.
- Unfortunately, critical staff shortages led to this necessity. Newfoundland and Labrador Health Services contracted to bring in agency nurses for two reasons:
 - The first and foremost reason was to maintain services to the people of the province. For example, agency nurses have <<Insert examples of the services that were maintained ie beds kept open in Gander>>
 - Secondly, the use of travel nurses has allowed the health authority to approve much needed time off for permanent nursing staff, to assist with work-life balance and help reduce burnout.
- The finding that per diem rates were paid by NLHS yet were not given to the nurses employed by the agency is a serious matter. It suggests the agency has inappropriately billed NLHS, has misled its employees, or both.
- We will reduce our dependency on travel nurses as our recruitment and retention plans continue to work to address critical shortages. We have taken many actions to fill vacancies. These include establishing a range of recruitment incentives, increased educational seats in the province, multiple international recruitment missions, improved pathways for licensure of internationally educated nurses, retention bonuses, and a recently negotiated collective agreement that provides significant benefits to unionized nurses.
- We also established a private agreement with the Registered Nurses' Union of Newfoundland and Labrador to support our own nurses to travel to Labrador and fill gaps caused by shortages. Early indications are that this pilot project is proving successful and has been instrumental in maintaining services.
- We will reduce our dependency on agency nurses as quickly as possible, but we have a responsibility to maintain services to the people of the province while not burning out our dedicated workforce.

From: Herritt, Jeannine
Sent: Thursday, February 22, 2024 10:41 AM
To: Scott, Brian
Attachments: KM draft.docx [DRAFT](#)

Hi,

See attached still draft ill update as I have more

Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

Key Messages

Graduate nurse hiring

- The number of 2024 BN grads is 219: Class size - 68 MUN Faculty of Nursing; 102 Centre for Nursing Studies; 49 Western School of Nursing

Summary as of February 16, 2024	Total Accepted Positions	Permanent full time	Permanent part time	Temporary full time	Temporary part time	Casual
BN 2024 Graduates	168	75	2	82	4	5

- All grads have been offered the permanent full- time employment, not all have accepted, as some want their preferred areas only.
- Of the total of 219 graduates, 168 have been offered and accepted positions and other applications are working through the process
- There are permanent full-time positions currently still available but students have not expressed interest
- Signing bonus amounts are in accordance with the policy – where a 1 year bursary was accepted you can extend that to a 2 year signing bonus too
- NLHS recruiters are visiting nursing schools again next week to recommunicate the opportunities that are available to all graduates.

BN hires

Eastern:

BN hires: 39 PFT, 90 TFT= 129 offers

Eastern Vacancies for new grads (RN1s only):

PFT - 21

TFT – 139

PPT - 21

TPT - 10

Total 191

Central: BN hires:12 PFT

Central Vacancies for new grads (RN1s only):

PFT- 10

TFT- 7

PPT- 4

TPTS- 2

Total= 23

Western: BN hires: 17 PFT & 5 CAS-O

Western Vacancies for new grads (RN1s only):

PFT- 47

TFT- 17

PPT- 4

TPTS- 4

Total =72

Labrador: BN hires:10 PFT

Lab Vacancies for new grads (RN1s only):

PFT- 6

TFT- 5

CAS- 9

Total= 20

Eastern:

BN hires: 39 PFT, 90 TFT= **129 offers**

Eastern Vacancies for new grads (RN1s only):

PFT - 21

TFT – 139

PPT - 21

TPT - 10

Total 191

Central: BN hires:12 PFT

Central Vacancies for new grads (RN1s only):

PFT- 10

TFT- 7

PPT- 4

TPTS- 2

Total 23

Western: BN hires: **17 PFT & 5 CAS-O**

Western Vacancies for new grads (RN1s only):

PFT- 47

TFT- 17

PPT- 4

TPTS- 4

Total 72

Labrador: BN hires:**10 PFT**

Lab Vacancies for new grads (RN1s only):

PFT- 6

TFT- 5

CAS- 9

Total 20

Process for Hiring

1. All BN graduates have received a letter offering employment in the past year.
2. As a part of the active recruitment process, all BN graduates who have shown interest in working in the province have underwent a general interview. This is the process that is used for all new graduates.
3. All of those interviewed have provided their top three areas that they would like to be employed in.
4. Based on the top three areas identified by the BN graduate, NLHS HR engages in a matching process, while also checking references.
5. We are currently still in step 4, however, at the end of this process if a position is not available in the candidates top 3 areas of choice, HR will offer these individuals PFT positions in other areas
6. As of early February, there were approximately 50 people in Eastern (*confirming current numbers and provincial stats*) who are at step 4 noted above. HR sent the email below to these individuals in early February to offer them the ability to pursue a position in areas of need and have had ongoing contact with individuals since then
7. HR will continue to connect with these individuals to pursue them selecting an area to work
8. From there, the person would receive a letter of appointment

There is also a group of IENs hired that will start in early March. This is an additional stream of recruitment; new grads will not be ready until May.

New Nurse Grad Information:

Bachelor of Science in Nursing

Site	Class of 2026	Class of 2025	Class of 2024	Class of 2023	Totals
MUNFON 4 YO	66	64	68*	55	234
MUNFON Accelerated Prg		36	Included above	15	69
CNS	126	140	102	104	472
Gander	27				27
Grand Falls – Windsor	29				29
WRSON 4 YO	61	57	49 to be confirmed	46	213
WRSON Acc		0	0	5	5

Labrador Campus

10

10

Agency Nurses

- Health care staffing shortages are affecting health services across the country.
- The use of agency nurses is not something we want to do and not something we wish to maintain.

- Unfortunately, critical staff shortages led to this necessity. Newfoundland and Labrador Health Services contracted to bring in agency nurses for two reasons:
- The first and foremost reason was to maintain services to the people of the province. For example, agency nurses have supported emergency rooms remaining open, as well and long-term care services being maintained.
- Secondly, the use of travel nurses has allowed the health authority to approve much needed time off for permanent nursing staff, to assist with work-life balance and help reduce burnout.
- The finding that per diem rates were paid by NLHS yet were not given to the nurses employed by the agency is a serious matter. It suggests the agency has inappropriate billed NLHS, has mis-led its employees, or both.
- We will reduce our dependency on travel nurses as our recruitment and retention plans continue to work to address critical shortages. We have taken many actions to fill vacancies. These include establishing a range of recruitment incentives, increasing educational seats in the province, multiple international recruitment missions, improved pathways for licensure of internationally educated nurses, retention bonuses, and a recently negotiated collective agreement that provides significant benefits to unionized nurses.
- We also established a private agreement with the Registered Nurses' Union of Newfoundland and Labrador to support our own nurses to travel to Labrador and fill gaps caused by shortages. Early indications are that this pilot project is proving successful and has been instrumental in maintaining services.
- We will reduce our dependency on agency nurses as quickly as possible, but we have a responsibility to maintain services to the people of the province. We thank our dedicated workforce for their continued contributions during these challenging times.

From: Konieczny, Jennifer
Sent: Thursday, February 22, 2024 11:25 AM
To: Hayes, Megan, Herritt, Jeannine, Sweeney, Gillian, Morrissey, Patrick (HCS), Langor, Fiona, McGrath, John, Osborne, Tom
Cc: Power, Maggie, Elliott, Susan, Scott, Brian, Thomas, Laura, Coffey, Tina
Subject: RE: OTF Headline - COMMENTS FROM EVANS: NDP MHA "Lela Evans" says that she is ...

Hi folks,
Hi folks,

Lela Evans just called OpenLine about travel nurses. Paddy also brought up lack of roadmap to move away from travel nurses and read a letter from a nursing student parent upset that students aren't offered jobs/incentives. Summary below.

Thanks,
Jennifer

Summary:

- As upsetting as cost of travel nurses is, I'm pleased that info getting out and people talking about it.
- \$36 million spent in just 5 months
- Travel nurses provided by middle man → money taken by companies and not being invested in public health system
- When Minister and premier talk about it and say can't stop relying on travel nurses but when you look at cost of program it's 6X the cost to our system
- We pay exorbitant profits to companies and have travel nurses work side-by-side with our nurses but getting much more pay, benefits, perks which our nurses have been asking for for years which has driven our nurses from the province or the profession
- There has to be accountability and can't have premier pass the buck
- Can't allow further erosion of health care system
- What people don't realize is that there's a middle person for profit
- Now established 2-tier health care: local nurses alongside for profit nurses
- Paddy: If there was a real dire need, okay, but never heard roadmap. Good to hear numbers have decreased in St. John's
- Paddy reads a letter: How come can recruit from outside but can't give graduating class permanent jobs or bonuses? Why 80% of graduating class not offered permanent?
- Contributes to problem lots of our nurses left to go work for agency, leaves, comes back to the community with better wages and perks
- Nurses asking for years for consistent schedule so they can book time off for quality of life and that's never been offered and decent compensation for their work
- My party is concerned with gov's refusal to not have date for travel nurses.
- We don't want travel nurses vilified because of failure of government to establish incentive programs to recruit and retain
- Don't blame travel nurses. They're professionals who chose those jobs for reasons.
- Need to hold minister accountable
- Money charged for meals, but meals were not provided to travel nurses. Is that fraud?
- Paddy: That's relationship between travel nurses and companies. Encouraging to know numbers going down but a ton of questions don't have answers to.
- That is why we're calling for auditor general for an audit.
- We need to reinvest in our local nurses and build up system.
- Cannot throw away millions of dollars, have minister and premier going around the world. Wouldn't be in situation if had been able to retain nurses.
- Need to treat our nurses with dignity

From: production@nlnewsnow.ca <production@nlnewsnow.ca>

Sent: Thursday, February 22, 2024 11:19 AM

To: Scott, Brian <BrianScott@gov.nl.ca>; Howard, Jacquelyn <jacquelynhoward@gov.nl.ca>; Clarke, Lesley <LesleyClarke@gov.nl.ca>; Marnell, Debbie <DebbieMarnell@gov.nl.ca>; Barfoot, Scott <ScottBarfoot@gov.nl.ca>; O'Neill, Melony <MelonyOneill@gov.nl.ca>; MacArthur, Gina <GinaMacArthur@gov.nl.ca>; Dalton, Krista <KristaDalton@gov.nl.ca>; Hood, Jillian <JillianHood@gov.nl.ca>; NLIS, NLIS <nlis@gov.nl.ca>; Gillingham, Emily-Jane <EmilyGillingham@gov.nl.ca>; Hunt-Grouchy, Michelle <MichelleHuntGrouchy@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Budgell, Marc <MarcBudgell@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Rehma, Khadija <KhadijaRehma@gov.nl.ca>; Sorensen, David <DavidSorensen@gov.nl.ca>; mtbudgell@nlhc.nl.ca; Vallis, Samantha <SamanthaVallis@gov.nl.ca>

Subject: OTF Headline - COMMENTS FROM EVANS: NDP MHA "Lela Evans" says that she is ...

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

VOCM Open Line - Thu, February 22, 2024

COMMENTS FROM EVANS: NDP MHA "Lela Evans" says that she is pleased that people are taking about the cost of travel nurses. We are having travel nurses working next to our provincial nurses and they are getting much more pay and benefits and that is what the nurses have been asking for for years and it has driven them out of the province. Nurses are leaving here to find better jobs.

VOCM - St. John's - Open Line @ 11:06:00am Duration: 00:10:00 Reporter: Paddy Daly

Ref Id: V2V-7P3-22

Client: PG Headlines - ALL OTF Phone-In Show Headlines

NL News Now

Email: Production@nlnewsnow.ca

Tel: 709-732-6397

Web: www.nlnewsnow.ca

From: Konieczny, Jennifer
Sent: Thursday, February 22, 2024 11:27 AM
To: Herritt, Jeannine, Sweeney, Gillian, Hayes, Megan, Morrissey, Patrick (HCS), Langor, Fiona, McGrath, John, Osborne, Tom
Cc: Power, Maggie, Elliott, Susan, Scott, Brian, Thomas, Laura, Coffey, Tina
Subject: FW: AUDIO: Open Line MHA Lela Evans
Attachments: 2024-02-22 Open Line MHA Lela Evans.mp3

Audio attached. Summary below. [The attached audio file can be listened to online at https://vocm.com/2019/08/01/open-line-with-paddy-daly/](https://vocm.com/2019/08/01/open-line-with-paddy-daly/)

Summary:

- As upsetting as cost of travel nurses is, I'm pleased that info getting out and people talking about it.
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- We pay exorbitant profits to companies and have travel nurses work side-by-side with our nurses but getting much more pay, benefits, perks which our nurses have been asking for for years which has driven our nurses from the province or the profession
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- We don't want travel nurses vilified because of failure of government to establish incentive programs to recruit and retain
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- Paddy: That's relationship between travel nurses and companies. Encouraging to know numbers going down but a ton of questions don't have answers to.
- That is why we're calling for auditor general for an audit.
- We need to reinvest in our local nurses and build up system.
- Cannot throw away millions of dollars, have minister and premier going around the world. Wouldn't be in situation if had been able to retain nurses.
- Need to treat our nurses with dignity

From: Hood, Jillian <JillianHood@gov.nl.ca>
Sent: Thursday, February 22, 2024 11:25 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Cc: Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Sorensen, David <DavidSorensen@gov.nl.ca>; Sulley, Erin

<ErinSulley@gov.nl.ca>; McCabe, Meghan <MeghanMcCabe@gov.nl.ca>; Pomeroy, Sonja <SonjaPomeroy@gov.nl.ca>

Subject: AUDIO: Open Line MHA Lela Evans

VOCM Open Line - Thu, February 22, 2024

COMMENTS FROM EVANS: NDP MHA "Lela Evans" says that she is pleased that people are taking about the cost of travel nurses. We are having travel nurses working next to our provincial nurses and they are getting much more pay and benefits and that is what the nurses have been asking for for years and it has driven them out of the province. Nurses are leaving here to find better jobs.

VOCM - St. John's - Open Line @ 11:06:00am Duration: 00:10:00 Reporter: Paddy Daly

Ref Id: V2V-7P3-22

From: Scott, Brian
Sent: Thursday, February 22, 2024 2:01 PM
To: Morrissey, Patrick (HCS)
Subject: FW: AUDIO: Open Line Minister Osborne Part 2
Attachments: 2024-01-31 Open Line Minister Osborne 2.mp3
[The attached audio file can be listened to online at https://vocm.com/2019/08/01/open-line-with-paddy-daly/](https://vocm.com/2019/08/01/open-line-with-paddy-daly/)

Brian Scott

Director of Communications
Health and Community Services
Government of Newfoundland and Labrador
e: brianscott@gov.nl.ca
t: 709.729.1377
www.gov.nl.ca/hcs/ | @HCS_GovNL

From: Hood, Jillian <JillianHood@gov.nl.ca>
Sent: Wednesday, January 31, 2024 10:58 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>
Cc: Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Sorensen, David <DavidSorensen@gov.nl.ca>; McCabe, Meghan <MeghanMcCabe@gov.nl.ca>; Pomeroy, Sonja <SonjaPomeroy@gov.nl.ca>
Subject: AUDIO: Open Line Minister Osborne Part 2

VOCM Open Line - Wed, January 31, 2024

HEALTH CARE IN PROVINCE PART II: "Minster Tom Osborne" and NL Health Services "Ron Johnson" are on the line. Mr. Osborne says they need to have a reduction of travel nurses, it is not good to have one person making more then another when they are working side by side. This is not good for morale. The collective agreement with the nurses union does have them working on issues that will hopefully help with retention. They talk about the cap on virtual care appointments They are working with the NLMA now and are in the process of looking at the next round of talks with them. They need to ensure in-person care even through virtual care is importation as well. Mr. Johnson says that his role is with the public system and not the private system and their focus will be on the public system.

VOCM - St. John's - Open Line @ 10:21:00am Duration: 00:23:00 Reporter: Paddy Daly

Ref Id: h4d-7K7-31

Jillian Hood

Communications Manager

Executive Council – Communications Branch
Government of Newfoundland & Labrador
10th Floor East Block, Confederation Complex
P.O. Box 8700, St. John's NL A1B 4J6
709-729-4266 | 709-687-2501

From: Thomas, Laura
Sent: Thursday, February 22, 2024 3:14 PM
To: Osborne, Tom, Elliott, Susan, Power, Maggie, McGrath, John, Sweeney, Gillian, Morrissey, Patrick (HCS), Hayes, Megan, Langor, Fiona, Herritt, Jeannine, Scott, Brian, Coffey, Tina, Konieczny, Jennifer
Subject: FYI: CBC NEWS NB: N.B. defends costly use of travel nurses as 'necessary at the time'

[N.B. defends costly use of travel nurses as 'necessary at the time' | CBC News](#)

N.B. defends costly use of travel nurses as 'necessary at the time'

Opposition suggests millions in taxpayer money would have been better spent on retention

[Bobbi-Jean MacKinnon](#) · CBC News · Posted: Feb 22, 2024 6:30 AM NST | Last Updated: 1 hour ago



Nurses from private agencies cost the regional health authorities much more than staff nurses. (nathaphat/iStock)

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comments

The New Brunswick government is defending the use of travel nurses in the face of criticism over the high cost to taxpayers.

Meanwhile, Vitalité, the regional health authority that has made the most use of the private agency nurses, acknowledged in a statement to CBC News that "the billing level for these services deserves questioning."

"These costs represent a significant financial burden for our citizens," CEO Dr. France Desrosiers said in an email. "They also create inequality between network health-care workers and agency staff."

"However, the decision was unavoidable in the short term," she said, citing staffing shortages created by departures and early retirements from 2020 to 2022 during the COVID-19 pandemic.

Deputy health minister Eric Beaulieu was grilled about the controversial practice when he appeared before the legislature's public accounts committee on Wednesday.

'Gouging taxpayers'

Liberal health critic Rob McKee questioned the "heavy reliance on expensive out-of-town nurses facilitated by private agencies."

These agencies included Toronto-based Canadian Health Labs, which charges "exorbitant rates" of more than \$300 an hour — roughly six times what a local staff nurse earns, McKee said, citing a [recent investigation by the Globe and Mail](#).

"This is nothing more than gouging taxpayers," McKee said. "It's a result of the Higgs government's mismanagement of the health-care crisis."

New Brunswick's two regional health authorities, Horizon and Vitalité, [spent a combined \\$56.8 million in the first five months](#) of 2023-24 on the costs associated with travel nurses, according

to figures obtained by CBC News and separately by the New Brunswick Nurses Union through a right to information request late last year.

But the Globe found the actual cost is much higher. The national newspaper obtained copies of three contracts between Vitalité and Canadian Health Labs. The first, which ran from July 29, 2022, until Sept. 23, 2023, for a maximum of \$20 million, provided a mix of registered nurses and licensed practical nurses at the equivalent of \$300.72 an hour.

A second contract, worth a maximum of \$45 million, supplied personal support workers at \$162.29 an hour, while the third, which went into effect on Dec. 2, 2022, and runs until February 2026, with a cap of \$93 million, effectively charges Vitalité \$306.70 an hour per nurse.

Vitalité faced closures

The contracts between Vitalité and Canadian Health Labs were "done at a time when Vitalité was facing either closure of services or closure — in their words — closure of facilities related to staffing shortages," Beaulieu told McKee.

The department has been working with both Vitalité and Horizon in reducing the use of travel nurses across the province, he said.

"It is not an aspect that either the department, the minister, or the RHAs wish to continue long term, but I will say it was a necessary at the time they were signed."



Deputy health minister Eric Beaulieu said the department started getting biweekly reports from the health authorities on travel nurses, including the costs, last fall. (Legislative Assembly of New Brunswick)

Beaulieu expects Horizon to eliminate the use of travel nurses this spring. "There may be a short delay in some very specific areas, but the overall volume would be quite minimal."

Vitalité will take longer because of the challenges with francophone recruitment and the Canadian Health Labs contract, which runs until 2026.

Unions seek audit

The New Brunswick Nurses Union and the Canadian Federation of Nurses Unions intend to send a joint letter to Auditor General Paul Martin, calling on him to investigate.

The Auditor General's Office says the use of private nursing agencies "has been added to the list of potential future audits."

Premier Blaine Higgs told reporters the use of travel nurses "is not the future for nursing" in New Brunswick.

"We know that. ... It's not a situation we want to keep at all."



Premier Blaine Higgs said Horizon could stop using travel nurses as soon as the end of March, but Vitalité has a longer-term contract. (Radio-Canada)
It was a short-term solution to nursing shortages, he said.

"Because we had a situation there where nurses were working extended hours, six, seven days a week, and you can't keep that up — not taking vacation, not being out with their family."

'Very limited number' of francophone options

According to the head of Vitalité, the level of care hours per patient had been reduced to a "critical threshold" by the summer of 2022, and more than 100 beds had to be closed.

"We were at a crossroads," said Desrosiers.

The decision to resort to agency staff was made only after a thorough examination of the risks to the health and safety of patients, she said.

"Several plans to reduce services with dramatic consequences were considered before this choice was made," Desrosiers said, without elaborating.

The use of travel nurses ensured the continuity of essential services by maintaining a minimum safe threshold of care hours for patients.

"This temporary but necessary measure allowed us to save lives, relieve our staff by reducing team exhaustion and turnover."



Dr. France Desrosiers, CEO of Vitalité Health Network, said the gradual reduction of agency services has already begun, but it would be 'irresponsible to do away with them completely at this time.' (Gilles Boudreau/Radio-Canada)

Only a "very limited number" of agencies were able to provide the necessary francophone or bilingual resources in a timely manner to maintain services, Desrosiers said.

Being a minority French-language health-care network has "worked against" Vitalité, with a limited recruitment pool and a higher number of vacant positions, resulting in a lower average number of care hours, she said.

In 2019, the median age of the population exclusively served by Vitalité was 52, compared to 44 for Horizon. The proportion of the population aged 65 or older for Vitalité was 26 per cent, compared to 20 per cent for Horizon, said Desrosiers, noting the rate of chronic illnesses among elderly people is higher, and the needs for health-care services is greater.

Recruitment and retention efforts are yielding results and Vitalité has already begun to gradually reduce the use of agency services, she said.

"But it would be irresponsible to do away with them completely at this time, considering immediate needs."

Department aware of only 1 of 3 Vitalité contracts

The government was aware of Vitalité's first contract with Canadian Health Labs, according to Beaulieu. It was informed of the other two after the fact, late in the 2022-23 fiscal year.

Beaulieu said he believes all three were awarded without requests for proposals first.

The regional health authorities are responsible for service delivery so the Health Department would not necessarily have direct oversight on contracts signed throughout a year.

With these types of contracts, however, "given the magnitude of them, the duration and the dollar figure, they would normally be things that would involve [the] department."



Liberal health critic Rob McKee asked what strategies the government is implementing to address the root causes of health care staffing shortage. (Ed Hunter/CBC)

McKee asked if there are repercussions for acting outside the normal practice of involving the department.

"What we tried to focus on is that issues like this do not reproduce in the future," replied Beaulieu.

The department had the impression the \$20 million that Vitalité spent on travel nurses in 2022-23 and the \$5 million Horizon spent, was "going to be reducing quite significantly," he said. When that didn't happen, it instituted biweekly reports on travel nurses, including costs and hours.

Nurses feel disrespected, not valued

McKee suggested the money would have been better spent trying to retain nurses. He noted nurses called last year for a retention bonus, which neighbouring provinces were offering, but they were denied.

"How do you justify ... saying no to our own people that are leaving, but then paying six times more to bring people [from] out of town?"

Beaulieu reiterated the government was not involved in the negotiation of the contracts.

"I believe what the RHAs would have done is they would have balanced out the need to protect services as the number one issue at that point in time."

Green Party health critic Megan Mitton asked whether the government calculated how much it would have cost to match the retention payments offered by other provinces, such as Nova Scotia.



Green Party health critic Megan Mitton said she believes it's 'within the realm of possibility for New Brunswick to provide retention bonuses.' (Ed Hunter/CBC)

"We know millions and millions of dollars have been spent through these private travel nursing agencies," she said.

"But we have nurses who work here, who want to work here, but have felt ... disrespected or that they're not valued because they haven't haven't received" the same types of bonuses."

Beaulieu initially said it would have cost New Brunswick "over a billion dollars" to match Nova Scotia's \$10,000 bonus, but later said he misspoke.

There are about 10,000 nurses in New Brunswick, including the ones who work in long-term care, so the cost would be about \$100 million, he said.

'Making gains' through recruitment

The government continues to focus on recruitment, according to Beaulieu. Since April 2023, Horizon has recruited 278 permanent nurses, for a net increase of 125, he said.

At Vitalité, new hires have exceeded the departures since June 2022, said Desrosiers.

The government is also focused on nursing education, he said, noting enrolment in 2023 was the highest it's been in 20 years with more than 16,150 students in nursing programs.

That's up from about 900 four years ago, thanks to a number of steps, such as adding up to 85 new nursing seats at the University of New Brunswick, Maine's Beale University starting a program in Sackville with 100 seats, and offering licensed practical nurses the opportunity to become registered nurses through the launch of the Learn Where You Live program in Moncton and Miramichi.

Higgs also stressed the efforts with recruitment and education.

"We have hired, I think it's about 800 more nurses than have retired. ... And that'll suspend any future requirement for the travel nurse."

Laura Thomas BA, BPR | *Media Relations Manager*
Department of Health and Community Services
Government of Newfoundland and Labrador

709-727-0341 | 709-729-6986 | laurathomas@gov.nl.ca

1st Floor, West Block, Confederation Building
P.O. Box 8700 St. John's, NL A1B 4J6

From: O'Toole, Maggie
Sent: Friday, February 23, 2024 2:37 PM
To: Herritt, Jeannine, Scott, Brian
Subject: 31(1)(l) [REDACTED] DOCUMENT : DOC-67669 : KM - Travel nurses
Attachments: KM - Travel nurses [REDACTED]

Hi folks,

I need to send materials to IGA today re travel nurses. Before sending, all materials going to IGA need to be signed off. Checking if this is going to be reviewed and finalized today? I note there are tracked changes in the document.

Thanks both!

Kind regards,
Maggie

[REDACTED] 31(1)(l)

Record Number : DOC-67669
Title : KM - Travel nurses

Health and Community Services

Travel Nurses

April 10, 2024

Summary Government continues to use travel nurses and opposition is describing the situation as getting worse. The Auditor General has committed to reviewing health sector contracts.

Anticipated Questions

- Why is government continuing to use travel agencies?

Key Messages

- Agency nurses are not a new concept. They have been around for a long time and help health care providers fill vacancies. The alternative is not filling vacancies, people not receiving care, and nurses working more shifts and overtime.
- Government has approved \$35M funding for agency nurses for 2024-25.
- Following the recent Globe and Mail article, there were concerns noted about the contract with Canadian Health Labs (CHL), such as the administration of the contracts, in particular, meals and accommodations. NL Health Services is responsible for operationalizing and procuring these services. Some agency nurse contracts have not been renewed.
- We welcome the review of health care contracts by the Auditor General.
- Without agency nurses, the burden of maintaining services would have rested solely with our nurses. Agency nurses played an important role in bringing relief to our dedicated staff. This served to improve their work-life balance, avoid burn out, and support their retention.
- We continue to recruit and market Newfoundland and Labrador as a great place to work and build a career. There are many benefits to being a nurse with NLHS, including a pension and a guaranteed income through collective bargaining.
- Our recruitment strategy is working:

- More than 523 nurses and 101 doctors have signed on to work in the province since last April.
- Most of last year's nursing graduates signed on to work here. NLHS had made over 200 offers to this year's graduates.
- An evaluation is ongoing of recent pilot program in Labrador Zone where NLHS nurses willing to work locums in Labrador receive a premium. The preliminary results of the evaluation are positive. We will work with NLHS and RNUNL to explore how the locum pilot may be expanded to other areas of the province.
- We've previously called agency nursing a "necessary evil." As we continue to be successful with recruitment, we look forward to one day no longer having to rely on agency nurses.
- Provinces need to work together to stop relying on travel nurses.

Secondary Messages

- We will reduce our dependency on agency nurses as our recruitment and retention plans continue to work to address critical shortages.
- We have taken many actions to fill vacancies and support the nursing workforce. These include establishing a range of recruitment incentives, increased educational seats in the province, multiple international recruitment missions, improved pathways for licensure of internationally educated nurses, retention bonuses, and a recently negotiated collective agreement that invests \$110M annually in our nursing workforce.

Background

Latest Travel Nursing Numbers confirm situation getting worse: Petten

(April 10, 2024 St. John's NL): Barry Petten, PC Official Opposition Critic for Health and MHA for Conception Bay South, reiterated his concerns today over the travel nurse fiasco with startling new media reports that indicate more than double the previously reported amount has been spent by the Furey Liberals.

Petten was responding to an NTV news story that quoted Access to information documents which have shed new light on the extent of the fiasco.

“Rather than the originally reported \$35.6 million cost, we now learn another \$40.1 million was spent which pushes the total to over \$80 million last year from April to December 2023 yet we still have 715 nursing vacancies.

It is simply inconceivable. Tens of millions of tax payers dollars is pouring out of the province while our local nursing staff are still waiting for payments owed under the collective agreement. No wonder nurses feel undervalued and disrespected.

Petten asked “Why are the Furey Liberals shocked that we have over 700 vacancies when travel nurses, working alongside local nurses, are making six times what their co-workers are. What could be more demoralizing then watching someone next to you make \$300 an hour while you are “nickeled and dimed.”

Newfoundland’s Auditor-General probing province’s expensive travel nursing contracts

TU THANH HA

PUBLISHED MARCH 28, 2024

Insert article?

**N.L. auditor general to audit health sector contracts: nurses' union
Full performance audit could take up to 18 months**

Atlantic Briefs Desk | Posted: March 28, 2024, 4:06 p.m. | Updated: March 28, 2024, 4:06 p.m. | 4 Min Read

Insert article?

From: O'Toole, Maggie
Sent: Friday, February 23, 2024 2:52 PM
To: Scott, Brian, Herritt, Jeannine 31(1)(l)
Subject: RE: [REDACTED] DOCUMENT : DOC-67669 : KM - Travel nurses

Thanks Brian.

Jeannine, once you've reviewed and the tracked edits are removed. Could you let me know when actioned to John? He's aware I'm looking for this for IGA for today. Thanks so much!

Kind regards,
Maggie

-----Original Message-----

From: Scott, Brian <BrianScott@gov.nl.ca>
Sent: Friday, February 23, 2024 2:47 PM
To: O'Toole, Maggie <MaggieOTOole@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: [REDACTED] DOCUMENT : DOC-67669 : KM - Travel nurses

Looks good to me. 31(1)(l)

Brian Scott
Director of Communications
Health and Community Services
Government of Newfoundland and Labrador
e: brianscott@gov.nl.ca
t: 709.729.1377
www.gov.nl.ca/hcs/ | @HCS_GovNL

-----Original Message-----

From: O'Toole, Maggie <MaggieOTOole@gov.nl.ca>
Sent: Friday, February 23, 2024 2:37 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; Scott, Brian <BrianScott@gov.nl.ca>
Subject: [REDACTED] DOCUMENT : DOC-67669 : KM - Travel nurses

Hi folks, 31(1)(l)

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Thanks both!

Kind regards,
Maggie

[REDACTED] 31(1)(l)

Record Number : DOC-67669
Title : KM - Travel nurses

From: O'Toole, Maggie
Sent: Friday, February 23, 2024 4:42 PM
To: McGrath, John, Herritt, Jeannine
Cc: Morrissey, Patrick (HCS)
Subject: 31(1)(l) [REDACTED] DOCUMENT : DOC-67669 : QP - Travel nurses
Attachments: QP - Travel nurses. [REDACTED]

Hi folks,

Please note that while the title has changed, this is the same attachment that was included on pages 398-400

Following up on the request from IGA, they have confirmed the Premier's meeting will be Wednesday morning so they are looking to finalize their briefing materials Monday morning. Seeking approval to send these KMs asap on Monday morning. Thanks so much!

Kind regards,
Maggie

31(1)(l)

Record Number : DOC-67669
Title : QP - Travel nurses

From: McGrath, John
Sent: Friday, February 23, 2024 9:35 PM
To: Keith, Nadine
Cc: Osborne, Tom, Caines, Justin, Morrissey, Patrick (HCS), Antle, Chad, Elliott, Susan
Subject: FW: NLHS Agency Nursing Cotracts
Attachments: 2022-2638 - Western Health - Nursing Recruitment - Services Agreement - SIGNED (1).pdf, 2021-1926 - Central Health - Nursing Recruitment Agreement - SIGNED.pdf, McGrath Agency Nursing Contracts 23 02 24.docx, CHL Contracts - Feb 20 2024 Draft For NLHS Board Meeting.pdf

31(1)(l)

Please [REDACTED] Justin, Patrick and Chad for discussion and analysis. Please arrange a time to review.

31(1)(l)

Also, please [REDACTED] to Minister for information purposes.

Regards,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Cathy Fitzpatrick (Executive Offices) <Cathy.Fitzpatrick@nlhealthservices.ca>
Sent: Friday, February 23, 2024 1:04 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Scott Bishop <Scott.Bishop@easternhealth.ca>; Keith, Nadine <NadineKeith@gov.nl.ca>
Subject: NLHS Agency Nursing Cotracts

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear John,

I am forwarding the attached letter on behalf of David Diamond, CEO, NLHS.

Thank you.



**NL Health
Services**

Cathy Fitzpatrick
Office of Chief Executive Officer
NL Health Services

t: 709-697-4946
e: cathy.fitzpatrick@nlhealthservices.ca
w: NLHealthServices.ca

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**Purchase of Service Agreement
(the "Agreement")**

**THIS AGREEMENT is made as of __April 20, 2022__ (the "Effective Date").
BETWEEN**

**Central Regional Integrated Health Authority (Central Health), a regional health
authority created under the *Regional Health Authorities Act* (Newfoundland
and Labrador)**

-and-

**9059822 Canada Inc. o/a Canadian Health
Labs having its head office at 3 - 1870 Albion
Road, Etobicoke, Ontario M9W 5T2
(hereinafter referred to as the "Contractor")**

**Central Health is desirous of receiving services as set out in this Agreement to
support hospitals and long-term care homes in the province of Newfoundland and
Labrador;**

**The Contractor hereunder is desirous of providing said services as set out in this
Agreement;**

Therefore, the parties agree as follows:

1. DEFINITIONS

In this Agreement, the following terms will have the following meanings:

**"Agent" in relation to a custodian, means an information manager or an
individual or organization that acts for or on behalf of the custodian in respect of
personal health information for the purposes of the custodian and not for the
agent's own purposes, whether or not the information manager, individual or
organization is remunerated by the custodian, but does not include an employee
of the custodian and includes an "agent" as defined in the Personal Health
Information Act (S.N.L., c. P-7.01) (PHIA)**

**"Business Day" means any day other than Saturday, Sunday or a statutory holiday
under the laws of Newfoundland and Labrador, or Canada.**

**"Confidential Information" means any and all information for which reasonable
precautions have been taken to protect its secrecy, disclosed orally or in writing to
the Contractor by Central Health or gathered by the Contractor from inspection of
any property, activities or facilities of Central Health, regardless of whether the
Contractor obtained the information before or after the Term, as outline in section
3 below, or whether the information is specifically identified or marked as
"Confidential" or "Proprietary". This includes Personal Information in the care of
Central Health, as defined by the Access to Information and Protection of Privacy
Act (S.N.L., c. A-1.2) (ATIPPA). Unless otherwise stated, the term**

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"Health Information Custodians" means an individual or organization that collects, maintains or uses personal health information for the purpose of providing or assisting in the provision of health care or treatment or the planning and management of the healthcare system or delivering a government program or service and includes a 'custodian'.

"Hospital" means an institution providing medical and surgical treatment and nursing care for sick or injured people.

"Long Term Care" means a nursing care facility for individuals that meet the criteria in Newfoundland and Labrador of Level 3 and above care needs.

"Intellectual Property" means all worldwide rights under contract, statute, or common law, whether or not perfected, and associated patent, copyright, trademark, trade secrets, and other rights analogous to them and any other proprietary rights relating to intangible or intellectual property now existing or later recognized under the laws of any jurisdiction.

~~"Material(s)" means all materials, data, reports, studies, memoranda, correspondence, manuals, records, plans, specifications, tapes or programs, either~~
in written, magnetic or electronic form, which are provided by Central Health to the Contractor in the performance of the Contractor's services under this Agreement, and any copies or reproductions thereof, or materials which are prepared or produced by the Contractor specifically for and paid for by Central Health under this Agreement.

"Central Health" means Central Regional Integrated Health Authority and includes any person designated to act on Central Health's behalf.

"Non-licensed operational team member" means non-clinical individuals providing administrative support to the clinic.

"Person" means an individual, partnership, association, body corporate, trustee, executor, administrator or legal representative.

"Personal Health Information" means identifying information about an individual in oral or recorded form if the information

- (a) relates to the individual's physical or mental health, family history or health care history, including genetic information about the individual,
- (b) is the individual's registration information, including the Medicare number of the individual,
- (c) relates to the provision of health care to the individual,
- (d) relates to information about payments or eligibility for health care in respect of the individual, or eligibility for coverage for health care in respect of the individual,
- (e) relates to the donation by the individual of any body part or bodily substance of the individual or is derived from the testing or examination of any body part or bodily substance,
- (f) identifies the individual's substitute decision-maker, or
- (g) identifies an individual's health care provider

"Privacy and Security Policy" has the meaning set forth in "Section 5 (9) and (10).

"Services" means the deliverables to be performed by the Contractor in accordance with Schedule "A".

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2. SERVICES

- (1) The Contractor agrees to provide Central Health with professional services as set out in Schedule "A" attached hereto. Any Specifications/Statement of Work (SOW) signed after the date of this Agreement is hereby acknowledged to be subject to the terms and conditions of this Agreement and the express terms contained in this document.**
- (2) The Contractor shall provide the Services using qualified resources and perform such services at all times in accordance and in full compliance with the statutes, laws, ordinances and regulations governing its profession.**
- (3) Central Health reserves the right to interview, accept and/or reject any resources provided by the Contractor. To that effect, Central Health may require the Contractor to immediately replace a person provided by the Contractor who, in Central Health's opinion, does not perform in a satisfactory manner.**

Central Health reserves the right to refuse any Service and/or Deliverables of the Contractor which is not in accordance with the specifications of this Agreement and/or contained in Schedule "A" and, without limiting the remedies available to Central Health, Central Health at its discretion, while acting reasonably, may refuse services and ask for correction at the Contractor's own cost and expense or; withhold payment of moneys payable pursuant to this agreement until such time as the Contractor provides services which are on accordance with the specifications.

- (4) The Obligations of Central Health are set out in Schedule "B".**
- (5) Nothing in this Agreement gives the Contractor an exclusive right to provide the Services and Central Health may enter into Agreements with other contractors for Services equivalent to the Contractor's. The Contractor may provide its services to third parties. The Contractor will not enter into any other contract that might prejudice the ability to provide Services as set out in Schedule "A".**
- (6) The Contractor acknowledges**
 - (a) the existing and worldwide impact of the COVID-19 pandemic.**
 - (b) that they have taken COVID-19 and its impact into account and despite the global effect on business can provide the professional services as set out in Schedule "A":**
 - (c) that the COVID-19 pandemic does not constitute Force Majeure as described in Section 13 unless agreed upon by both parties in writing.**

3. TERM

The Parties agree that this Agreement shall commence on April 30, 2022, and shall terminate on April 30, 2023 unless terminated earlier in accordance with the provisions of this Agreement.

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4. **Renewal**

The Term may be extended for an additional one (1) year by mutual written agreement of the parties hereto, executed not less than thirty (30) days prior to the expiration of the then-current Term

5. **COMPENSATION**

- (1) Central Health shall pay the Contractor the amounts as set forth in Schedule "C" attached here to;
- (2) Central Health may withhold any payment for Services without incurring interest while the Contractor is in breach of this Agreement.
- (3) Contractor is responsible for all Contractor personnel and for the payment of their compensation, including, if applicable, termination payments or entitlements, all benefits, and statutory withholdings and deductions, such as income tax, Canada Pension Plan, employment insurance, workers' compensation premiums, and other payroll taxes.

5. **CONFIDENTIALITY**

- (1) The Contractor shall not at any time use or disclose any Confidential Information that it receives from Central Health pursuant to this Agreement or that relates to the affairs of Central Health except as expressly agreed upon under this Agreement or as required by law. Furthermore, the Contractor shall not use at any time (whether during the term of this Agreement or after its termination or expiry) for its own benefit or purposes or for the benefit or purposes of any other person, firm, corporation, association or other business entity, any business development programs, or plans belonging to or relating to the affairs of Central Health, including knowledge relating to customers, clients, or employees of Central Health.
- (2) The obligations of the Contractor under 5(1) above will not apply to Confidential Information that the Contractor can demonstrate (i) at the time of disclosure is generally available to the public through no breach of this Agreement or other wrongful act by the Contractor, (ii) has been received by the Contractor from a third party without restriction on disclosure and without breach of any Agreement or other wrongful act by the Contractor, (iii) is independently developed by the Contractor without regard to the Material of Central Health, or (iv) is required to be disclosed by law or order of a court of competent jurisdiction, provided that the Contractor shall furnish prompt written notice to Central Health of such required disclosure.
- (3) The Contractor shall be considered to be an agent of Central Health as defined under the Personal Health Information Act (PHIA). Central Health agrees to disclose to the Contractor, the data required, subject to the terms of this Service Agreement. The Contractor has agreed to provide these services in accordance with this Service Agreement.

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- (4) The Contractor agrees that Confidential Information about any individual arising from the performance of this Agreement is or may be subject to federal and provincial privacy legislation, as amended from time to time. The Contractor covenants to maintain the confidentiality of such Confidential Information and adhere to any applicable privacy-related legislation in force during the term of this Agreement, including but not limited to ATIPPA and PHIA.
- (5) Notwithstanding the foregoing, the Contractor acknowledges that all Confidential Information relating to this Agreement that is in the custody or control of Central Health is subject to rights and obligations under the ATIPPA and PHIA thereunder, as amended from time to time. The Contractor understands and agrees that Central Health may be required to disclose certain Confidential Information pursuant to said legislation, and other Newfoundland statutes.
- (6) The Contractor agrees to adhere to all written Central Health Policies, standards and guidelines applicable to the security of Confidential Information, provided said documentation is delivered by Central Health to the attention of the Contractor.
- (7) The staff provided will be required to sign the Privacy and Confidentiality Oath Agreement as set out in Schedule "E".
- (8) The provisions of this article shall continue to bind the Contractor notwithstanding the expiration or termination of the Agreement
- (9) In the event that the Contractor is subject to the provisions of a Data Use and Confidentiality Agreement with Central Health, the obligations contained therein shall be deemed incorporated into this Agreement and shall remain in full force and effect notwithstanding that the provisions may be more onerous than those contained herein.

6. PRIVACY AND DATA MANAGEMENT

(a) Personal Information

Each party acknowledges and agrees that any disclosure, collection and use of data pursuant to this Service Agreement must comply with ATIPPA as amended and (PHIA) as amended, and any other or successor legislation in effect in the Province of Newfoundland from time to time and with any other relevant privacy protection legislation.

(b) Protection of Personal Information and Personal Health Information

The Contractor agrees to protect Personal and Personal Health Information by adhering to the requirements for such protection under ATIPPA and PHIA which includes, but is not limited to, the following:

- (i) only collect such Personal Information and Personal Health Information as is necessary for the purposes of delivering the services under this Service Agreement;

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- (ii) only use or disclose the minimum amount of such Personal Information and Personal Health Information as necessary for the purposes of delivering services under this Service Agreement;
- (iii) be responsible to protect and maintain the confidentiality of any such Personal Information and Personal Health Information required to carry out the services under this Service Agreement within its control;
- (iv) limit access to the Personal Information and Personal Health Information to only those required to carry out the services under this Service Agreement;
- (v) maintain reasonable physical, organizational and technological safeguards to ensure the confidentiality, accuracy and integrity of the Personal Information and Personal Health Information and protect the Personal Information and Personal Health Information against any loss or theft, as well as unauthorized access, use, disclosure, destruction or copying of any personal information; and
- (vi) all active employees and affiliated individuals must do the following annually: complete PHIA Education Session, review Central Health Confidentiality Policy and confirm the Central Health Attestation of Confidentiality. Any time required for the Contractors employees to complete the mandated education sessions, certifications, or other related to the aforementioned will be billed to Central Health at the agreed upon rate outlined in Schedule "C".

c) Data Management

The Contractor will apply retention and disposition processes to Central Health's data in compliance with all Acts, Policies and Procedures relevant to the management of "said" data. The Contractor will take reasonable steps to protect Data against loss, theft, and unauthorized access, use, disclosure, copying, modification, disposal or destruction in accordance with applicable privacy laws and regulations, including ATIPPA and PHIA, and will also follow Central Health policies and procedures related to how to retain, protect, transmit, store, dispose, destroy and handle privacy breaches involving Data subject to this Service Agreement (SA).

(11) Privacy Incident/Breach:

The Contractor will immediately notify Central Health's Director of Information, Privacy and Regulatory Oversight in the event of a suspected or actual breach or incident, in writing in the event that Data subject of this Service Agreement is lost, stolen, accessed, used, disclosed, copied, modified or disposed of by unauthorized persons or in an unauthorized manner or both. The Contractor agrees to work in liaison with Central Health to remedy the breach and in accordance with any and all applicable Privacy Breach Management Policies and procedure. The relevant privacy legislation should be consulted for any mandatory breach notification requirements to affected individuals and/or the Department of Health and Community Services ,Newfoundland and Labrador.

6. INDEPENDENT CONTRACTOR

The Contractor is an independent contractor and no provision of the Agreement that gives Central Health a measure of control over the Services

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shall be construed so as to cause the Contractor's personnel to be considered employees of Central Health.

7. ASSIGNMENT AND SUBCONTRACTING

- (1) The rights and liabilities of this Agreement are not assignable by either party without the prior written consent of the other,
- (2) The Contractor shall not subcontract any part of its obligations under this Agreement without the prior written consent of Central Health, which shall not be unreasonably withheld.
- (3) Consent under 7(2) shall not relieve the Contractor from any of its obligations under this Agreement or impose on Central Health any liability to the subcontractor.

8. LIABILITY AND INDEMNITY

- (1) The Contractor shall indemnify, hold harmless and defend Central Health from and against all claims, losses, damages, expenses, actions and other proceedings made, sustained, brought, prosecuted, threatened to be brought or prosecuted in any manner, based upon, occasioned by, attributable to, or arising from any willful or negligent act, omission or delay on the part of the Contractor; its directors, officers, employees, agents and subcontractors.
- (2) Central Health shall indemnify, hold harmless and defend the Contractor from and against all claims, losses, damages, expenses, actions and other proceedings made, sustained, brought, prosecuted, threatened to be brought or prosecuted in any manner, based upon, occasioned by, attributable to, or arising from any willful or negligent act, omission delay on the part of Central Health, its directors, officers, employees, agents and subcontractors.
- (3) Notwithstanding subsections 8(1) and 8(2), the parties expressly acknowledge and agree that they shall not be liable for each other's indirect or consequential damages or for lost profits or revenues under this Agreement, regardless of whether such a liability arises in tort (including negligence), contract, fundamental breach or breach of a fundamental term, misrepresentation, or breach of warranty breach of fiduciary duty, indemnification or otherwise.
- (4) The Contractor shall maintain a minimum of \$5 million general liability insurance and such insurances required to perform the Services under this Agreement for which Central Health will be a named insured. A certificate of such insurance shall be presented upon request. .
- (5) The entire liability for both parties for all claims in the aggregate arising from or related to this Agreement shall not exceed the \$5,000,000.00
- (6) before any Contractor personnel performs any Services hereunder:
 - (i) ensure that such Contractor personnel have the legal right to work in Canada;

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- (ii) ensure that statutory workers' compensation coverage has been secured for such Contractor personnel to work in Newfoundland and Labrador;
- (iii) ensure that such Contractor personnel have the necessary certifications or professional designations and training to perform the Service; and
- (iv) at its sole cost and expense, conduct background checks on such Contractor personnel, which background checks shall comprise, at a minimum, a review of professional credential verification, employment references, and criminal record, in accordance with provincial, federal, and municipal law;

9 TERMINATION WITHOUT CAUSE

The Parties agree that under no scenario will this Agreement be terminated without cause by Central Health before the twelve (12) month end date of April 30, 2023.

10 TERMINATION FOR CAUSE

- (1) If either party to this Agreement is in breach of any of its obligations under this Agreement, the other party may give notice in writing of the breach to the defaulting party and request the latter to remedy it. If the party in breach fails to remedy the breach within five (5) days after the date of delivery of such written notice, then this Agreement may be terminated immediately by further written notice of termination given by the complaining party.
- (2) All work authorized by this Agreement prior to the effective date of termination shall be completed by the Contractor as if this Agreement were still in full force.
- (3) Upon completion of all work pursuant to Article 10(2), the Contractor shall immediately turn over to Central Health all completed programs, reports, data, specifications, diagrams and all other material generated during the performance of the Services under this Agreement, and further the Contractor shall return all Confidential Information furnished to the Contractor by Central Health pursuant to this Agreement.
- (4) Notwithstanding the provisions of Article 10(1), Central Health may terminate this Agreement by written notice to take effect immediately upon receipt of it by the Contractor if:
 - (a) the Contractor is in breach of article 5 of this Agreement; or
 - (b) the Contractor becomes insolvent or bankrupt or makes an assignment for the benefit of creditors, or a receiver is appointed of its business; or a voluntary or involuntary petition in bankruptcy is filed or proceedings for the re-organization or winding-up of the Contractor are instituted; or
 - (c) the Contractor attempts to assign or cede any interest in this Agreement without the prior written consent of Central Health; or
 - (d) the Contractor comes under the direct or indirect control of any corporation or person who does not control it at the date of execution

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of this Agreement. At the request of the Contractor, Central Health may waive this condition.

11 OBLIGATIONS OF CONTRACTOR UPON TERMINATION OR EXPIRY OF AGREEMENT

Upon termination of the Agreement for any reason, whether by expiration of the term or pursuant to Articles 9 or 10, the Contractor agrees to provide all material in its possession to any successor chosen by Central Health in order to facilitate the transition. Central Health agrees that the Contractor will be compensated, up to the date of expiry or breach of this Agreement, in accordance with the terms of Schedule attached hereto.

12. NOTICES

Wherever in this Agreement notice is required or permitted to be given, or served be either party to or on the other, the notice shall be in writing and will be given by personal delivery, commercial courier service, registered mail (postage prepaid) or by electronic transmission and addressed to the applicable party as follows:

To Central Health at: Craig Davis, VP People and Transformation
50 Union Street
Grand Falls- Windsor
A2A 2E1
Phone: (709)293-4614
Email: craig.davis@centralhealth.nl.ca

To the Contractor at: Bill Hennessy
Chief Executive Officer
Unit 3 - 1870 Albion Road
Etobicoke, Ontario, MSW 5T2
Email : bill@canadianhealthlabs.ca

For the purposes of this Article 12, a Notice will be considered validly given at the following times:

Delivery Method	Time of Notice
-by personal delivery or commercial courier service	day of actual delivery
-by registered mail	the Business Day following the deposit in the mail, except that in the event of an actual or threatened disruption of regular postal service, notice will not be effective if given by mail
-by electronic transmission	on the day of transmission

If the time of delivery is not a Business Day or if the Notice is received after ordinary office hours at the place of receipt, the Notice will be considered received on the next Business Day.

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13. GENERAL CONDITIONS

- (1) Entire Agreement and waiver. This Agreement constitutes all of the Agreements between the Contractor and Central Health pertaining to the subject-matter of it and supersedes all prior Agreements, undertakings, negotiations and discussions, whether oral or written of the parties to it. There are no warranties, representations or other Agreements between the parties to it in connection with the subject-matter of it except as specifically set forth or referred to in this Agreement. NO supplement, modifications, waiver or termination of this Agreement shall be binding unless executed in writing by the party hereto to be bound thereby. NO waiver of any other provisions of this Agreement (whether or not similar) nor shall the waiver constitute a continuing waiver unless otherwise expressly provided.
- (2) Extended Meanings. In this Agreement, words importing the singular number include the plural and vice versa, words importing the masculine gender include the feminine and neuter genders; and words importing persons include individuals, sole proprietors, corporations, partnerships, trusts and unincorporated associations.
- (3) Applicable Law. This Agreement shall be governed by and construed in accordance with the laws of the Province of Newfoundland and Labrador, and the laws of Canada in force therein.
- (4) Invalidity of Provision. The invalidity or unenforceability of any provision of this Agreement or any covenant in it shall not affect the validity or enforceability of any other provision or covenant in it and the invalid provision or covenant shall be deemed to be severable.
- (5) Force Majeure means a delay in the performance of the services occurring without the fault or negligence of either party, which delay both parties could not have reasonably foreseen, caused by events beyond the control of either party or by such type and kind of events as set forth below, but not limited to those specific events. The types and kinds of events referred to in this Article include the following: acts of God; acts of the public enemy; civil war; insurrections or riots; floods; explosions; earthquakes or serious accidents; unusually severe weather; epidemics or quarantine restrictions, other than those related to COVID-19, governmental priorities or allocation requirements or orders affecting materials, labour, equipment and facilities; fuel shortages; freight embargoes; strikes or labour troubles causing cessation, slowdown or interruption of work; and other similar events, or a delay in performance of a subcontract by a subcontractor due to any of the events referred to above which is beyond its control and without its fault or negligence.

Within five (5) business days of becoming aware of a Force Majeure, the Contractor must provide written notice to Central Health of the describing the following:

- a) the nature of the Force Majeure (as listed above);
- b) what Services listed in Schedule "A" are being delayed;
- c) the reasons why the Services are being delayed;
- d) the expected duration of the delay;
- e) what steps will be taken to resume Services.

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(6) Conflict of Interest.

Contractor warrants that at the date of this Agreement, no conflict of interest, or any circumstance that might interfere with independent and objective exercise of judgment exists or is likely to arise in relation to execution of this Agreement or its subject matter. Contractor undertakes to notify Central Health in writing immediately upon becoming aware of the existence, or possibility, of a conflict of interest and agrees to comply with any reasonable directions of Central Health to appropriately manage the conflict of interest, within the time frame stipulated by Central Health in writing.

(7) Schedules. The attached Schedules A to E, inclusive, attached hereto form a part of this Agreement. In the event of a conflict or inconsistency between one or more of the provisions of the documents specified below, the documents will govern in the following order:

(i) This Agreement

(ii) Schedules to this Agreement

(8) Amendment. ~~No modification of this Agreement is valid unless set out in writing by the parties.~~

(9) Language. The Parties have required that this Agreement and all documents relating thereto be drawn-up in English. Les parties ont demandé que cette convention ainsi que tous les documents qui s'y rattachent soient rédigés en anglais.

(10) Audits. At the request of Central Health, the Contractor shall provide proper and detailed accounts and records related to the cost of the Services performed under this Agreement. The Contractor will maintain such data for a period of three (3) years following the termination or expiry of this Agreement. On request, the Contractor shall provide Central Health or its representatives, access to the Contractor and its facilities and those of its agents and subcontractors in order to perform audits deemed necessary by Central Health in the public interest and to ensure the Contractor's compliance with the terms and conditions of this Agreement. The Contractor shall produce such personal information as, in the opinion of Central Health, is reasonably required by Central Health to conduct the audit, provided that Central Health shall maintain it in confidence, shall not retain the information, and shall not use it for any other purpose.

(11) Dispute Resolution. The parties agree that all matters in dispute between the parties in relation to this Agreement that cannot be resolved will be referred to the Arbitration of a mutually agreed upon single arbitrator. The arbitration will be subject to the *Arbitration Act*, (R.S.N.L., c. A-14), as may be amended from time to time. The decision of the Arbitrator will be binding on the parties, heirs, successors, executors and assigns.

(12) Warranties. The Contractor warrants and represents to Central Health that:

- (a)** the deliverables to be provided under this Agreement will conform in all respects to Schedule "A".
- (b)** the deliverables will be delivered in a proper, professional, efficient and businesslike manner.

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(13) Ownership of Work Product/Services.

- (a) The work product and finished Services pursuant to Article 2 is the sole property of Central Health.**
- (b) The Contractor has no moral and intellectual property rights in Services provided pursuant to Article 2.**
- (c) Permission to share, publish in any form and/or distribute the work product and finished services will require prior written approval of Central Health.**

(14) Health and Safety. The Contractor must comply with all Government of Newfoundland and Labrador (GNL) health and safety policies and standards, including, without limitation all health and safety policies and standards related to COVID-19, as applicable. Go to www.gov.nl.ca/ to view the full policy and FAQs. For greater certainty the contractor must comply with all vaccination requirements to work in a health care setting in Newfoundland and Labrador.

(15) The contractor should be in good standing with, and may be required to provide a letter from, the Workplace Health, Safety and Compensation Commission (WHSCC) prior to receiving any payments for work performed.

(16) The contractor may be required to provide a Certificate of Conduct / Criminal Background Check for the selected individuals.

(17) All travel and accommodations expenses will be in accordance with NL provincial policy

(18) The Contractor will be required to allow any or all of the Health Organizations (Eastern Regional Health Authority, Western Regional Health Authority, Labrador-Grenfell Regional Health Authority, and NL Centre for Health Information) to avail of services outlined in the contract. The scope of this agreement is focused on the unique requirements of Central Health, consequently the scope of the work may differ for each Health Organization and, therefore, will be negotiated under a separate set of terms and pricing.

(19) Two Way Non-Solicit.

Central Health and Contractor acknowledge that the other has invested considerable amounts of time and money in recruiting staff. The Contractor agrees that they will not employ, contract with, or utilize, directly or indirectly (such as through consulting contracts), any public sector RN employee or recent (within the past 12-months) nursing graduate from an accredited program in Newfoundland and Labrador during the Term or the twelve months after the Term. Central Health agrees that it will not hire any consultant or employee who is actively employed / consulting with the Contractor during the Term of this Agreement or for twelve months after the Term. Notwithstanding the foregoing, either party may hire a nursing staff of

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the other with the express written consent of the other party.

- (20) Execution. This Agreement may be executed in any number of counterparts, which together shall constitute one instrument. Delivery of an executed counterpart of a signature page of this Agreement by facsimile or portable document format (PDF) shall be effective as delivery of a manually executed counterpart of this Agreement.

Signatures on following page

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The Parties have executed this Agreement by signing below.

Central Regional Integrated Health
Authority

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April 20/22

[Redacted Signature]
John Kattenbusch, VP Corporate
Services and Provincial Supply Chain,
Central Health

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Apr. 20, 2022

[Redacted Signature]
Joanne Pelley, VP Integrated Health &
Chief Nursing Executive, Central Health

April 20, 2022
Date

[Redacted Signature]
Bill Hennessey

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CEO 9059822 Canada Inc O/A
Canadian Health Labs
I have the authority to bind the
Corporation

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SCHEDULE "A"
STATEMENT OF WORK

Background

There is a requirement to fill critical Registered Nursing (RN) staffing gaps for assistance in hospitals and long-term care homes, as noted below in the Central Health site's list, in order to provide immediate assistance to the population in Newfoundland and Labrador. As requested by Central Health, Contractor's personnel's responsibilities will include, but are not limited to:

- Assisting patients and residents in maintaining and performing duties normally associated within the professional scope of the Registered Nurse within the Province of Newfoundland and Labrador.

In the provision of assisting in hospitals and long-term care facilities, the Contractor shall:

1. ~~Provide the number of teams required by Central Health as provided for in paragraphs 3 and 5 of Schedule "B". A team is composed as set out below:~~
 - 1 Virtual Clinical Lead
 - 1 Virtual Operations Lead
 - 8 Registered Nurses (RN)
2. A Team Shift day is up to 12 hours per day. Travel time to/from the first and final site of the day is counted at 50% where the travel time to/from the team accommodations to the site(s) exceeds 30-minutes one way. Any travel between sites once the day has begun is counted as 100% billable towards the 12 hour shift. Any travel time between deployment locations for the purpose of re-deployment of resources is billed at 50%.
3. Travel to designated hospitals and long-term care facilities as listed below in the site schedule and conduct services in designated space.
4. Ensure that team members meet Central Health's requirements to work with the vulnerable populations within hospitals and long-term care homes. Central Health's requirements:
 - Current registration with the College of Registered Nurses of Newfoundland and Labrador
 - Current BLS certification
 - A satisfactory certificate of conduct / criminal background check from the RCMP or local police authority
5. Follow Newfoundland Public Health guidance for required PPE for all staff if required.

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6. Central Health Site's List

Site	Location
A.M. Guy Memorial Health Centre	P.O. Box 10 Buchans, NL A0H 1G0
Baie Verte Peninsula Health Centre	7 Hospital Road, P.O. Box 190 Baie Verte, NL A0K 1B0
Bonnews Lodge	524 Main Street Badgers Quay, NL, A0G 1B0
Carmelite House	50 Union Street Grand Falls-Windsor, NL A2A 2E1
Central Newfoundland Regional Health Centre	50 Union Street Grand Falls-Windsor, NL A2A 2E1
Connaigre Peninsula Health Centre	1 Alexander Avenue Harbour Breton, NL A0H 1P0
Dr. Hugh Twomey Health Centre	P.O. Box 250 Botwood, NL A0H 1E0
Dr. Y. K. Jeon Kittiwake Health Centre	Hwy 26 New-Wes-Valley, NL A0G 1J0
Fogo Island Health Centre	P.O. Box 9 Fogo, NL A0G 2B0
Green Bay Health Centre	140A Little Bay Rd Springdale, NL A0J 1T0
James Paton Memorial Regional Health Centre	125 Trans-Canada Highway Gander, NL A1V 1P7
Lakeside Homes	95 Airport Boulevard Gander, NL A1V 2L7
Notre Dame Bay Memorial Health Centre	6 Hospital Ln. Twillingate, NL A0G 4M0
Valley Vista Senior Citizens' Home	P.O. Box 130 Springdale, NL, A0J 1T0
North Haven Manor	23 Centennial Drive Lewisporte, NL A0G 3A0
New Gander LTC Facility	1A Magee Road Gander, NL A1V 1W1
New Grand Falls – Windsor LTC Facility	9 Scott Ave Grand Falls-Windsor, NL A2A 2E1

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SCHEDULE "B"

OBLIGATIONS OF Central Health

Central Health shall:

Ensure that business requirements are in place that include internet connectivity at clinic sites, physical spaces, furniture and other relevant items.

- (1) Provide all PPE and any other supplies deemed necessary for the completion of the Services described in Schedule "A"**
- (2) Facilitate and cover all costs related to any licensure (through CRNML), training, or other pre-deployment requirements outlined by Central Health for the Contractor's personnel to work in hospitals and long-term care homes.**

- (3) Based on the date the Agreement is executed by both parties, to deploy ~~and compensate the Contractor for a minimum number of teams per day, subject to the Contractor fulfilling (ie - the Contractor will only~~ invoice for work fulfilled), as follows:**

i. On April 30, 2022 to April 30, 2023 five (5) teams (it is estimated that over the term of the agreement the average number of FTE RN's will be 65. FTE equals 1,950 hours per year. The corresponding number of Clinical Leads (1 Clinical Lead: 8 RN's) and Operational Team Leads (1 Operational Lead: 8 RN's))

ii. The compensation for the minimum number of teams per day is subject to the teams being made available on site by the Contractor.

- (4) Central Health may request and the Contractor may agree to provide more than the minimum number of teams. The Parties will use mutually signed Ordering Documents as provided by the Contractor to determine the number and types of teams per day, Deployment Specifics and Locations.**
- (5) Central Health and the Contractor will mutually sign off on the Ordering Documents with five days notice on deployment locations.**
- (6) Agrees to accept Contractor invoices and expenses claims weekly and pay all approved Contractor invoices in net 15 days.**

40(1)

SCHEDULE "C"

COMPENSATION

1. Professional Fees. The Contractor will receive remuneration for services performed under this Agreement as follows:

Minimum cost for one hospital / long-term care Team (as outlined in Schedule "A", paragraph 1) is \$15,480 + HST which includes the following

- up to 12 hours per Team per day
- A Team day is up to 12 hours per day. Travel time to/from the first and final site of the day is counted at 50% where the travel time to/from the team accommodations to the site(s) exceeds 60-minutes one way. Any travel between sites once the day has begun is billed at 100% against the 12 hour shift day.

(2) Annual Price Increases - annual price increases will be equivalent to Canadian Federal inflation rates and will commence 12 months after April 30, 2022 should Central Health extend the contract beyond April 29, 2023. Price increases will only commence after 12 months from the agreed to start date of April 30, 2022.

(3) Travel. Central Health will reimburse the Contractor for mileage and meals for the provision of the Services at rates as outlined in Schedule "D". Air fare, hotels and AirBnB's will be covered at a rate of the Contractor's hard cost; subject to the Contractor providing invoice and proof of payment. The Contractor will use best efforts to provide the most cost-effective means of transportation to/from the deployment location(s). The rates prescribed by the province of Newfoundland and Labrador include all applicable taxes. With regard to rental of vehicles, as pre-approved by Central Health, by the Contractor, Central Health shall not be responsible to pay any costs associated with the separate costs of insurance charged by vehicle rental companies for property damage coverage (i.e. collision). The Contractor shall assume all responsibility for providing adequate coverage on rental vehicles, and Central Health shall not be held liable. Central Health shall be allowed to inspect all relevant documentation in order to determine the sums payable under this article.

(4) No Other Benefits. The Contractor will not be entitled to receive any additional benefits pursuant to this Agreement.

(5) HST. The Contractor will be paid applicable HST over and above the professional fees and on expenses.

(6) Invoicing. The Contractor will invoice Central Health weekly as follows: Invoices shall be emailed in "pdf" or tiff" format to Central Health Finance -

40(1)

Email to Accounts Payable Accounts.Payable@centralhealth.nl.ca

Mailing Address for Invoices

Accounts Payable
Central Health
21 Carmelite Rd.
Grand Falls-Windsor , NL A2A 1Y4

Ship to Address

Central Health
21 Carmelite Rd.
Grand Falls-Windsor , NL A2A 1Y4

(Please include both mailing and ship to addresses on your invoice)

The invoices will clearly identify:

- (a) the Company name, address, and relevant tax registration number;
- (b) unique invoice number;
- (c) ~~Invoice date;~~
- (d) total invoice amount;
- (e) the HST shown as a separate item
- (f) the Purchase Order Number
- (7) Capped Amount.

Notwithstanding the foregoing, the total amount payable by Central Health to the Contractor net of expenses and reimbursements shall not exceed a maximum capped of the \$28,251,000.00 plus HST. For further certainty, the Contractor shall perform all the Services notwithstanding that the value of the time spent by the Contractor in performance hereof exceeds the Capped Fee. NO provisions of this Agreement shall relieve Contractor from performing all of the Services or reduce the Contractor's obligation to performing only some proportionate or other part of the Services.

40(1)

Schedule "D"

Travel Allowances

Kilometric allowance	The following allowances apply when a private vehicle is used for travel as required under the terms of this Agreement:		
	Kilometric level/fiscal year (Individual records of accumulated kilometers revert to zero on April 1st of each year)		April 1, 2022 through June 30, 2022
	<u>Policies - Treasury Board Secretariat</u>		
	First 9,000km per calendar year		56.29c / KM
	In excess of 9,000km per calendar year		42.39c / KM
	<i>*Rate policy to be reviewed quarterly as per Government of Newfoundland policy</i>		
Meals allowance			
	Meal Period	In-province	Out-of-province
	Breakfast (between 12:00 a.m. and 12:00 noon)	\$8.00	\$10.15
	Lunch (between 12:00 noon and 6:00 p.m.)	\$14.00	\$16.40
	Dinner (between 6 p.m. and 12:00 a.m.)	\$21.70	\$23.65
	TOTAL DAILY ALLOWANCE	\$43.70	\$50.20

40(1)

Schedule E
Oath of Confidentiality (To be added)

40(1)

PURCHASE OF SERVICE AGREEMENT

(the "Agreement")

THIS AGREEMENT is made as of June 30, 2022 (the "Effective Date").

BETWEEN

Western Regional Integrated Health Authority, a regional health authority created under the *Regional Health Authorities Act*, SNL 2006, c. R-7.1

("Western Health")

-and-

9059822 Canada Inc. o/a Canadian Health Labs having its head office at 3 - 1870 Albion Road, Etobicoke, Ontario M9W 5T2

(the "Contractor")

WHEREAS:

A. Western Health is desirous of receiving services as set out in this Agreement to support hospitals and long-term care homes in the geographical area of the province of Newfoundland and Labrador served by Western Health;

B. The Contractor hereunder is desirous of providing said services as set out in this Agreement;

Therefore, the parties agree as follows:

1. DEFINITIONS

In this Agreement, the following terms will have the following meanings:

"Business Day" means any day other than Saturday, Sunday or a statutory holiday under the laws of Newfoundland and Labrador, or Canada.

"Confidential Information" means any and all information for which reasonable precautions have been taken to protect its secrecy, disclosed orally or in writing to the Contractor by Western Health or gathered by the Contractor from inspection of any property, activities or facilities of Western Health, regardless of whether the Contractor obtained the information before or after the Term, as outlined in this Agreement, or whether the information is specifically identified or marked as "Confidential" or "Proprietary". This includes Personal Information in the care of Western Health, as defined by the *Access to Information and Protection of Privacy Act*, 2015, SNL 2015, c. A-1.2 (S.N.L., c. A-1.2) ("ATIPPA").

"hospital" means an institution providing medical and surgical treatment and nursing care for sick or injured people.

"long term care" means a nursing care facility for individuals that meet the criteria in Newfoundland and Labrador of Level 3 and above care needs.

"Intellectual Property" means all worldwide rights under contract, statute, or common law, whether or not perfected, and associated patent, copyright, trademark, trade secrets, and other rights analogous to them and any other proprietary rights relating to intangible or intellectual property now existing or later recognized under the laws of any jurisdiction.

"Material(s)" means all materials, data, reports, studies, memoranda, correspondence, manuals, records, plans, specifications, tapes or programs, either in written, magnetic or electronic form, which are provided by Western Health to the Contractor in the performance of the Contractor's Services under this Agreement, and any copies or reproductions thereof, or materials which are prepared or produced by the Contractor specifically for and paid for by Western Health under this Agreement.

"Western Health" means Western Regional Health Authority and includes any person designated to act on Western Health's behalf.

"Person" means an individual, partnership, association, body corporate, trustee, executor, administrator or legal representative.

"Personal Health Information" shall be given that definition as provided in PHIA, as amended from time to time.

"Services" means the deliverables to be performed by the Contractor in accordance with Schedule

2. SERVICES

- (1) The Contractor agrees to provide Western Health with professional services as set out in Schedule "A" attached hereto. Any specifications or Statement of Work signed after the date of this Agreement is hereby acknowledged to be subject to the terms and conditions of this Agreement and the express terms contained in this document.
- (2) The Contractor shall provide the Services using qualified resources and perform such Services at all times in accordance and in full compliance with the statutes, laws, ordinances and regulations governing its profession.
- (3) Western Health reserves the right to interview, accept and/or reject any resources provided by the Contractor. To that effect, Western Health may require the Contractor to immediately replace a person provided by the Contractor who, in Western Health's opinion, does not perform in a satisfactory manner.

Western Health reserves the right to refuse any Service and/or deliverables of the Contractor which is not in accordance with the specifications of this Agreement and/or contained in Schedule "A" and, without limiting the remedies available to Western Health, Western Health at its discretion, while acting reasonably, may refuse Services and ask for correction at the Contractor's own cost and expense or; withhold payment of moneys payable pursuant to this Agreement until such time as the Contractor provides Services which are on accordance with the specifications.

- (4) The Obligations of Western Health are set out in Schedule "B".
- (5) Nothing in this Agreement gives the Contractor an exclusive right to provide the Services and Western Health may enter into Agreements with other contractors for Services equivalent to the Contractor's. The Contractor may provide its services to third parties. The Contractor will not enter into any other contract that might prejudice the ability to provide Services as set out in Schedule "A".
- (6) The Contractor acknowledges
 - (a) the existing and worldwide impact of the COVID-19 pandemic;
 - (b) that they have taken COVID-19 and its impact into account and despite the global effect on business, can provide the professional services as set out in Schedule "A"; and
 - (c) that the COVID-19 pandemic does not constitute Force Majeure as described in Section 15 unless agreed upon by both parties in writing.

3. TERM

The Parties agree that this Agreement shall commence on July 4, 2022, and shall terminate on February 27, 2023 (the "Term"), which is a total of 239 calendar days, unless terminated earlier in accordance with the provisions of this Agreement.

4. RENEWAL

The Term may be extended for an additional period of one (1) year by mutual written agreement of the parties hereto, which shall be executed not less than sixty (60) days prior to the expiration of the Term.

5. COMPENSATION

- (1) Western Health shall pay the Contractor the amounts as set forth in Schedule "C" attached here to.
- (2) Western Health may withhold any payment for Services without incurring interest while the Contractor is in breach of this Agreement.
- (3) Contractor is responsible for all Contractor personnel and for the payment of their compensation, including, if applicable, termination payments or entitlements, all benefits, and statutory withholdings and deductions, such as income tax, Canada Pension Plan, employment insurance, workers' compensation premiums, and other payroll taxes.

6. CONFIDENTIALITY

- (1) The Contractor shall not at any time use or disclose any Confidential Information that it receives from Western Health pursuant to this Agreement or that relates to the affairs of Western Health except as expressly agreed upon under this Agreement or as required by law. Furthermore, the Contractor shall not use at any

time (whether during the Term of this Agreement or after its termination or expiry) for its own benefit or purposes or for the benefit or purposes of any other person, firm, corporation, association or other business entity, any business development programs, or plans belonging to or relating to the affairs of Western Health, including knowledge relating to customers, clients, or employees of Western Health.

- (2) The obligations of the Contractor under 5(1) above will not apply to Confidential Information that the Contractor can demonstrate:
 - (a) at the time of disclosure is generally available to the public through no breach of this Agreement or other wrongful act by the Contractor;
 - (b) has been received by the Contractor from a third party without restriction on disclosure and without breach of any Agreement or other wrongful act by the Contractor;
 - (c) is independently developed by the Contractor without regard to the Material of Western Health; or
 - (d) is required to be disclosed by law or order of a court of competent jurisdiction, provided that the Contractor shall furnish prompt written notice to Western Health of such required disclosure.
- (3) The Contractor shall be considered to be an agent of Western Health as defined under the *Personal Health Information Act*, SNL 2008, c. P-7.01 ("PHIA"). Western Health agrees to disclose to the Contractor, the data required, subject to the terms of this Agreement. The Contractor has agreed to provide these Services in accordance with this Agreement.
- (4) The Contractor agrees that Confidential Information about any individual arising from the performance of this Agreement is or may be subject to federal and provincial privacy legislation, as amended from time to time. The Contractor covenants to maintain the confidentiality of such Confidential Information and adhere to any applicable privacy-related legislation in force during the term of this Agreement, including but not limited to ATIPPA and PHIA.
- (5) Notwithstanding the foregoing, the Contractor acknowledges that all Confidential Information relating to this Agreement that is in the custody or control of Western Health is subject to rights and obligations under the ATIPPA and PHIA thereunder, as may be amended from time to time. The Contractor understands and agrees that Western Health may be required to disclose certain Confidential Information pursuant to said legislation, and other applicable legislation.
- (6) The Contractor agrees to adhere to all written Western Health policies, standards, and guidelines applicable to the security of Confidential Information, provided said documentation is delivered by Western Health to the attention of the Contractor.
- (7) The personnel provided by the Contractor will be required to sign the Oath of Confidentiality as set out in Schedule "E".

- (8) The provisions of this Section shall continue to bind the Contractor notwithstanding the expiration or termination of the Agreement.
- (9) In the event that the Contractor is subject to the provisions of an agreement with Western Health which relates, directly or indirectly, to data use and/or confidentiality, the obligations contained therein shall be deemed incorporated into this Agreement and shall remain in full force and effect notwithstanding that the provisions may be more onerous than those contained herein.

7. PRIVACY AND DATA MANAGEMENT

(1) Personal Information

Each party acknowledges and agrees that any disclosure, collection and use of data pursuant to this Agreement must comply with ATIPPA as amended and (PHIA), as may be amended, any other or successor legislation in effect in the Province of Newfoundland and Labrador from time to time and with any other relevant privacy protection legislation.

(2) Protection of Personal Information and Personal Health Information

The Contractor agrees to protect Personal and Personal Health Information by adhering to the requirements for such protection under ATIPPA and PHIA which includes, but is not limited to, the following:

- (a) only collect such Personal Information and Personal Health Information as is necessary for the purposes of delivering the Services under this Agreement;
- (b) only use or disclose the minimum amount of such Personal Information and Personal Health Information as necessary for the purposes of delivering Services under this Agreement;
- (c) be responsible to protect and maintain the confidentiality of any such Personal Information and Personal Health Information required to carry out the Services under this Agreement within its control;
- (d) limit access to the Personal Information and Personal Health Information to only those required to carry out the Services under this Agreement;
- (e) maintain reasonable physical, organizational, and technological safeguards to ensure the confidentiality, accuracy and integrity of the Personal Information and Personal Health Information and protect the Personal Information and Personal Health Information against any loss or theft, as well as unauthorized access, use, disclosure, destruction or copying of any personal information; and
- (f) all active employees and affiliated individuals must do the following annually: complete PHIA Education Session, review Western Health Confidentiality Policy and confirm the Western Health Oath/Affirmation of Confidentiality. Any time required for the Contractors employees to complete the mandated education sessions, certifications, or other related

to the aforementioned will be billed to Western Health at the agreed upon rate outlined in Schedule "C".

(3) Data Management

The Contractor will apply retention and disposition processes to Western Health's data in compliance with all legislation, policies, and procedures relevant to the management of such data. The Contractor will take reasonable steps to protect data against loss, theft, and unauthorized access, use, disclosure, copying, modification, disposal, or destruction in accordance with applicable privacy legislation and regulations, including ATIPPA and PHIA, and will also follow Western Health policies and procedures related to how to retain, protect, transmit, store, dispose, destroy and handle privacy breaches involving data subject to this Agreement.

(4) Privacy Incident/Breach

The Contractor will immediately notify Western Health's Regional Manager Information Access and Privacy, or the successor for such position, in the event of a suspected or actual breach or incident, in writing in the event that data subject of this Agreement is lost, stolen, accessed, used, disclosed, copied, modified, or disposed of by unauthorized persons or in an unauthorized manner or both. The Contractor agrees to work together in liaison with Western Health to remedy the breach and in accordance with any and all applicable privacy breach management policies and procedures. The relevant privacy legislation should be consulted for any mandatory breach notification requirements to affected individuals and/or the Department of Health and Community Services, Newfoundland and Labrador.

8. INDEPENDENT CONTRACTOR

The Contractor is an independent contractor and no provision of the Agreement that gives Western Health a measure of control over the Services shall be construed so as to cause the Contractor's personnel to be considered employees of Western Health.

9. ASSIGNMENT AND SUBCONTRACTING

- (1) The rights and liabilities of this Agreement are not assignable by either party without the prior written consent of the other.
- (2) The Contractor shall not subcontract any part of its obligations under this Agreement without the prior written consent of Western Health, which shall not be unreasonably withheld.
- (3) Consent under 7(2) shall not relieve the Contractor from any of its obligations under this Agreement or impose on Western Health any liability to any such approved subcontractor.

10. LIABILITY AND INDEMNITY

- (1) The Contractor shall indemnify, hold harmless, and defend Western Health from and against all claims, losses, damages, expenses, actions and other proceedings made, sustained, brought, prosecuted, threatened to be brought or prosecuted in any manner, based upon, occasioned by, attributable to, or arising from any willful

or negligent act, omission or delay on the part of the Contractor, its directors, officers, employees, agents and subcontractors.

- (2) Western Health shall indemnify, hold harmless and defend the Contractor from and against all claims, losses, damages, expenses, actions and other proceedings made, sustained, brought, prosecuted, threatened to be brought or prosecuted in any manner, based upon, occasioned by, attributable to, or arising from any willful or negligent act, omission delay on the part of Western Health, its directors, officers, employees, agents and subcontractors.
- (3) Notwithstanding subsections 10(1) and 10(2), the parties expressly acknowledge and agree that they shall not be liable for each other's indirect or consequential damages or for lost profits or revenues under this Agreement, regardless of whether such a liability arises in tort (including negligence), contract, fundamental breach or breach of a fundamental term, misrepresentation, breach of warranty, breach of fiduciary duty, indemnification, or otherwise.
- (4) The Contractor shall maintain in full force and effect a minimum of \$5 million general liability insurance, professional liability insurance, and such other insurances required to perform the Services under this Agreement, for a minimum of \$5 Million (\$5,000,000) for any one occurrence. Any such insurance shall name Western Health as a named insured, but only with respect to this Agreement. A certificate of such insurance shall be presented upon request.
- (5) The general liability insurance shall include at least the following:
 - (a) products and completed operations;
 - (b) personal injury;
 - (c) cross liability;
 - (d) contractual liability; and
 - (e) thirty (30) days' prior written notice of material change to, cancellation or non-renewal of the policy.

The Contractor shall provide Western Health with evidence of such particulars upon request.

- (6) The entire liability for both parties for all claims in the aggregate arising from or related to this Agreement shall not exceed the \$5,000,000.00.
- (7) Before any Contractor personnel performs any Services hereunder, it shall:
 - (a) ensure that such Contractor personnel have the legal right to work in Canada;
 - (b) ensure that statutory workers' compensation coverage has been secured for such Contractor personnel to work in Newfoundland and Labrador;

- (c) ensure that such Contractor personnel have the necessary certifications or professional designations and training to perform the Service(s); and
- (d) at its sole cost and expense, conduct background checks on such Contractor personnel, which background checks shall comprise, at a minimum, a review of professional credential verification, employment references, and criminal record, in accordance with all applicable laws.

11. TERMINATION WITHOUT CAUSE

The Parties agree that under no scenario will this Agreement be terminated without cause by Western Health before February 27, 2023.

12. TERMINATION FOR CAUSE

- (1) If either party to this Agreement is in breach of any of its obligations under this Agreement, the other party may give notice in writing of the breach to the defaulting party and request the latter to remedy it. If the party in breach fails to remedy the breach within five (5) days after the date of delivery of such written notice, then this Agreement may be terminated immediately by further written notice of termination given by the complaining party.
- (2) All work authorized by this Agreement prior to the effective date of termination shall be completed by the Contractor as if this Agreement were still in full force.
- (3) Upon completion of all work pursuant to Section 12(2), the Contractor shall immediately turn over to Western Health all completed programs, reports, data, specifications, diagrams, and all other material generated during the performance of the Services under this Agreement, and further the Contractor shall return all Confidential Information furnished to the Contractor by Western Health pursuant to this Agreement.
- (4) Notwithstanding the provisions of Section 12(1), Western Health may terminate this Agreement by written notice to take effect immediately upon receipt of it by the Contractor if:
 - (a) the Contractor is in breach of Section 7 of this Agreement; or
 - (b) the Contractor becomes insolvent or bankrupt or makes an assignment for the benefit of creditors, or a receiver is appointed of its business; or a voluntary or involuntary petition in bankruptcy is filed or proceedings for the reorganization or winding-up of the Contractor are instituted; or
 - (c) the Contractor attempts to assign or cede any interest in this Agreement without the prior written consent of Western Health; or
 - (d) the Contractor comes under the direct or indirect control of any corporation or person who does not control it at the date of execution of this Agreement. At the request of the Contractor, Western Health may waive this condition.

13. OBLIGATIONS OF CONTRACTOR UPON TERMINATION OR EXPIRY OF AGREEMENT

Upon termination of the Agreement for any reason, whether by expiration of the term or pursuant to Sections 11 or 12, the Contractor agrees to provide all Material(s) in its possession to any successor chosen by Western Health in order to facilitate the transition. Western Health agrees that the Contractor will be compensated, up to the date of expiry or breach of this Agreement, in accordance with the terms of Schedule attached hereto.

14. NOTICES

Wherever in this Agreement notice is required or permitted to be given or served by either party to or on the other, the notice shall be in writing and will be given by personal delivery; commercial courier service, registered mail (postage prepaid) or by electronic transmission and addressed to the applicable party as follows:

To Western Health at: Michelle House
CEO (Interim), Western Health
1 Brookfield Avenue, Corner Brook, NL, A2H 6J7
Phone: (709) 784-5245
Email: michellehouse@westernhealth.nl.ca

To the Contractor at: Bill Hennessy
Chief Executive Officer
Unit 3 - 1870 Albion Road
Etobicoke, Ontario, MSW 5T2
Email: bill@canadianhealthlabs.ga

For the purposes of this Section 14, a notice will be considered validly given at the following times:

Delivery Method	Time of Notice
By personal delivery or commercial courier service	Day of actual delivery
By registered mail	The Business Day following the deposit in the mail, except that in the event of an actual or threatened disruption of regular postal service, notice will not be effective if given by mail
By electronic transmission	On the day of transmission

If the time of delivery is not a Business Day or if the notice is received after ordinary office hours at the place of receipt, the notice will be considered received on the next Business Day.

15. GENERAL CONDITIONS

- (1) Entire Agreement and Waiver. This Agreement constitutes all of the Agreements between the Contractor and Western Health pertaining to the subject matter of it

and supersedes all prior Agreements, undertakings, negotiations and discussions, whether oral or written of the parties to it. There are no warranties, representations or other Agreements between the parties to it in connection with the subject matter of it except as specifically set forth or referred to in this Agreement. No supplement, modifications, or waiver of this Agreement shall be binding unless executed in writing by the party hereto to be bound thereby. No waiver of any other provisions of this Agreement shall constitute a continuing waiver, or a waiver of any other provisions of the Agreement, whether or not similar, unless otherwise expressly provided.

- (2) **Extended Meanings.** In this Agreement, words importing the singular number include the plural and vice versa, words importing the masculine gender include the feminine and neuter genders, and words importing persons include individuals, sole proprietors, corporations, partnerships, trusts and unincorporated associations.
- (3) **Applicable Law.** This Agreement shall be governed by and construed in accordance with the laws of the Province of Newfoundland and Labrador, and the laws of Canada in force therein.
- (4) **Invalidity of Provision.** The invalidity or unenforceability of any provision of this Agreement or any covenant in it shall not affect the validity or enforceability of any other provision or covenant in it and the invalid provision or covenant shall be deemed to be severable.
- (5) **Force Majeure.** "Force Majeure" means a delay in the performance of the Services occurring without the fault or negligence of either party, which delay both parties could not have reasonably foreseen, caused by events beyond the control of either party or by such type and kind of events as set forth below, but not limited to those specific events. The types and kinds of events referred to in this Section includes the following: acts of God; acts of the public enemy; civil war; insurrections or riots; floods; explosions; earthquakes or serious accidents; unusually severe weather; epidemics or quarantine restrictions, other than those related to COVID-19, governmental priorities or allocation requirements or orders affecting materials, labour, equipment and facilities; fuel shortages; freight embargoes; strikes or labour troubles causing cessation, slowdown or interruption of work; and other similar events, or a delay in performance of a subcontract by a subcontractor due to any of the events referred to above which is beyond its control and without its fault or negligence.

Within five (5) Business Days of becoming aware of an instance of Force Majeure, the Contractor must provide written notice to Western Health of the describing the following:

- a) the nature of the Force Majeure (as listed above);
- b) what Services listed in Schedule "A" are being delayed;
- c) the reasons why the Services are being delayed;
- d) the expected duration of the delay; and

- e) what steps will be taken to resume Services.
- (6) Conflict of Interest. Contractor warrants that at the date of this Agreement, no conflict of interest, or any circumstance that might interfere with independent and objective exercise of judgment exists or is likely to arise in relation to execution of this Agreement or its subject matter. Contractor undertakes to notify Western Health in writing immediately upon becoming aware of the existence, or possibility, of a conflict of interest and agrees to comply with any reasonable directions of Western Health to appropriately manage the conflict of interest, within the time frame stipulated by Western Health in writing.
- (7) Schedules. The attached Schedules A to E, inclusive, attached hereto form a part of this Agreement. In the event of a conflict or inconsistency between one or more of the provisions of the documents specified below, the documents will govern in the following order:
 - (a) This Agreement; and
 - (b) Schedules to this Agreement.
- (8) Amendment. No modification of this Agreement is valid unless set out in writing by the parties.
- (9) Language. The Parties have required that this Agreement and all documents relating thereto be prepared in English. Les parties ont demandé que cette convention ainsi que tous les documents qui s'y rattachent soient rédigés en anglais.
- (10) Audits. At the request of Western Health, the Contractor shall provide proper and detailed accounts and records related to the cost of the Services performed under this Agreement. The Contractor will maintain such data for a period of three (3) years following the termination or expiry of this Agreement. On request, the Contractor shall provide Western Health or its representatives, access to the Contractor and its facilities and those of its agents and subcontractors in order to perform audits deemed necessary by Western Health in the public interest and to ensure the Contractor's compliance with the terms and conditions of this Agreement. The Contractor shall produce such personal information as, in the opinion of Western Health, is reasonably required by Western Health to conduct the audit, provided that Western Health shall maintain it in confidence, shall not retain the information, and shall not use it for any other purpose.
- (11) Dispute Resolution. The parties agree that all matters in dispute between the parties in relation to this Agreement that cannot be resolved will be referred to the Arbitration of a mutually agreed upon single arbitrator. The arbitration will be subject to the *Arbitration Act*, RSNL 1990, c. A-14, as may be amended from time to time. The decision of the Arbitrator will be binding on the parties, heirs, successors, executors and assigns.
- (12) Warranties. The Contractor warrants and represents to Western Health that:

- (a) The deliverables to be provided under this Agreement will conform in all respects to Schedule "A"; and
 - (b) The deliverables will be delivered in a proper, professional, efficient and businesslike manner.
- (13) Ownership of Work Product/Services.
 - (a) The work product and finished Services pursuant to Section 2 is the sole property of Western Health.
 - (b) The Contractor has no moral and Intellectual Property rights in Services provided pursuant to Section 2.
 - (c) Permission to share, publish in any form and/or distribute the work product and finished Services will require prior written approval of Western Health.
- (14) Health and Safety. The Contractor must comply with all Government of Newfoundland and Labrador health and safety policies and standards, including, without limitation all health and safety policies and standards related to COVID-19, as applicable. Go to www.gov.nl.ca/ to view the full policy and FAQs. For greater certainty the contractor must comply with all vaccination requirements to work in a health care setting in Newfoundland and Labrador.
- (15) The contractor should be in good standing with, and may be required to provide a letter from WorkplaceNL prior to receiving any payments for work performed.
- (16) The contractor may be required to provide a Certificate of Conduct/Criminal Background Check for the selected individuals.
- (17) All travel and accommodations expenses will be in accordance with Newfoundland and Labrador provincial policy, as identified in Schedule "D".
- (18) The Contractor may allow any or all of the Newfoundland and Labrador Health Organizations (Eastern Regional Health Authority, Central Regional Integrated Health Authority, Labrador-Grenfell Regional Health Authority, and NL Centre for Health Information) to avail of Services outlined in this Agreement. However, the scope of this Agreement is focused on the unique requirements of Western Health. Consequently, the scope of the work may differ for each health organization and, therefore, will be negotiated under a separate set of terms and pricing.
- (19) Non-Solicitation. Western Health and Contractor acknowledge that the other has invested considerable amounts of time and money in recruiting staff. The Contractor agrees that they will not employ, contract with, or utilize, directly or indirectly (such as through consulting contracts), any public sector RN (as defined in Schedule "A") employee or recent (being within the past 12-months) nursing graduate from an accredited program in Newfoundland and Labrador during the Term or the twelve months after the Term. Western Health agrees that it will not hire any consultant or employee who is actively employed or consulting with the Contractor during the Term of this Agreement or for twelve months after the Term.

Notwithstanding the foregoing, either party may hire a nursing staff of the other with the express written consent of the other party.

- (20) Execution. This Agreement may be executed in any number of counterparts, which together shall constitute one instrument. Delivery of an executed counterpart of a signature page of this Agreement by facsimile or portable document format (PDF) shall be effective as delivery of a manually executed counterpart of this Agreement.

[Remainder of page intentionally left blanks. Signatures on following page.]

The parties have executed this Agreement by signing below.

Witness

40(1)

**WESTERN REGIONAL INTEGRATED
HEALTH AUTHORITY**

Per: _____
Name: Michelle House
Title: CEO (Interim), Western Health
1 Brookfield Avenue, Corner Brook,
NL, A2H 6J7
Phone: (709) 784-5245
Email:
michellehouse@westernhealth.nl.ca

Per: _____
Name:
Title:
I/We have the authority to bind Western Health

Witness

40(1)

**9059822 CANADA INC
O/A CANADIAN HEALTH LABS**

Per: _____
Name: Bill Hennessey
Title: CEO
I have the authority to bind the corporation

SCHEDULE "A"

STATEMENT OF WORK

Background

There is a requirement to fill critical Registered Nursing ("RN") staffing gaps for assistance in acute care hospitals and long-term care homes, as noted below in the Western Health site's list, in order to provide immediate assistance to the population in Newfoundland and Labrador.

The Contractor offers an "A to Z solution" including clinical and operations management, logistics, scheduling and talent acquisition. The Contractor's flexible model shall be adapted to Western Health's needs. As requested by Western Health, Contractor's personnel's responsibilities will include, but are not limited to assisting patients and residents in maintaining and performing duties normally associated within the professional scope of the RN within the Province of Newfoundland and Labrador.

In the provision of assisting in hospitals and long-term care facilities, the Contractor:

1. Shall provide the number of teams required by Western Health as provided for in accordance with Schedule "B";

Team structures are set out below:

- **Team 1 Structure (ER / ICU, OBS, L&D):**
 - Clinical Lead (Virtual) - 1
 - Operations Lead (Virtual) - 1
 - Scheduler (Virtual) – 0.5
 - Logistics (Infield) – 0.5
 - Registered Nurses - RNs - ER / ICU, OBS, L&D (infield) – 6
- **Team 2 Structure (Medicine, Surgery & LTC)**
 - Clinical Lead (Virtual) - 1
 - Operations Lead (Virtual) - 1
 - Scheduler (Virtual) – 0.5
 - Logistics (Infield) – 0.5
 - Registered Nurses - RNs - Medicine, Surgery & LTC - (infield) – 6

A team shift day is up to 12 hours per day per individual. Travel time to/from the first and final site of the day is counted at 50%. Any travel between sites once the day has begun is counted as 100% billable towards the 12-hour shift. Any travel time between deployment locations for the purpose of re-deployment of resources is billed at 50%.

2. Shall ensure that its personnel travel to designated hospitals and long-term care facilities, as listed below in the site list, and conduct Services in designated space;
3. Shall ensure that deployed personnel meet Western Health's requirements to work with the vulnerable populations within hospitals and long-term care homes. Western Health's requirements include:
 - (1) Current registration with the College of Registered Nurses of Newfoundland and Labrador ("CRNNL");
 - (2) Current basic life support certification; and
 - (3) A satisfactory certificate of conduct/criminal background check from the RCMP or local police authority.
4. Shall follow Newfoundland and Labrador Public Health guidance for required PPE for all staff if required.
5. Shall provide twice-weekly updates to Western Health as it relates to the fulfillment of this Agreement, including but not limited to a forecast of infield RNs provided by the Contractor. The frequency of such updates may be changed at any time upon written mutual agreement by both parties.

Western Health Site's List

Site	Location
Western Memorial Regional Hospital	
Sir Thomas Roddick Hospital	

SCHEDULE "B"

OBLIGATIONS OF WESTERN HEALTH

Western Health shall:

1. Ensure that business requirements are in place that include internet connectivity at clinic sites, physical spaces, furniture, and other relevant items.
2. Provide all PPE and any other supplies deemed necessary for the completion of the Services described in Schedule "A"
3. Facilitate and cover all costs related to any licensure (through CRNNL), training, or other pre-deployment requirements outlined by Western Health for the Contractor's personnel to work in hospitals and long-term care homes.
4. Based upon the date the Agreement is executed by both parties, to deploy and compensate the Contractor for a minimum number of teams per day, subject to the Contractor fulfilling its deployments, as follows:
 - (1) On July 4, 2022 to February 27, 2023, on average, three (3) teams per day for a total of 642 team days.
 - (2) Western health will allow the Contractor the right to deploy up to four (4) teams per day, provided that the Contractor shall not exceed 642 team days for the duration of the Agreement, unless agreed to by the parties in writing.
5. Compensate the Contractor for the minimum number of teams per day, which is subject to the teams being made available on site by the Contractor. The Contractor will not bill for any unfulfilled deployments. The Contractor will bill for each of 1 Clinical Lead (virtual), 1 Operations Lead (virtual), 0.5 Schedulers (virtual), and 0.5 Logistics Coordinators (infield) for each 6 RNs who are deployed. In the event that a partial team is deployed, the Contractor will bill for a partial team.
6. Together with the Contractor, mutually sign off on the ordering documents with five days' notice on deployment locations.
7. Accept Contractor invoices and expenses claims weekly and pay all approved Contractor invoices in net fifteen (15) days, subject to reasonable objections and those made in accordance with the Agreement.
8. The parties will use mutually signed ordering documents as provided by the Contractor to determine the number and types of teams deployed per day, which shall include RN specialties, deployment specifics, and locations.
9. Additionally, Western Health may request, and the Contractor may agree to provide more than the minimum number of teams. Ordering documents will be used to formalize the increased number of teams required by Western Health.
10. A regular work week for any infield RN shall consist of 37.5 hours of infield work. However, Western Health may make available additional infield hours of work per infield RN per week. The decision to work additional hours beyond regularly assigned hours shall rest

solely with each individual infield RN, and the Contractor is under no obligation to mandate or require any infield RN to work additional hours beyond those regularly assigned.

11. In the event that any infield RN wishes to avail themselves of additional hours made available, the Contractor and Western Health shall work together, as required, to ensure that all team hours are properly allocated and accounted for.
12. Western Health agrees to use best efforts to ensure that provincial RN licenses are processed as efficiently as possible, which shall include working with CRNNL and Contractor team members to support an efficient process for licensure submissions and approvals.
13. Western Health acknowledges that it shall be responsible for covering costs such as air fare, vehicle rentals, and accommodations for the Contractor's infield resources in accordance with Schedule "C", and appreciates that allowing infield resources' families to travel to and/or reside in Newfoundland and Labrador from July to October, or any such period during this time, may assist in recruitment. In such circumstance where the Contractor identifies an infield resource who wishes to have family travel to or reside in Newfoundland and Labrador while they are working at Western Health facilities, the Contractor shall provide Western Health with a request detailing the cost of accommodations (which may include apartment and/or furniture rentals if and as appropriate) and vehicle solutions sought, which Western Health shall review in good faith on a case-by-base basis. If, in Western Health's opinion, such request is unreasonable, Western Health and the Contractor may work together in an attempt to find reasonable and cost-efficient alternative(s).
14. In the event that a conflict exists in relation to a request for time off between a RN employed by Western Health and one provided by the Contractor, preference for such requests shall be given to the RN employed by Western Health.

SCHEDULE "C"

COMPENSATION

1. Professional Fees. The Contractor will receive remuneration for Services performed under this Agreement as follows:

- The minimum cost for one (1) Team 1 Structure (ER/ICU, OBS, and L&D) is \$21,750 + HST per team day;
- The minimum cost for one (1) Team 2 Structure (Medicine, Surgery, & LTC) is \$19,750 + HST per team day; and
- One team day is up to 12 hour per team member per day.

Travel time to/from the first and final site of the day is counted at 50%. Any travel between sites once the day has begun is billed at 100% against the 12-hour shift day. Any travel time between deployment locations for the purpose of re-deployment of resources is billed at 50%.

2. Annual Price Adjustments. The costs set out in this Schedule "C" shall be adjusted once per year, with the first adjustment to take place on July 4, 2023 if this Agreement is extended, with the change in costs for both Team 1 Structure and Team 2 Structure being adjusted by the change in the Canadian Consumer Price Index (All Items) which has occurred since July 4, 2022, or the date of the most recent price adjustment for any successive price adjustment.

3. Travel. Western Health will reimburse the Contractor for mileage and meals for the provision of the Services at rates as outlined in Schedule "D". Air fare, vehicle rentals, hotels, apartment (and furniture, if required) rentals and AirBnB's will be covered at a rate of the Contractor's actual cost; subject to the Contractor providing invoice and proof of payment. The Contractor will use best efforts to provide the most cost-effective and reasonable means of accommodation, and transportation to/from the deployment location(s). Where apartment and/or furniture rentals are proposed or submitted, Western Health shall have a right to assess the reasonableness of such costs, and where such costs are determined by Western Health to be unreasonable or excessive, Western Health and the Contractor shall work together to assess and implement reasonable alternatives.

The rates prescribed by the province of Newfoundland and Labrador include all applicable taxes. With regard to rental of vehicles, as pre-approved by Western Health, by the Contractor, Western Health shall not be responsible to pay any costs associated with the separate costs of insurance charged by vehicle rental companies for property damage coverage (i.e. collision). The Contractor shall assume all responsibility for providing adequate coverage on rental vehicles, and Western Health shall not be held liable for any costs in relation thereto. Western Health shall be allowed to inspect all relevant documentation in order to determine the sums payable under this Agreement. In addition, Western Health agrees to reimburse the cost of Standard Loss Damage Waiver (LDW) insurance coverage incurred on rental vehicles by CHL.

4. No Other Benefits. The Contractor will not be entitled to receive any additional benefits pursuant to this Agreement.

5. HST. The Contractor will be paid applicable HST on all professional fees and on expenses.

6. Invoicing. The Contractor will invoice Western Health weekly as follows: Invoices shall be emailed in .pdf or .tiff format to Western Health Finance at:

4125-0696-8376

Email to Accounts Payable: accountspayable@westernhealth.nl.ca

Mailing Address for Invoices PO BOX 2005 CORNER BROOK, NL A2H 6J7

Please include both mailing and ship to addresses on your invoice.

The invoices shall clearly identify:

- (a) the Company name, address, and relevant tax registration number;
- (b) unique invoice number;
- (c) invoice date;
- (d) total invoice amount;
- (e) the HST shown as a separate item
- (f) the Purchase Order Number
- (7) Capped Amount.

Notwithstanding the foregoing, the total amount payable by Western Health to the Contractor, net of expenses and reimbursements, shall not exceed a maximum capped of the **\$13,500,000.00** plus HST. For further certainty, the Contractor shall perform all the Services notwithstanding that the value of the time spent by the Contractor in performance hereof exceeds the Capped Fee. No provisions of this Agreement shall relieve Contractor from performing all of the Services or reduce the Contractor's obligation to performing only some proportionate or other part of the Services.

SCHEDULE "D"

TRAVEL ALLOWANCES

Kilometric allowance	The following allowances apply when a private vehicle is used for travel as required under the terms of this Agreement, which shall be in accordance with the Policies of the Treasury Board Secretariat (https://www.gov.nl.ca/exec/tbs/working-with-us/policies/#4h):		
	Kilometric level/fiscal year (Individual records of accumulated kilometers revert to zero on April 1st of each year)	April 1, 2022 through June 30, 2022	
	First 9,000km per calendar year	56.29c/KM	
	In excess of 9,000km per calendar year	42.39c/KM	
	<i>*Rate policy to be reviewed quarterly as per Government of Newfoundland and Labrador policy, and the updated rate policy shall supersede rates listed within this agreement.</i>		
Meals allowance	Meal Period		Out-of-province
	Breakfast (between 12:00 a.m. and 12:00 noon)		\$10.15
	Lunch (between 12:00 noon and 6:00 p.m.)		\$16.40
	Dinner (between 6 p.m. and 12:00 a.m.)		\$23.65
	TOTAL DAILY ALLOWANCE		\$50.20

SCHEDULE “E”
OATH OF CONFIDENTIALITY

(Attached)

Briefing Note

Date: Feb 20th 2024

Issue: To provide background and current status on the contractual arrangements between NLHS and CLH (Canadian Health Labs Inc)

Background:

- Prior to the Covid pandemic in 2020, many health service areas in NL were experiencing staffing shortages impacting ability to deliver safe quality care. These problems escalated during the pandemic and RHAs in NL, similar to health systems nationally and internationally, reached critical shortages. The use of agency nursing proliferated across Canada at this time to sustain health services and this similarly was a solution implemented NL.
- Labrador Grenfell had used Agency nurses for some years but had not used CHL. CHL was one of the first agency nursing agencies to be contracted outside Labrador Grenfell with the exception of a 2020 contract with Select Medical in Central Health.
- The former Western Health Authority (Contract June 2022) and Central Health Authority (Contract April 2022) established independent contracts with CHL for the provision of Agency Nurses to the RHA. Both contracts were subsequently renewed for a second year.
- The “Team model” proposed by CHL in 2022 was appealing at the time due to the demands on other services in RHAs. The Western and Central contracts were inclusive of defined other support roles from CHL and these additional roles were factored into the costs.
- Western Zone has served notice not to renew the contract that is expiring Feb 27th 2024 and Central Zone has served notice that it will not renew the contract that ends on April 30 2024.
- CHL has two other current contracts signed in Aug 2023 with NLHS (1) for the provision of Emergency Nurses to Eastern Zone and (2) to provide Airway Management Nurse Practitioners to NLHS.
- Processes established for approval and payment of agency nursing invoices has evolved over time and further details are included in Appendix A.

Current Contracts:

- The Western/CHL Contract specifies
 - NLHS has a contractual obligation to deploy and compensate the Contractor for a minimum number of teams per day, subject to the Contractor fulfilling its deployments (the equivalent of approximately 36 RNs operating per month, with the ability of NLHS to accept additional RNs above the minimum);
 - Specialty Nurses (ICU, ER, OBS), when CHL staff “team charges” are factored in, costs \$312 per worked hour of nursing service + HST. No overtime provision.
 - General duty nurses (Medicine, Surgery, Long term care), with CHL staff “team charges” are factored in, costs \$283 per worked hour of nursing service. No overtime provision.
 - The Contract specifies Western will “Facilitate and cover all costs related to any licensure (through CRNNL), training, or other pre-deployment requirements outlined by Western Health for the Contractor’s personnel to work in hospitals and long-term care homes. “

- The Contract specifies Western is responsible for meal per diems, travel and accommodation. NLHS is billed for out of province daily per diems for each nurse for the full contractual placement, not just work days.
- The contract has a “cost of living inflation rate” that is applied annually therefore escalating the costs of the agency nurse.
- The Central /CHL Contract specifies
 - NLHS has a contractual obligation to deploy and compensate the Contractor for a minimum number of teams per day, subject to the Contractor fulfilling its deployments (the equivalent of approximately 65 RNs operating per month, with the ability of NLHS to accept additional agency RNs).
 - All nurses regardless of clinical area, when CHL staff “team charges” are factored in, costs \$172.22 per worked hour of nursing service + HST. No overtime provision.
 - The Contract specifies Central is responsible to “Facilitate and cover all costs related to any licensure (through CRNNL), training, or other pre-deployment requirements outlined by Central Health for the Contractor’s personnel to work in hospitals and long-term care homes.
 - The contract specifies Central is responsible for meal per diems for each nurse for the full contractual placement, travel and accommodation. NLHS is billed for out of province daily per diems, not just work days.
 - The contract has a “cost of living inflation rate” that is applied annually therefore escalating the costs of the agency nurse.
- The new Eastern Zone /CHL contract (Signed Aug 2023)
 - NLHS has a contractual obligation to compensate the Contractor for a minimum of 10 FTE (Full time equivalent) Emergency Room (ER) RNs, subject to the ER RN being made available for deployment, with the ability of NLHS to accept more than the minimum number of FTEs.
 - Hourly rate is \$172.22 per worked hour of nursing service + HST. No overtime provision.
 - The Contract specifies Eastern Zone will “Facilitate and cover all costs related to any licensure, onsite orientation/training, initial checks and renewals of background checks or other ongoing deployment requirements outlined by NL Health Services for the Contractor’s personnel to work in hospitals and long-term care homes. NL Health Services will cover any and all costs related to licensing and bridging competencies as required by NL Health Services provincial licensing body or College.”
 - The contract specifies Eastern Zone is responsible for meal per diems, travel and accommodation. Eastern Zone is billed for in province daily per diems, and only for work days.
 - The contract has a “cost of living inflation rate” that is applied annually therefore escalating the costs of the agency nurse.
- The new NLHS /CHL Airway Management Nurse Practitioner contract (Signed Aug 2023)
 - NLHS has a contractual obligation to deploy and compensate the Contractor for 5 FTE (Full time equivalent) NPs, subject to the Contractor’s ability to fulfill deployments.
 - Hourly rate is \$235.00 per worked hour of NP service + HST. Overtime rates also apply (x1.5), and stat holiday rates (x2.0).

- The contract states NLHS will “Facilitate and cover all costs related to any licensure, on-site orientation/training, initial checks and renewals of background checks or other ongoing deployment requirements outlined by NL Health Services for the Contractor’s personnel to work in hospitals and long-term care homes. NL Health Services will cover any and all costs related to licensing and bridging competencies as required by NL Health Services provincial licensing body or College. “
- The contract specifies NLHS is responsible for meal per diems, travel and accommodation. NLHS is billed for in province daily per diems, only for work days.
- The contract has a “cost of living inflation rate” that is applied annually therefore escalating the costs of the agency nurse.

Issues with CHL Contracts:

- Hourly rates in these contracts are 2 - 3X higher than other agencies per contract.

29(1)(a)

- In Western and Central, per diems have been billed for all days each nurse is deployed in NL, not just work days and NLHS is billed at the out of province rate, not in province. HST was also charged on per diems which is incorrect. This has been corrected.
- The Globe and Mail article referenced Agency nurses not getting a meal per diem even though NLHS is billed for daily per diem. NLHS has no information on the contract any agency has with the nurses who work for them.
- Western and Central Contract includes provisions for Zones to be charged 12 hour shift (paid breaks) vs 11.25 (unpaid breaks). Under the two newer CHL contracts, charges are for 11.25 hours per shift.
- All CHL contracts includes provisions for Zones to be charged for all fees for license, certificates, vulnerable sector checks etc.
- Annual cost of living rate applied to raise rates. No other agency contract has this.
- The Globe and Mail article references some isolated costs that were paid out that are under investigation to determine if they were in NLHS and if so rational (i.e Furniture, airfryer, pet transportation). Of note there is language in the contracts stating Western and Central may on occasion be requested by CHL to meet furniture needs.
- The article references a \$312 taxi receipt. When agency nurse arrives at nearest airport and has to be transported to the work site which is rural location, this would be typical costs. NLHS is responsible in all contracts for transportation to work location. This would normally be airfare and local transportation.
- There has been limited success to date with CHL deploying under the NP Contract and ER RN contract.

Current state

- Supply of RNs from other agencies is healthy and is projected to meet the needs of the organization.

29(1)(a), 35(1)(c), 35(1)(d)

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Expenditure breakdown

- Appendix B details the cost breakdown paid per agency in Q1-3 of this fiscal year.
- Note the amounts are based on invoices in the system and paid. Amounts are subject to change as timing and payment of invoices vary by zone and agency vendor.
- CHL was the highest paid agency accounting for 49% of all expenditures for YTD December 2023.
- A number of agencies identified in Appendix B only began providing NLHS agency nurses mid 2023 and to date do not provide large numbers of nurses.
- Rates for RNs range from \$95 hourly to \$172.22 hourly in all other agency except CH Western at \$312 specialty and \$283 general duty RN . (See Appendix C)
- Each zone has controls and procedures in place to review and approve invoices prior to invoice payment.

Future steps

29(1)(a), 35(1)(c), 35(1)(d)

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-
-

Note: Other supporting documents are available upon request including contracts, invoices, etc.

Prepared by: Regina Coady – Provincial Agency Nursing Manager

Approved by: (insert)

Appendix A

Payment of invoices – All agencies

- There are approximately 310-330 agency nurse(RN/LPN/PCA/NP) on the ground at any one point in time and invoices are submitted primarily per nurses per 2 week pay period (except CHL in Western and Central contracts that are about to expire), NLHS receives approx. 8500 agency nursing invoices per year.
- All invoices must include the time sheets verifying shifts worked and any receipts if reimbursement of costs is applicable.
- There are 10 agencies all with different provisions. This has grown from 1-2 agencies in 2020.
- In Western Zone and Eastern Zone – the payment of invoices is consolidated to one staff who processes every invoice and one manager who does final approval before sending to Accounts Payable for payment. Centralizing the invoice payment ensures hourly rates, per diems, travel, Kms etc match workdays against the time sheets submitted and if discrepancy occur, they send back to agency for corrections.
- All Zones report discrepancies in invoices at high numbers resulting in sending problematic invoice back to agency for correction.
- Up until recently Central Zone had distributed invoice management to a number of people as add on to other work they perform. The Clinical Director did sign off before sending to Accounts Payable. Details of each contract were not always known to ensure contract compliance. Since late fall 2023, Central Zone has consolidated the invoice review and approval process.
- In Labrador Grenfell the invoices go to each clinical manager of that agency nurse for approval.

[REDACTED]

29(1)(a)

- Re per diems, CHL Western and Central contracts that are expiring as well as Express Agency have payment of per diems for every day on the ground, not just workdays.

[REDACTED]

29(1)(a),
35(1)(c)

CHL was additionally charging HST on per diems which was recently identified in Central and Western and CHL was rectified. A review of all Contracts to ensure compliance to Government travel rates has been completed

[REDACTED]

29(1)(a),
35(1)(c),
35(1)(d)

- Firmer procedures are developed to ensure efficiency in the past year including:
 - Requiring Agency to get prior approval if nurse is driving as these costs are always higher. Only costs equivalent to most economic travel will be approved.
 - Rental cars are only covered if approved by NLHS in specific locations where local taxi is unreliable or not available or no NLHS fleet vehicle available. NLHS will book the rental.
 - KM reimbursed only to and from work site, no gas receipts reimbursed.
 - Costs outside contract not reimbursed

29(1)(a), 35(1)(c)

- [REDACTED]

- Meetings with Provincial Finance and Budgeting with Agency Nursing Zone leads have occurred to move to better reporting of agency costs for statistical reporting.

29(1)(a), 35(1)(c)

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Appendix B
Expenditure Breakdown YTD By Agency

Agency	NLHS CONSOLIDATED				Percentage
	Q1	Q2	Q3	Year to Date	
CHL	12,109,967	13,486,547	11,997,626	37,594,140	48.9%
911	2,751,632	3,669,286	5,468,578	11,889,496	15.5%
Goodwill	1,992,445	709,351	2,226,231	4,928,026	6.4%
Augury	-	561,447	2,807,607	3,369,054	4.4%
Northern Medical	1,334,315	1,798,114	3,103,435	6,235,864	8.1%
Express	-	2,731	272,223	274,954	0.4%
Select Medical	712,509	570,197	619,948	1,902,655	2.5%
Priority Care	96,090	1,866,661	2,293,334	4,256,086	5.5%
Teal	1,603,810	1,947,095	2,190,101	5,741,006	7.5%
New Horizens (Lab Gen only)	315,471	214,708	219,118	749,298	1.0%
				76,940,578	

Appendix C

RN, NP LPN, PCA Agency Rates

	RN – General Duty	RN Specialty (ICU, ER, Obs, OR)	NP	LPN	PCA
TEAL	\$130 (No OT) (Lab G 10% higher)	\$167.50 (No OT) (Lab G 10% higher)	Not referenced	\$115 (No OT)	Not referenced
911 –	\$120 + OT	159.50 + OT	\$160 + OT	\$105 +OT	\$60
Goodwill	\$120 + OT	Not referenced	\$145 + OT	\$90 + OT	\$60
Augury	\$130 + OT	\$145 +OT	\$165+ OT	\$90 + OT	\$70
Select Medical	\$95 + OT	Not referenced	Not referenced	\$75 + OT	\$50
Priority Care	\$135 + OT	\$154 + OT	\$165 + OT	\$95 + OT	\$45 PSA; \$55 PSW
Express	\$128 + OT	\$146 + OT	Not referenced	\$75 + OT	Not referenced
CHL (EZ) + Obs Lab CHL Western and Central TEAM rates.	\$172.22 (No overtime)	Not referenced	\$235 (Airway)		Not referenced
CHL Western	\$282.63 (No overtime)	\$312.25(No overtime)	Not referenced	Not referenced	Not referenced
CHL Central	\$172.22 (No overtime)	\$172.22 (No overtime)	Not referenced	Not referenced	Not referenced
Northern Medical	\$145 + OT		Not referenced	\$110 + OT	Not referenced
Horizon (Lab Gren only)	Under review				



NL Health Services

Office of Chief Executive Officer
70 O'Leary Avenue
St. John's, NL A1B 2C7
email: c/o cathy.fitzpatrick@nlhealthservices.ca
Tel: 709-697-4946
w: NLHealthServices.ca

February 23, 2024

John McGrath
Deputy Minister
Department of Health and Community Services
Government of Newfoundland and Labrador
Email: johnmcgrath@gov.nl.ca

Dear John:

Re: Agency Nurses

This is a follow up to your letter dated February 20, 2024, requesting information on agency nursing contracts and specifically contracts with CHL.

I am enclosing a briefing note shared this week with the NLHS Board of Trustees which includes information requested in your letter.

Subsequent material to be provided by March 18, 2024, includes the results of the internal review of documentation and internal processes regarding payments to CHL in relation to contracts, and a summary of existing agency nursing contracts including total expenditures from fiscal 2021-22 to date.

Let me know if you have further questions.

Sincerely

David Diamond
Chief Executive Officer

Cc: Scott Bishop, VP Corporate Services & CFO

Attachments - 3

From: McGrath, John
Sent: Friday, February 23, 2024 9:53 PM
To: Keith, Nadine
Cc: Osborne, Tom, Caines, Justin, Morrissey, Patrick (HCS), Antle, Chad, Elliott, Susan, Herritt, Jeannine
Subject: RE: NLHS Agency Nursing Cotracts

Please also include Jeannine.

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: McGrath, John
Sent: Friday, February 23, 2024 9:35 PM
To: Keith, Nadine <NadineKeith@gov.nl.ca>
Cc: Osborne, Tom <tosborne@gov.nl.ca>; Caines, Justin <JustinCaines@gov.nl.ca>; Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Antle, Chad <ChadAntle@gov.nl.ca>; Elliott, Susan <elliotts@gov.nl.ca>
Subject: FW: NLHS Agency Nursing Cotracts

31(1)(l) Please [REDACTED] Justin, Patrick and Chad for discussion and analysis. Please arrange a time to review.

Also, please [REDACTED] to Minister for information purposes.

Regards,

31(1)(l)

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Cathy Fitzpatrick (Executive Offices) <Cathy.Fitzpatrick@nlhealthservices.ca>
Sent: Friday, February 23, 2024 1:04 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Scott Bishop <Scott.Bishop@easternhealth.ca>; Keith, Nadine <NadineKeith@gov.nl.ca>
Subject: NLHS Agency Nursing Cotracts

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear John,

I am forwarding the attached letter on behalf of David Diamond, CEO, NLHS.

Thank you.



**NL Health
Services**

Cathy Fitzpatrick

Office of Chief Executive Officer
NL Health Services

t: 709-697-4946

e: cathy.fitzpatrick@nlhealthservices.ca

w: NLHealthServices.ca

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From: McGrath, John
Sent: Saturday, February 24, 2024 8:10 PM
To: Moore, Julie
Cc: Morrissey, Patrick (HCS), Keith, Nadine
Subject: RE: Discussion

Hey Julie,

Thanks – Tuesday works great, I can forward along some documentation between now and then, and provide some further context as well.

Nadine, can you please arrange a time that works for all?

Thanks again,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Moore, Julie <juliemoore@gov.nl.ca>
Sent: Saturday, February 24, 2024 8:06 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: Re: Discussion

Sure John. I'm in several meetings on Monday. Would Tuesday be ok or do you want to chat tomorrow?

Julie

JULIE MOORE MBA, CPA | Comptroller General of Finance (A)

Treasury Board Secretariat
Executive Council
Government of Newfoundland & Labrador
P. O. Box 8700
St. John's, NL A1B 4J6

709-729-5926 (t) | juliemoore@gov.nl.ca

On Feb 24, 2024, at 7:06 PM, McGrath, John <JohnMcGrath@gov.nl.ca> wrote:

Hi Julie,

I'm wondering if you have some time in the coming days to discuss agency nurses contracts etc.?

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: McGrath, John
Sent: Sunday, February 25, 2024 9:22 PM
To: Herritt, Jeannine
Subject: Fwd: NLHS Agency Nursing Cotracts
Attachments: image001.png, 2022-2638 - Western Health - Nursing Recruitment - Services Agreement - SIGNED (1).pdf, 2021-1926 - Central Health - Nursing Recruitment Agreement - SIGNED.pdf, McGrath Agency Nursing Contracts 23 02 24.docx, CHL Contracts - Feb 20 2024 Draft For NLHS Board Meeting.pdf [Attachments included on pages 404-455](#)

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: johnmcgrath@gov.nl.ca

Begin forwarded message:

From: "McGrath, John" <JohnMcGrath@gov.nl.ca>
Date: February 23, 2024 at 9:35:03 PM NST
To: "Keith, Nadine" <NadineKeith@gov.nl.ca>
Cc: "Osborne, Tom" <tosborne@gov.nl.ca>, "Caines, Justin" <JustinCaines@gov.nl.ca>, "Morrissey, Patrick (HCS)" <PatrickMorrissey@gov.nl.ca>, "Antle, Chad" <ChadAntle@gov.nl.ca>, "Elliott, Susan" <elliotts@gov.nl.ca>
Subject: FW: NLHS Agency Nursing Cotracts

31(1)(l)

Please [REDACTED] Justin, Patrick and Chad for discussion and analysis. Please arrange a time to review.

Also, please [REDACTED] to Minister for information purposes.

31(1)(l)

Regards,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Cathy Fitzpatrick (Executive Offices) <Cathy.Fitzpatrick@nlhealthservices.ca>
Sent: Friday, February 23, 2024 1:04 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Scott Bishop <Scott.Bishop@easternhealth.ca>; Keith, Nadine <NadineKeith@gov.nl.ca>
Subject: NLHS Agency Nursing Cotracts

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Dear John,

I am forwarding the attached letter on behalf of David Diamond, CEO, NLHS.

Thank you.

From: Osborne, Tom
Sent: Sunday, February 25, 2024 10:12 PM
To: Elliott, Susan
Subject: Fwd: Opposition Calling for RCMP Investigation Into Procurement of Travel Nurses

File

Tom Osborne, M.H.A.
District of Waterford Valley
Minister of Health and Community Services

Begin forwarded message:

From: [REDACTED] 40(1)
Date: February 23, 2024 at 7:25:00 PM NST
To: Premier of NL <Premier@gov.nl.ca>, "Furey, Andrew" <AndrewFurey@gov.nl.ca>
Cc: "Minister, HCS" <hcs@gov.nl.ca>, "Osborne, Tom" <tosborne@gov.nl.ca>, "Minister, Finance" <FinanceMinister@gov.nl.ca>, "Coady, Siobhan" <SiobhanCoady@gov.nl.ca>, "Wakeham, Tony" <TonyWakeham@gov.nl.ca>, "Petten, Barry" <BarryPetten@gov.nl.ca>, "Dinn, James" <JamesDinn@gov.nl.ca>, "Petten, Barry" <BarryPetten@gov.nl.ca>, "Evans, Lela" <LelaEvans@gov.nl.ca>, lpower@crnnl.ca, ycoffey@rnunl.ca
Subject: RE: Opposition Calling for RCMP Investigation Into Procurement of Travel Nurses

COPY

From: K Information Online Crime Reporting / Information Signaler <kocr-selc-information@rcmp-grc.gc.ca>
Sent: Friday, February 23, 2024 5:10 PM
To: [REDACTED] 40(1)
Subject: Automatic reply: Opposition Calling for RCMP Investigation Into Procurement of Travel Nurses

This email address is not for an emergency, and you will receive a reply within five (5) business days.

For emergencies, please call 9-1-1

If your incident or complaint does not fall within the Online Reportable Incident Types and is not an emergency;

1. please telephone your local RCMP detachment (click <https://www.rcmp-grc.gc.ca/detach/en/d>), or
2. visit your local RCMP detachment (click <https://www.rcmp-grc.gc.ca/detach/en/d>)

Notez toutefois qu'il ne faut pas utiliser cette adresse électronique s'il s'agit d'une urgence et que vous recevrez une réponse dans les cinq (5) jours ouvrables.

En cas d'urgence, composez le 9-1-1.

Si votre incident ou votre plainte ne correspond pas aux types d'incidents pouvant être signalés en ligne et qu'il ne s'agit pas d'une urgence, veuillez

3. téléphoner à votre détachement local de la Gendarmerie royale du Canada (trouvez-le à <https://www.rcmp-grc.gc.ca/detach/fr/d>);
4. vous rendre à votre détachement local de la Gendarmerie royale du Canada (trouvez-le à <https://www.rcmp-grc.gc.ca/detach/fr/d>)

From: [REDACTED] 40(1)
Sent: Friday, February 23, 2024 5:07 PM
To: kocr-selc-information@rcmp-grc.gc.ca
Subject: Opposition Calling for RCMP Investigation Into Procurement of Travel Nurses

RCMP Newfoundland and Labrador
100 East Whitehills Rd
P.O. Box 9700
St. John's, N.L. A1A 3T5

We would like to add our voice to the call for the RCMP to investigate this matter:

Opposition Calling for RCMP Investigation Into Procurement of Travel Nurses | VOCM Feb 23, 2024

PC Leader calls on police to investigate travel nursing contracts – NTV, posted: February 22, 2024

How Canadian hospitals grew dependent on expensive out-of-town nurses - The Globe and Mail
TU THANH HA, KELLY GRANT, AND STEPHANIE CHAMBERSTHE GLOBE AND MAILPUBLISHED
FEBRUARY 16, 2024

Nurses' union, PCs call on **auditor general**, after report reveals N.L. spent over **\$34M** on private nurses | CBC News Februaty 19, 2024.

[REDACTED] 40(1)

Sincerely,

[REDACTED] 40(1)

From: O'Toole, Maggie
Sent: Monday, February 26, 2024 10:02 AM
To: McGrath, John
Cc: 31(1)(l) Morrissey, Patrick (HCS), Herritt, Jeannine
Subject: 31(1)(l) DOCUMENT : DOC-67669 : QP - Travel nurses
Attachments: QP - Travel nurses. 31(1)(l) Please note that while the title has changed, this is the same attachment that was included on pages 398-400

Hi John, 31(1)(l)

I see in 31(1)(l) that Jeannine has reviewed and approved. Sending a reminder that I need to provide materials to IGA re travel nurses (once approved) for their meeting prep for the Premier's meeting on Wednesday morning. Thanks!

Kind regards,
Maggie

31(1)(l)

Record Number : DOC-67669
Title : QP - Travel nurses

From: Parsons, Gail
Sent: Monday, February 26, 2024 10:47 AM
To: Parsons, Gail
Subject: Caucus Record: Open Line
Attachments: Travel Nurse Yvette Coffey.mp3 [The attached audio clipping can be listened to at https://vocm.com/2019/08/01/open-line-with-paddy-daly/](https://vocm.com/2019/08/01/open-line-with-paddy-daly/)

Yvette Coffey, President of Registered Nurses Union:

Commenting on the travel nurse program.

[audio clipping attached]

From: O'Toole, Maggie
Sent: Monday, February 26, 2024 11:29 AM
To: McGrath, John
Cc: Morrissey, Patrick (HCS), Herritt, Jeannine
Subject: RE: [REDACTED] DOCUMENT : DOC-67669 : QP - Travel nurses

Thanks, I'll send along to IGA.

31(1)(l)

-----Original Message-----

From: McGrath, John <JohnMcGrath@gov.nl.ca>
Sent: Monday, February 26, 2024 11:21 AM
To: O'Toole, Maggie <MaggieOTOole@gov.nl.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: RE: [REDACTED] DOCUMENT : DOC-67669 : QP - Travel nurses

Looks fine, thanks.

31(1)(l)

John McGrath, CPA, CA | Deputy Minister Department of Health and Community Services Government of Newfoundland & Labrador P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

-----Original Message-----

From: O'Toole, Maggie <MaggieOTOole@gov.nl.ca>
Sent: Monday, February 26, 2024 10:02 AM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: [REDACTED] DOCUMENT : DOC-67669 : QP - Travel nurses

Hi John,

31(1)(l)

31(1)(l)

I see in [REDACTED] that Jeannine has reviewed and approved. Sending a reminder that I need to provide materials to IGA re travel nurses (once approved) for their meeting prep for the Premier's meeting on Wednesday morning. Thanks!

Kind regards,
Maggie

31(1)(l)

Record Number : DOC-67669
Title : QP - Travel nurses

From: McGrath, John
Sent: Monday, February 26, 2024 1:27 PM
To: McGrath, John
Attachments: [REDACTED]

Attachment has been withheld under section 29(1)(a) of ATIPPA, 2015

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | **E:** JohnMcGrath@gov.nl.ca

From: Morrissey, Patrick (HCS)
Sent: Monday, February 26, 2024 1:29 PM
To: McGrath, John
Subject: FW: YTD Agency Nurse Costs

From: Antle, Chad <ChadAntle@gov.nl.ca>
Sent: Monday, February 26, 2024 1:27 PM
To: Morrissey, Patrick (HCS) <PatrickMorrissey@gov.nl.ca>
Subject: FW: YTD Agency Nurse Costs

FYI

From: Jason Cole <Jason.Cole@easternhealth.ca>
Sent: Monday, February 26, 2024 1:25 PM
To: Antle, Chad <ChadAntle@gov.nl.ca>
Cc: Scott Bishop <Scott.Bishop@easternhealth.ca>
Subject: YTD Agency Nurse Costs

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Chad – please see the table below for Dec YTD Agency expense by zone:

Zone	Dec YTD Total
Eastern	14,671,768
Central	38,860,527
Western	22,841,710
Lab Grenfell	4,632,915
Total	81,006,919

Just to add a little clarity, these are amounts paid YTD December 2023 including accommodations, travel, etc that may not have been paid directly to an Agency Vendor.

Let me know if you have any questions.

Thanks,
Jason



Jason Cole, CPA, CGA
Senior Director
Provincial Budgeting, Sustainability and Data
Quality
t: 709-752-4267
e: Jason.Cole@easternhealth.ca
w: NLHealthServices.ca

From: Power, Colleen (HCS)
Sent: Monday, February 26, 2024 2:33 PM
To: Moore, Julie
Cc: Coady, Siobhan, McGrath, John
Subject: NL Health Services contracts with Canadian Health Labs (CHL) + administration contracts for agency nurses
Attachments: Moore Correspondence - NL Health Services' contracts with Canadian Health Labs (CHL), as well as the administration contracts for agency nurses.pdf

Please see the attached correspondence.

COR-2024-197550

February 26, 2024

Ms. Julie Moore
Comptroller General
Office of the Comptroller General
juliemoore@gov.nl.ca

Dear Ms. Moore:

As you are likely aware, on February 16, 2024, the Globe and Mail reported on Newfoundland and Labrador Health Services (NLHS)' contracts with Canadian Health Labs (CHL), as well as the administration of contracts for agency nurses.

Given the nature of the article and initial feedback received from NLHS, I am requesting that your office review the documentation and internal processes NLHS have in place to ensure that payments made to Canadian Health Labs, as well as other nursing agencies, were made in good order and in compliance with the terms and conditions of the contractual arrangements.

I also ask that your office look into the issue raised about per diems being charged by CHL. The article noted that NLHS made payments of \$1.6 million related to meal allowances, per the terms of the contractual arrangement. However, the article further notes that nurses were not being remunerated these per diems by CHL.

I thank you for your attention to this matter. Please contact John McGrath, Deputy Minister, with respect to any additional information you require related to this request.

Sincerely,



HONOURABLE TOM OSBORNE, MHA
Minister of Health and Community Services
District of Waterford Valley

cc: Hon. Siobhan Coady, Minister of Finance and President of Treasury Board
John McGrath, Deputy Minister, Health and Community Services

From: Thomas, Laura
Sent: Tuesday, February 27, 2024 9:45 AM
To: McGrath, John, Osborne, Tom
Cc: Scott, Brian, Konieczny, Jennifer, Coffey, Tina
Subject: INTERVIEW REQUEST (CBC request on Travel Nurses)

Hi Minister,

CBC has requested an interview re: Travel Nurses to be investigated.

Can we facilitate this today?

Thanks!

From: Mark Quinn <mark.quinn@cbc.ca>
Sent: Tuesday, February 27, 2024 8:55 AM
To: Thomas, Laura <LauraThomas@gov.nl.ca>
Subject: CBC request

Hi Laura,

Is Min. Osborne available to speak about asking for travel nurses to be investigated?

Thank you,

Mark

Office (709) 576-5248
cell (709) 685-0713

email: Mark.Quinn@cbc.ca

From: Scott, Brian
Sent: Tuesday, February 27, 2024 11:21 AM
To: Osborne, Tom, McGrath, John, McCabe, Meghan
Cc: Herritt, Jeannine, Hayes, Megan
Subject: Messages for today

Tried to stay high level on agreement in KM and more detail in secondary.

Health and Community Services

Nursing benefits

February 27, 2024 **DRAFT**

Summary As nurses continue to criticize the use of travel nurses, it will be important to note the benefit of being a nurse in the province as opposed to working for an agency and the reasons why ending the reliance on travel agencies can't happen overnight.

Anticipated Questions

- Why do you rely so heavily on travel nurses?
- When will you stop using travel nurses?

Key Messages

- We've previously called agency nursing a "necessary evil." As we continue to be successful with recruitment, we look forward to one day no longer having to rely on agency nurses.
- We appreciate the hard working and dedicated nurses we have in our province who know they could join a travel agency but recognize:
 - How valuable they are to the system;
 - The benefits and job security they would lose.
- Immediately ending the use of travel nurse agencies would lead to service disruption, emergency department closures, and people not receiving the care.
- That's why we rely even more on recruitment. Our recruitment strategy is working:
 - More than 450 nurses have signed on to work in the province since last April.
 - Most of last year's nursing graduates signed on to work here. We anticipate that to continue with this year's graduating class
- Your union negotiated a strong, fair deal for nurses here. Wages and benefits compare favourably with other provinces. The new agreement is already helping with recruitment and retention.
Benefits include:
 - Wage increases each year for four years;
 - Employee recognition bonus payment of \$2,000
 - Long Service Pay Premiums:
 - 15 year premium: 1%
 - 20 year premium: 15 year premium plus 2%
 - 25 year premium: 20 year premium plus 2%
 - Step changes to ensure competitiveness
 - New pay scales established for nurse practitioners;
 - Improvements to recruit and retain permanent full-time employees
 - Operational improvements to shift scheduling

- All graduating nurses have been told there is a job for them here and many of them have accepted positions already for when they graduate.

Secondary Messages:

Nurses agreement includes:

- A two per cent wage increase each year for four years (2022-2026)
- A one-time employee recognition bonus payment of \$2,000
- Long Service Pay Premium:
 - 15 year premium: 1%
 - 20 year premium: 15 year premium plus 2%
 - 25 year premium: 20 year premium plus 2%
- Step changes to ensure competitiveness
- New pay scales established for NPs
- Improvements to recruit and retain permanent full-time employees
- Increases to travel allowances when travelling on employer business, including meal allowances and various reimbursements for vehicle usage
- Flexibility for employees to substitute a statutory holiday such that they may observe a non-Christian faith based holiday
- The addition of paid family violence leave, providing the ability for employees to take time away from the workplace
- The addition of a mentorship program as a means to support nurses as they adapt to new practice environments
- Enhancements to the existing preceptorship program
- Operational improvements to shift scheduling

Approved by:

Brian Scott

Director of Communications

Health and Community Services

Government of Newfoundland and Labrador

e: brianscott@gov.nl.ca

t: 709.729.1377

www.gov.nl.ca/hcs/ | @HCS_GovNL

From: Konieczny, Jennifer
Sent: Tuesday, February 27, 2024 12:15 PM
To: Elliott, Susan
Cc: Herritt, Jeannine, McGrath, John, Osborne, Tom, Scott, Brian, Thomas, Laura, Tina Coffey
Subject: Re: Comms For Approval: NLHS Media Request - Number of Travel Nurses Working in Province

I'll ask for that breakdown.

Thanks!
Jennifer

Sent from my iPhone

On Feb 27, 2024, at 11:50 AM, Elliott, Susan <elliotts@gov.nl.ca> wrote:

[REDACTED]

29(1)(a)

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Sent: Tuesday, February 27, 2024 10:21 AM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>; McGrath, John <JohnMcGrath@gov.nl.ca>; Osborne, Tom <tosborne@gov.nl.ca>
Cc: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Tina Coffey <tinacoffey@gov.nl.ca>; Elliott, Susan <elliotts@gov.nl.ca>
Subject: Comms For Approval: NLHS Media Request - Number of Travel Nurses Working in Province

Good morning,

For approval.

Thanks,
Jennifer

Sent from my iPhone

Begin forwarded message:

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Date: February 27, 2024 at 10:19:23 AM NST
To: "Scott, Brian" <BrianScott@gov.nl.ca>, "Coffey, Tina" <TCoffey@gov.nl.ca>, "Konieczny, Jennifer" <JenniferKonieczny@gov.nl.ca>, "Thomas, Laura" <LauraThomas@gov.nl.ca>
Subject: Media Request - Number of Travel Nurses Working in Province

Hi folks,

See media inquiry below. Good with you?

Media:

CBC, Mark Quinn

Context:

The reporter is writing a story about travel nurses working in the province.

Question:

How many agency nurses are currently working in Newfoundland and Labrador?
Can we have this broken down by region please?

DRAFT Response: [DRAFT](#)

The number and type of positions filled through agency resources varies as needs change. Below is a breakdown of nursing positions at NL Health Services which, as of February 19, 2024, are currently filled through private health-care staffing agencies.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Nurse Practitioners (NP)
Eastern	72	13	3
Central	159	0	0
Western	43	30	0
Labrador Grenfell	21	12	0
Total	295	55	3

In consultation and approved by:

Debbie Molloy
Lynette Oates
Collette Smith
Tracey Boland

<image001.jpg>

Mikaela Etchegary (she/her)

Media Relations Manager
Corporate Communications

t: 709-853-5206

e: Mikaela.Etchegary@easternhealth.ca

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From: McGrath, John
Sent: Tuesday, February 27, 2024 1:28 PM
To: Keith, Nadine
Subject: FW: NLHS Agency Nursing Contracts
Attachments: 2022-2638 - Western Health - Nursing Recruitment - Services Agreement - SIGNED (1).pdf, 2021-1926 - Central Health - Nursing Recruitment Agreement - SIGNED.pdf, McGrath Agency Nursing Contracts 23 02 24.docx, CHL Contracts - Feb 20 2024 Draft For NLHS Board Meeting.pdf [Attachments included on pages 404-455](#)

31(1)(i)

Please [REDACTED] and print copies for Minister.

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Cathy Fitzpatrick (Executive Offices) <Cathy.Fitzpatrick@nlhealthservices.ca>
Sent: Friday, February 23, 2024 1:04 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Cc: Scott Bishop <Scott.Bishop@easternhealth.ca>; Keith, Nadine <NadineKeith@gov.nl.ca>
Subject: NLHS Agency Nursing Contracts

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Dear John,

I am forwarding the attached letter on behalf of David Diamond, CEO, NLHS.

Thank you.



**NL Health
Services**

Cathy Fitzpatrick
Office of Chief Executive Officer
NL Health Services

t: 709-697-4946
e: cathy.fitzpatrick@nlhealthservices.ca
w: NLHealthServices.ca

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From: Herritt, Jeannine
Sent: Tuesday, February 27, 2024 2:13 PM
To: McGrath, John
Subject: FW: Agency Nurses
Attachments: feb 19 agency filled by site.xlsx

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John’s NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Debbie Molloy <Debbie.Molloy@easternhealth.ca>
Sent: Monday, February 26, 2024 10:24 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: Re: Agency Nurses

As requested,
Thanks
Debbie

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Monday, February 26, 2024 2:41 PM
To: Debbie Molloy <Debbie.Molloy@easternhealth.ca>
Subject: Re: Agency Nurses

Thanks Debbie for your quick response, do you have the breakdown by site/hospital?

Jeannine

On Feb 26, 2024, at 2:40 PM, Debbie Molloy <Debbie.Molloy@easternhealth.ca> wrote:

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Here you go.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Personal Care Attendants (PCA)	Nurse Practitioners (NP)
Eastern	72	13	0	3
Central	159	0	0	0
Western	43	30	0	0
Labrador Grenfell	21	12	23	0
Total	295	55	23	3Thx

Debbie

Sent from my iPhone

On Feb 26, 2024, at 2:07 PM, Herritt, Jeannine <JeannineHerritt@gov.nl.ca> wrote:

Hi Debbie,

Could you provide the information requested below?

Thanks in advance,
Jeannine

Begin forwarded message:

From: "McGrath, John" <JohnMcGrath@gov.nl.ca>
Date: February 26, 2024 at 2:09:37 PM NST
To: "Osborne, Tom" <tosborne@gov.nl.ca>
Cc: "Herritt, Jeannine" <JeannineHerritt@gov.nl.ca>, "Elliott, Susan" <elliotts@gov.nl.ca>, "Osborne, Tom" <tosborne@gov.nl.ca>
Subject: Agency Nurses

Hi Jeannine,

Please reach out to NLHS to get list of hospitals, as well as areas within the hospitals where the Travel nurses are deployed.

If we can get this information by Thursday at noon, that would be great.

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

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Site	NLHS- WESTERN M. Hos RN	
Western M.Hospital	UNIT	SUPPLY
	SURGERY	11
	MEDICINE	10
		2
		7
		4
	TOTAL	34
	NP	
NP LTC Corner Brook	LTC	0
	Total	0
2 sites LTC Corner Brook	2 sites in Corner Brook LPN	
	UNIT	SUPPLY
	LTC	29
	Total	29
Bay St George LTC	Stephenville LTC RN	
	UNIT	SUPPLY
		2
	Total	2
Bay St George LTC	Stephenville LTC LPN	
	UNIT	SUPPLY
		1
	Total	1
	Western- RURAL RN	
	FACILTY	SUPPLY
CALDER -BURGEO		2
CHARLES LEGROW-		1
	TOTAL	3
RN Stephenville Health Centre	RN - Stephenville	
	UNIT	SUPPLY
		3
		1
	Total	4

Site	Program	Feb. 19/24
JPM Gander	ED	12
JPM Gander		9
JPM Gander	MED (14) Dialysis (2)	16
JPM Gander	Overflow (12)	0

JPM Gander		9
JPM Gander	OBS	10
JPM Gander		3
Gander	LTC (2 Sites) LSH & Gander LTC facility	13
Total RNS		72

CNRHC GFW		8
CNRHC GFW		7
CNRHC GFW		8
CNRHC GFW		2
CNRHC GFW		1
CNRHC GFW		7
CNRHC GFW	Overflow	11
CNRHC GFW		5
GFW	LTC(2 sites) CML & GFW LTC facility	13
Total RNS		62

Baie Verte		1
Baie Verte	Acute	0
Baie Verte	Airway MNGMT NP	0
Total RNS		1
Total NPS		0

Botwod		1
Botwod		1
Total RNS		2

Buchans		2
Primary	ER Primary NP	0
Total RNS		2
Total NPS		0

Fogo	ER	0
Total RNS		0

Harbour Breton		5
Total RNS		5

Lewisporte		1
Total RNS		1

NWV		2
NWV		2
NWV	Airway MNGMT NP	0
Total RNS		4

Total NPS		0
------------------	--	----------

Springdale		3
Springdale		5
Springdale	Primary NP	0
Total RNS		8
Total NPS		0

Twillingate		2
Total RNS		2

	RN	LPN	PCA
Labrador Grenfell (total needs/demand)	34	18	30
LHC OBS	8	0	0
LHC OR	4	0	0
LHC Inpts	6	1	7
LHC LTC	0	11	18
LWHC Inpts	2	0	0
CSCMH LTC	1	2	5
CSCMH Inpts	8	2	0
CSCMH ER	1	0	0
CSCMH ICU	2	0	0
Roddickton ER	2	0	0
Forteau LTC	0	2	0
Labrador Grenfell (total supply "on the ground")	21	12	23
<u>LHC inpts</u>	2	1	5
<u>LHC LTC</u>	0	7	12
<u>LHC OBS</u>	4	0	0
<u>LHC OR</u>	1	0	0
<u>LWHC inpts</u>	2	0	0
CSCMH inpts	8	2	0
CSCMH LTC	1	2	4
CSCMH ER	1	0	0
CSCMH ICU	1	0	0
Roddickton ER	1	0	0
Forteau LTC	0	0	2

Site	Program	19-Feb
CGH		2

CGH			2
CGH			4
CGH			2
CGH PJSMF			1
CGH	Ortho/ NP		0
Total CGH RNS			10
Total NPs			1
Burin			1
Burin			1
Burin			3
Burin			2
Burin			1
Total Burin RNS			8
Grand Bank			2
Grand Bank			1
Total Grand Bank RNS			2
Total NPs			1
GBC Clarendville			4
GBC Clarendville			3
GBC Clarendville			0
GBC Clarendville			6
Total GBC RNS			13
St. Lawrence			2
St. Lawrence			1
Total St. Lawrence RNS			2
Total NPs			1
Placentia			2
Placentia			2
Total Placentia RNS			4
Bonavista			1
Bonavista			1
Total Bonavista			2
Whitbourne			1
Total Whitbourne			1
Bell Island			1
Bell Island			1
Total Bell Island			2

Site	Program	19-Feb
HSC	4NA-Med	2
HSC	ER	4
HSC	5NA	1
HSC	Urology	1
HSC	4NB	1

HSC	5SB	1
HSC	CVOR	0
HSC	MHA Acute Care	1
Total HSC RNS		11
Waterford	Geriatrics	6
Waterford	E3A Acute Care	3
Waterford	W3A Acute Care	1
Waterford	ER Services	1
Waterford	W2A SSU	1
Total Waterford RNS		12
St. Clare's Merch Hospital	4W SCM	0
St. Clare's Merch Hospital	7W SCM	1
St. Clare's Merch Hospital	6W Ortho	2
St. Clare's Merch Hospital	General SURG	3
Total SCM RNS		6
GBL	LTC/LPN	7
Total GBL		7
SPMH	LTC/LPN	6
Total SPMH		6

From: [REDACTED] 40(1)
Sent: Tuesday, February 27, 2024 3:24 PM
To: Osborne, Tom
Subject: Registered Nurses Union - Newfoundland and Labrador

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Minister of Health and Community Services

On August 7th, 2023 the Government of Newfoundland and Labrador announced the signing of the Registered Nurses' Collective Agreement by the provincial government and the nurses' union. In that news release, it highlighted the cost of wage increases per year over the term of the agreement (\$36 million).

In today's news (February 27th, 2024), the Registered Nurses' Union of Newfoundland and Labrador are protesting the privatization of travel nurses in our province. The Globe and Mail's news article highlighted extensive spending on travel nurses (\$35 million for a five-month period). This amount is greater than the cost of wage increases for registered nurses over the term of the nurses' collective agreement.

VOCM (February 27, 2024) indicated that you (Minister) are calling-in the Comptroller General to examine the Travel Nurses Contract. At this time, should/shouldn't the Comptroller General (also) review the Registered Nurses' Union Collective agreement for expenses that exceeds the cost of wage increases negotiated by the provincial government and the nurses' union? Specifically, Article 9 (Overtime) of the Registered Nurses' Union – NL Collective Agreement.

The Globe and Mail's article raised shocking revelations about the spending of travel nurses in Newfoundland and Labrador's healthcare system. It might be worthwhile for the Comptroller General to examine other contracts as well.

Thank you for your time today.

[REDACTED] 40(1)

From: Konieczny, Jennifer
Sent: Tuesday, February 27, 2024 3:32 PM
To: Herritt, Jeannine, McGrath, John, Osborne, Tom
Cc: Scott, Brian, Thomas, Laura, Coffey, Tina, Elliott, Susan
Subject: Comms For Approval: NLHS Media Request - Number of Travel Nurses Working in Province

Good afternoon,

NLHS updated the response below to break out eastern urban and eastern rural. Flagging that the Eastern Urban has a higher number (29) [REDACTED] — 29(1)(a)

NLHS comms confirmed: “as of feb 19 there was 29 in eastern urban (St. John’s)

11 at HSC
12 at the Waterford
6 at St Clare’s”

Approved?

Jennifer

Sent from my iPhone

Begin forwarded message:

From: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Date: February 27, 2024 at 2:55:11 PM NST
To: "Konieczny, Jennifer" <JenniferKonieczny@gov.nl.ca>
Cc: "Scott, Brian" <BrianScott@gov.nl.ca>, "Coffey, Tina" <TCoffey@gov.nl.ca>, "Thomas, Laura" <LauraThomas@gov.nl.ca>
Subject: RE: Media Request - Number of Travel Nurses Working in Province

Sure thing – here are the updated numbers:

DRAFT Response: DRAFT

The number and type of positions filled through agency resources varies as needs change.
Below is a breakdown of nursing positions at NL Health Services which, as of February 19, 2024, are currently filled through private health-care staffing agencies.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Nurse Practitioners (NP)
Eastern Urban	29	13	0
Eastern Rural	43	0	3
Central	159	0	0
Western	43	30	0
Labrador Grenfell	21	12	0
Total	295	55	3

From: Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>
Sent: Tuesday, February 27, 2024 12:17 PM
To: Mikaela Etchegary <Mikaela.Etchegary@easternhealth.ca>
Cc: Brian Scott <brianscott@gov.nl.ca>; TCoffey <TCoffey@gov.nl.ca>; Laura Thomas <LauraThomas@gov.nl.ca>
Subject: Re: Media Request - Number of Travel Nurses Working in Province

Hi Mikaela,

Do you have the breakdown for Eastern urban and eastern rural? Could the covert be updated with those two zones each with their own line?

Thanks,
Jennifer

Sent from my iPhone

On Feb 27, 2024, at 10:19 AM, Mikaela Etchegary
<Mikaela.Etchegary@easternhealth.ca> wrote:

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Hi folks,

See media inquiry below. Good with you?

Media:
CBC, Mark Quinn

Context:
The reporter is writing a story about travel nurses working in the province.

Question:
How many agency nurses are currently working in Newfoundland and Labrador?
Can we have this broken down by region please?

DRAFT Response: DRAFT
The number and type of positions filled through agency resources varies as needs change. Below is a breakdown of nursing positions at NL Health Services which, as of February 19, 2024, are currently filled through private health-care staffing agencies.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Nurse Practitioners (NP)
Eastern	72	13	3
Central	159	0	0
Western	43	30	0
Labrador Grenfell	21	12	0
Total	295	55	3

In consultation and approved by:

Debbie Molloy
Lynette Oates
Collette Smith
Tracey Boland

<image001.jpg>

Mikaela Etchegary (she/her)

Media Relations Manager
Corporate Communications

t: 709-853-5206**e:** Mikaela.Etchegary@easternhealth.ca**w:** NLHealthServices.ca

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From: Herritt, Jeannine
Sent: Tuesday, February 27, 2024 5:43 PM
To: McGrath, John
Subject: Re: Agency Nurses

Thanks John- I will reach out to NLHS to establish a process.

Jeannine

On Feb 27, 2024, at 5:40 PM, McGrath, John <JohnMcGrath@gov.nl.ca> wrote:

Hi Jeannine,

Thanks for this – can you please arrange with NLHS to have a bi-weekly report for travel nurses in the system. Please include the agency, the location, by zone and by facility.

Thanks,

John McGrath, CPA, CA | Deputy Minister

Department of Health and Community Services

Government of Newfoundland & Labrador

P.O. Box 8700, St. John's, NL A1B 4J6

T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Tuesday, February 27, 2024 2:13 PM
To: McGrath, John <JohnMcGrath@gov.nl.ca>
Subject: FW: Agency Nurses

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services

Department of Health and Community Services

Government of Newfoundland and Labrador

PO Box 8700, St. John's NL A1B 4J6

709-729-1716 | JeannineHerritt@gov.nl.ca

From: Debbie Molloy <Debbie.Molloy@easternhealth.ca>
Sent: Monday, February 26, 2024 10:24 PM
To: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: Re: Agency Nurses

As requested,
Thanks
Debbie

From: Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Sent: Monday, February 26, 2024 2:41 PM
To: Debbie Molloy <Debbie.Molloy@easternhealth.ca>
Subject: Re: Agency Nurses

Thanks Debbie for your quick response, do you have the breakdown by site/hospital?

Jeannine

On Feb 26, 2024, at 2:40 PM, Debbie Molloy <Debbie.Molloy@easternhealth.ca> wrote:

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Here you go.

Zone	Registered Nurses (RN)	Licensed Practical Nurses (LPN)	Personal Care Attendants (PCA)	Nurse Practitioners (NP)
Eastern	72	13	0	3
Central	159	0	0	0
Western	43	30	0	0
Labrador Grenfell	21	12	23	0
Total	295	55	23	3Thx

Debbie

Sent from my iPhone

On Feb 26, 2024, at 2:07 PM, Herritt, Jeannine <JeannineHerritt@gov.nl.ca> wrote:

Hi Debbie,

Could you provide the information requested below?

Thanks in advance,
Jeannine

Begin forwarded message:

From: "McGrath, John" <JohnMcGrath@gov.nl.ca>
Date: February 26, 2024 at 2:09:37 PM NST
To: "Osborne, Tom" <tosborne@gov.nl.ca>
Cc: "Herritt, Jeannine" <JeannineHerritt@gov.nl.ca>, "Elliott, Susan" <elliotts@gov.nl.ca>, "Osborne, Tom" <tosborne@gov.nl.ca>
Subject: Agency Nurses

Hi Jeannine,

Please reach out to NLHS to get list of hospitals, as well as areas within the hospitals where the Travel nurses are deployed.

If we can get this information by Thursday at noon, that would be great.

Thanks,

John McGrath, CPA, CA | Deputy Minister
Department of Health and Community Services
Government of Newfoundland & Labrador
P.O. Box 8700, St. John's, NL A1B 4J6
T: (709) 729-3125 | E: JohnMcGrath@gov.nl.ca

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Discovery - Health and Community Services

Subject: Travel Nurses Review
Location: Microsoft Teams Meeting

Start: Thu 2/29/2024 12:00 PM
End: Thu 2/29/2024 12:30 PM

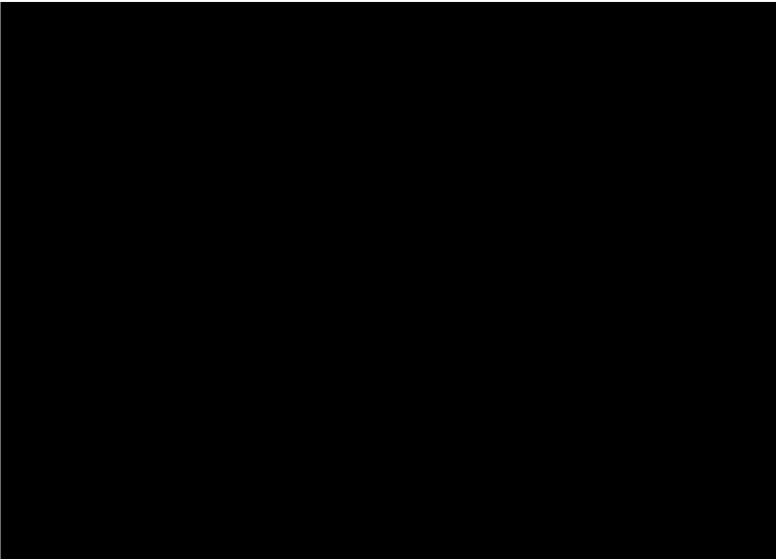
Recurrence: (none)

Meeting Status: Accepted

Organizer: Hanlon, Susan
Required AttendeesBurton, Kayla; Edmunds, Koral; McGrath, John; West, Farrell

Hi John – We’d like to get together with you for a few minutes to discuss our review – hoping this time works for you.

Thanks,
Susan



31(1)(l)

31(1)(l)



From: [REDACTED] 40(1)
Sent: Wednesday, February 28, 2024 9:40 AM
To: Osborne, Tom
Subject: Interview

CAUTION : This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Mr. Osborne,

I caught your interview on travel nurses on CBC this morning. Well done.

There is a lingering question. Where are the staff in government offices that are supposed to be monitoring contract compliance? This time it was your ministry, but the late discovery of deficiencies in the seniors housing in Grand Falls is another example of the same problem in a different ministry.

As we move toward additional contracting and PPPs, the role of contract compliance staff becomes more and more important.

[REDACTED] 40(1)

From: [REDACTED] 40(1)
Sent: Wednesday, February 28, 2024 10:27 AM
To: Furey, Andrew, cssdminister, Byrne, Gerry, Stoodley, Sarah, Coady, Siobhan, Osborne, Tom, seamus.oregan@parl.gc.ca, Gudie.Hutchings@parl.gc.ca, joanne.thompson@parl.gc.ca, ken.mcdonald@parl.gc.ca
Subject: LIEBERAL Tom Osborne says the cost to hire travel nurses is unacceptable. Yet it is his department. USELESS TWIT!!!! BAH HA HA

CAUTION :This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Cheers

From: Thomas, Laura
Sent: Wednesday, February 28, 2024 11:58 AM
To: Herritt, Jeannine, McGrath, John, Hayes, Megan, Osborne, Tom, Elliott, Susan
Cc: Konieczny, Jennifer, Coffey, Tina, Scott, Brian
Subject: RE: AUDIO: Open Line MHA Paul Lane on AG review.
Attachments: 2024-02-28 Open Line MHA Paul Lane.mp3

The attached audio clipping can be listened to at
<https://vocm.com/2019/08/01/open-line-with-paddy-daly/>

Summary:

- AG needs to be brought it.
- Lane called and asked for her to look at again.
- Minister says Comptroller is first step – does that mean something further?
- We will see what comes from this – but would like an independent review.
- The money getting paid out is ridiculous
- This needs to end sooner than later
- Its important to understand timelines
- Some of these issues are between the company and employer – not the government

From: Hood, Jillian <JillianHood@gov.nl.ca>
Sent: Wednesday, February 28, 2024 11:52 AM
To: Scott, Brian <BrianScott@gov.nl.ca>; Thomas, Laura <LauraThomas@gov.nl.ca>; Konieczny, Jennifer <JenniferKonieczny@gov.nl.ca>; Coffey, Tina <TCoffey@gov.nl.ca>; Picco, Angela <angelapicco@gov.nl.ca>; Robinson, Lynn <LynnRobinson@gov.nl.ca>; Quinton, Diana <DianaQuinton@gov.nl.ca>; Barbour, Victoria <VictoriaBarbour@gov.nl.ca>
Cc: Barfoot, Scott <ScottBarfoot@gov.nl.ca>; Sorensen, David <DavidSorensen@gov.nl.ca>; Sulley, Erin <ErinSulley@gov.nl.ca>; McCabe, Meghan <MeghanMcCabe@gov.nl.ca>; Pomeroy, Sonja <SonjaPomeroy@gov.nl.ca>
Subject: AUDIO: Open Line MHA Paul Lane

VOCM Open Line - Wed, February 28, 2024

AG REVIEW NEEDED/MEMORIAL UNIVERSITY: "Paul Lane" wants to talk about the rally he attended yesterday and he agrees with the RNUNL that the AG needs to look at health care and he did write the AG ask her to do an investigation into travel nurses. He also wants to talk about Memorial University and he says that a part of his role is to talk about things, people may recall Matt Barter. He put in an access to information request on executive bonuses.

VOCM - St. John's - Open Line @ 11:38:00am Duration: 00:11:00 Reporter: Paddy Daly

Ref Id: J2d-6p2-28

Discovery - Health and Community Services

Subject: Travel Nurses Review
Location: Microsoft Teams Meeting

Start: Thu 2/29/2024 12:00 PM
End: Thu 2/29/2024 12:30 PM
Show Time As: Tentative

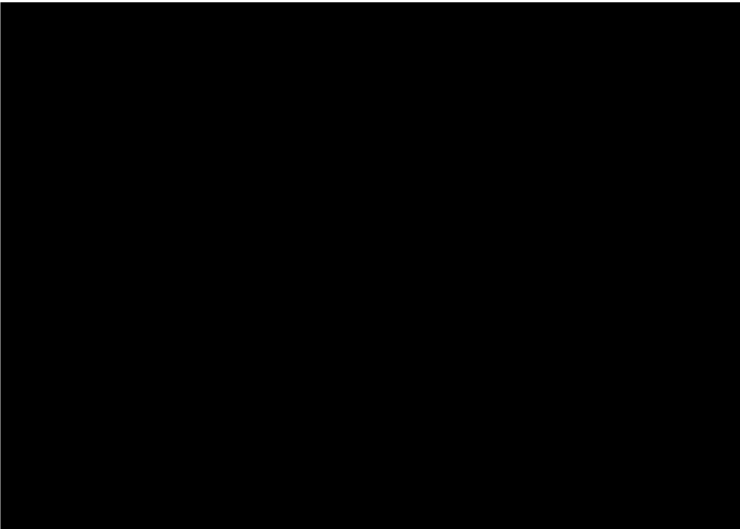
Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Hanlon, Susan
Required AttendeesBurton, Kayla; Edmunds, Koral; McGrath, John; West, Farrell

Hi John – We’d like to get together with you for a few minutes to discuss our review – hoping this time works for you.

Thanks,
Susan



31(1)(l)

31(1)(l)



From: [REDACTED] 40(1)
Sent: Thursday, February 29, 2024 7:45 AM
To: Premier of NL
Cc: Osborne, Tom
Subject: AG and Travel Nurses

CAUTION : This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Morning Premier Furey,

I like to request that you support the RNU by ordering the auditor general to review travel nurse spending.
Thank you,

[REDACTED] 40(1)

From: Wells, Andrew
Sent: Thursday, February 29, 2024 9:18 AM
To: Antle, Chad, Herritt, Jeannine
Subject: FW: Agency Invoices
Attachments: Augury Healthcare Inc..pdf, Goodwill Staffing.pdf, New Horizons.pdf, Priority Health Care.pdf, Select Medical.pdf, Teal.pdf

We are trying to assess agency nurse use in LGZ as part of the evaluation of RN Locum Pilot. The only way we can is to have someone in LGZ go through thousands of invoices manually to pull hours, occupation, timing and location. We asked Tanya to pull some example invoices, see attached. Just sharing FYI.

Andrew

From: Tanya Pinksen <tanya.pinksen@lghealth.ca>
Sent: Wednesday, February 21, 2024 12:17 PM
To: Wells, Andrew <AndrewWells@gov.nl.ca>; Tania.Smith@easternhealth.ca; O'Malley, Janine <JanineOMalley@gov.nl.ca>; jason.cole@easternhealth.ca
Subject: Agency Invoices

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

As per our conversation yesterday, attached are samples of our agency invoices. We currently have contracts with 9 vendors however during the timeframes discussed we only used the six attached. Some have occupations included on the invoices while others do not.

Tanya

All information in this communication, including attachments, is strictly confidential and intended solely for delivery to and authorized use by the addressee(s) identified above, and may contain privileged, confidential, and/or proprietary information entitled to protection and/or exemption from disclosure under applicable law. If you are not the intended recipient, please take notice that any disclosure, copying, distribution, and/or any action taken or omitted to be taken in reliance upon it, is unauthorized and may be unlawful. If you have received this communication in error, please notify the sender immediately and delete the message and any attachments from your system. *** This communication (including all attachments) is intended solely for the use of the person or persons to whom it is addressed and should be treated as a confidential communication from Labrador Grenfell Health. If you are not the intended recipient, any use, distribution, printing, or copying of this email is strictly prohibited. If you received this email in error, please immediately notify the originator and delete it from your system. Your cooperation is appreciated. ***

Augury Healthcare Inc.

6D 7398 Yonge St. unit #684
 Thornhill ON L4J 8J2
 payroll@auguryhealth.ca
 www.auguryhealth.ca

**INVOICE**

BILL TO	INVOICE	LG 1099
LG Health	DATE	19/01/2024
[REDACTED]	TERMS	Net 30
Labrador City NL [REDACTED]	DUE DATE	18/02/2024

DATE		DESCRIPTION	TAX	QTY	RATE	AMOUNT
06/01/2024	Hours (Standard)	Nursing services at standard hourly rate. Pay period Dec 24,2023 - Jan 06,2024 [REDACTED] 40(1) 12 STAT 12 STAT 12 12 12 12 12 STAT 8 12 STAT 4 8 12 12 Total: 128 (straight 44, OT 48, STAT 36)	HST NL 2016	44	135.00	5,940.00
06/01/2024	Hours (Overtime LG)	Hours of overtime - scheduled or hours over 80 biweekly for CHNL. OT 48 + STAT 36 = 84 hours	HST NL 2016	84	202.50	17,010.00
06/01/2024	Meal subsidy	Stipend for days worked, 1 addition per shift \$50	Exempt	11	50.00	550.00
06/01/2024	[REDACTED]	[REDACTED] 40(1)	Exempt	12	7.00	84.00

SUBTOTAL	23,584.00
HST (NL) 2016 @ 15%	3,442.50
TOTAL	27,026.50
PAYMENT	27,026.50
BALANCE DUE	\$0.00

TAX SUMMARY

	RATE	TAX	NET
HST (NL) 2016 @ 15%		3,442.50	22,950.00

Goodwill Staffing & Recruitment

343 Preston street, 11th Floor
 Ottawa ON K1S 1N4
 receivables@goodwillstaffing.ca
 GST/HST Registration No.: 775295876
 RT0001

**INVOICE****BILL TO**

Labrador-Grenfell Health [REDACTED]

Attn: [REDACTED]

INVOICE # 7858

DATE 12/02/2024

DUE DATE 13/03/2024

TERMS Net 30

SERVICES	HOURS	RATE	AMOUNT
Nursing staffing [REDACTED] 40(1)	80	60.00	4,800.00
2 weeks period Jan 13-26			
Overtime overtime x 1.5	41.75	90.00	3,757.50
2 weeks period Jan 13-26 over 80hrs: 10 hrs			
[REDACTED] 11.25 hrs			
[REDACTED] 9.25 hrs			
[REDACTED] 11.25 hrs			
Per diem Shifts worked between Jan 13-26	11	51.00	561.00
2 weeks period Jan 13-26			
Total Hours: 121.75 hrs			
Hours are computed 11.25hrs for 12hrs shifts and 7.5hrs for 8hrs shifts omitting meal break.			
	SUBTOTAL		9,118.50
	GST/HST @ 15%		1,283.63
	TOTAL		10,402.13
	BALANCE DUE		\$10,402.13

All Cheques sent to PO Box
 AP fbo Goodwill Staffing & Recruitment
 400193 Dept
 PO Box 4375 Stn A
 Toronto, ON M5W 0J3

Wire Payment details:

Acc. Name: Paychex Advance LLC.

Acc. No.: [REDACTED]

Bank Transit No: [REDACTED] 35(1)(d)

Inst. No: [REDACTED]

Bank Name: [REDACTED] 35(1)(d)

Reference Info: Goodwill Staffing & Recruitment

This A/R has been assigned to and is owned by or subject to security interest of PAYROLL FUNDING CANADA, and is payable in CAD. All payments shall be made payable to Goodwill Staffing & Recruitment and sent to the bank information designated on this invoice until advised otherwise.

*Invoice is payable on receipt. If not paid within 30 days from the invoice date, interest is accrued at 3% of the invoiced amount monthly.

TAX SUMMARY

	RATE	TAX	NET
GST/HST @ 15%		1,283.63	8,557.50

New Horizons Staffing Inc
 PO Box 532
 Carrot River SK S0E 0L0
 nhtravelnursing@gmail.com
 GST/HST Registration No.: 820013522



NEW HORIZONS

INVOICE

BILL TO
 Labrador-Grenfell Health -
 Goose Bay

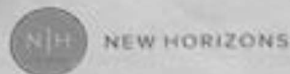
INVOICE # 4844
DATE 06-02-2024
DUE DATE 21-02-2024
TERMS Net 15

DESCRIPTION	QTY	RATE	AMOUNT	TAX
[REDACTED] Week 1: Jan 22nd - 28th Regular Time	60	90.00	5,400.00	HST NL 2016
[REDACTED] Week 2: Jan 29th - Feb 4th Regular Time	20	90.00	1,800.00	HST NL 2016
[REDACTED] Week 2: Jan 29th - Feb 4th Overtime - More than 80hrs worked	47.50	135.00	6,412.50	HST NL 2016
[REDACTED] Vacation Pay [REDACTED]	1	461.54	461.54	HST NL 2016
[REDACTED] Per Diem - 10 12hr shifts and 2 Evening Shifts	1	592.00	592.00	Exempt

SUBTOTAL	14,666.04
HST (NL) 2016 @ 15%	2,111.11
TOTAL	16,777.15
BALANCE DUE	\$16,777.15

TAX SUMMARY

	RATE	TAX	NET
HST (NL) 2016 @ 15%		2,111.11	14,074.04



New Horizons Staffing
19 Cranleigh Manor, SE
Calgary, Alberta
T3M 1G6

Phone: 1(306) 491-2472
Fax: 1(306) 500-9850
Email: nhtravelnursing@gmail.com

Employee Name
Department/Facility

[Redacted]

Employee Signature
Supervisor Signature

[Redacted]

Date	Regular Hours			Overtime			On Call			Supervisor Signature
	Start Time	End Time	Total Hrs	Start Time	End Time	Total Hrs	Start Time	End Time	Total Hrs	
[Redacted]			7.5							[Redacted]
[Redacted]			11.25							
[Redacted]			11.25							
[Redacted]			11.25							
[Redacted]			7.5							
[Redacted]			11.25							
TOTAL HOURS			60							

Pay will occur on a biweekly basis (every second Friday) via direct deposit.

*Please ensure hours are faxed by Monday 1200 hours in order to guarantee direct deposit. If your hours are not received by this time, your pay may be delayed until next pay period.



NEW HORIZONS

New Horizons Staffing
19 Cranleigh Manor, SE
Calgary, Alberta
T3M 1G6

Phone: 1(306) 491-2472
Fax: 1(306) 500-9850
Email: nhtravelnursing@gmail.com

Employee Name
Department/Facility

[Redacted]

Employee Signature
Supervisor Signature

[Redacted]

Date	Regular Hours			Overtime			On Call			Supervisor Signature
	Start Time	End Time	Total Hrs	Start Time	End Time	Total Hrs	Start Time	End Time	Total Hrs	
[Redacted]			11.25 9	[Redacted]		2.5 11.25				[Redacted]
[Redacted]						11.25 11.25 11.25				[Redacted]
TOTAL HOURS			20.25			47.5				

Pay will occur on a biweekly basis (every second Friday) via direct deposit.

*Please ensure hours are faxed by Monday 1200 hours in order to guarantee direct deposit. If your hours are not received by this time, your pay may be delayed until next pay period.

PRIORITY HEALTHCARE
2800 Skymark Ave., Suite 501
Mississauga, ON L4W 5A6
CA

INVOICE

PAGE 1 OF 2

BILL TO:

CLIENT ID: AC001189421
INVOICE NUMBER: 38493
INVOICE DATE: January 21, 2024

ATTN: LG HEALTH - [Redacted]
[Redacted]

CLIENT:

LG HEALTH [Redacted]
[Redacted]

Email Preferred :
agency.invoicing@lghealth.ca

INVOICE QUESTIONS TO:

1(800) 616-8838

Date (Y/M/D)	Time	Service	Quantity	Units	Rate	Sub Total
[Redacted]	[Redacted]	- NL	11.2500	[Redacted]	\$55.00	\$618.75
		NL	7.5000		\$55.00	\$412.50
		- NL	11.2500		\$55.00	\$618.75
		NL	11.2500		\$55.00	\$618.75
		- NL	7.5000		\$55.00	\$412.50
		NL	11.2500		\$55.00	\$618.75
		[Redacted]	1.2500		\$82.50	\$103.13
		- NL	14.0000		\$55.00	\$770.00
[Redacted]	[Redacted]	NL	11.2500	[Redacted]	\$55.00	\$618.75

CONTINUED ON NEXT PAGE...

PRIORITY HEALTHCARE
2800 Skymark Ave., Suite 501
Mississauga, ON L4W 5A6
CA

INVOICE

PAGE 2 OF 2

Date (Y/M/D)	Time	Service	Quantity	Units	Rate	Sub Total
		- NL	11.2500		\$82.50	\$928.13
		- NL	4.0000		\$82.50	\$330.00
			8.5000		\$82.50	\$701.25
		NL	2.7500		\$55.00	\$151.25
		- NL	11.2500		\$82.50	\$928.13
PSW Hours: 124.25			124.25 hours	SUBTOTAL INVOICE: \$7,830.64		
NL TAX (15.000%): \$1,174.60						
* Late billing				TOTAL INVOICE: \$9,005.21		

Tax Number: HST no. 745958934RT0001

For any invoicing concerns, please reach out to our Invoicing Manager at ojaved@priority-care.ca and Accounts Receivable team at ar@priority-care.ca

Select Medical Connections Ltd.

accounts@selectmedconnections.com
 877-525-3870
 Burnaby, BC V5C 6P3
 104 - 3823 Henning Drive

Invoice

Date	Invoice #
1/27/2024	58155

Invoice To
LGRHA - [REDACTED]
[REDACTED]
[REDACTED]

Terms	Due Date
Net 30	2/26/2024

Description	Qty	Rate	Amount
[REDACTED]			
Jan 14 to Jan 20, 2024 Regular Hours NL	45	95.00	4,275.00
Jan 21 to Jan 27, 2024 Regular Hours NL	35	95.00	3,325.00
Overtime Hours NL * in excess of 80 hours in 2 week cycle	34.5	142.50	4,916.25
Travel NL	7.5	95.00	712.50
Airfare NL		380.38	380.38
Accommodation NL		113.46	113.46
HST (NS) Charged on sales		15.00%	2,058.39

Please make cheques payable to Select Medical Connections Ltd.
 To pay by EFT please contact accounts@selectmedconnections.com.
 Interest on accounts outstanding in excess of 30 days will be charged 1.5% per month, 18% per annum.

Total CAD 15,780.98

Payments/Credits CAD 0.00

Balance Due CAD 15,780.98

GST/HST No. 887347128RT0001



**select medical
connections**

Employee Timesheet

Signed timesheets must be faxed (604-484-6357) or emailed (payroll@selectmedconnections.com) to our office each Monday by Noon PST

Employee Name: [REDACTED]

Unit Manager name: [REDACTED]

Facility: [REDACTED]

Province: NFL

For the week: Monday

To Sunday

Date	Unit	Start Time	End Time	Regular Hours	OT1	OT2	* Reason for overtime (see below)	Signature of Immediate Supervisor	Printed Name of Signatory
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	12 11:25				[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	12				[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	12				[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	12				[REDACTED]	[REDACTED]
				45					

FOR OFFICE USE ONLY

Regular Hours	OT 1	OT 2	Stat Time	On Call	Miscellaneous	Reimbursement
45					PX 7	

Instructions:

1. Enter actual start and end time
2. Pay periods begins with any shifts starting on Sunday and end with any shift starting on the following Saturday.
3. Timesheets must be signed by Client signatory
4. Signed timesheets must be faxed or emailed to our office each Monday by Noon PST
payroll@selectmedconnections.com

Pay will be directly deposited to the bank account on file by Friday of each week.

By affixing my signature below, I hereby certify that the above times and dates are an accurate representation of my hours worked for the time period specified.

Employee Signature: [REDACTED]

* Reasons for Overtime:

- A - extended shift (must provide reason in above space*)
B - missed unpaid break (be specific which unpaid break was missed)

C - call back (while on call)

** Please explain any overtime that does not fall into any of the above reasons **

D - could not leave facility for unpaid breaks (paid @ regular hourly rate, as pre-approved)



#104 - 3823 Henning Dr.
Burnaby BC, Canada V5C 6P3

www.selectmedconnections.com
info@selectmedconnections.com

Toll Free: (877) 525-3870

Local: (604) 484-6355

Fax: (604) 484-6357

529



select medical
connections

Build a life you don't need to vacation from!

Reimbursement Form

1. Remember to keep all your travel receipts. Only expenses with the appropriate receipts will be reimbursed.
2. Mileage will only be reimbursed if the appropriate gas receipts are submitted.
3. Please e-mail this form and receipts with your weekly time sheets for reimbursement on your regular payroll cheque.
Email to: payroll@selectmedconnections.com

All reimbursement amounts must be claimed within seven (7) days of the first or last day worked of your contract.

Employee Name: [REDACTED] Social Insurance Number: [REDACTED]

City or town of Contract Location: [REDACTED] Facility: [REDACTED]

☐ travel to location of contract ☒ travel home from contract ☐ interim pre-approved travel

Hospital of assigned shifts: [REDACTED]		For Office Use Only
Date of Travel contract: December 18 2023 - January 29 2024		
Auto Mileage Record		
Departing City: St Anthony	Odometer Reading:	
Arriving City: [REDACTED]	Odometer Reading:	
Total KM Claimed:		
Incidental Travel Expenses		
Description of incidental expense claimed:	Amount Claimed:	
Flight from St Anthony to St Johns	\$ 294.70	
Flight from St Johns to [REDACTED]	\$ 142.74	
Hotel for overnight layover	\$ 130.48	
	\$	
	\$	
	\$	
TOTAL AMOUNT CLAIMED:	\$ 567.92	

Statement

By affixing my signature below, I hereby certify that the claim for travel and incidental expenses I have made is an accurate representation of my mileage, and incidental costs incurred and has been pre-approved while on contract with Select Medical Connections Ltd.

Signature: [REDACTED] Date: 29/01/2024

Please note: All claims for travel reimbursement must be submitted within seven (7) days of the first or last day worked of your contract. Receipts must be legible and must be accompanied by an explanation for all incidental amounts. SMC reimburses mileage as approved. All mileage is verified using Google Maps.

#104 - 3823 Henning Cr.
Burnaby BC, Canada
V5C 6P3

www.selectmedconnections.com
info@selectmedconnections.com

Toll free: 877-525-3870
Local: 604-484-6355
Fax: 604-484-6357

Passengers

Ticket # [REDACTED]

Aeroplan # [REDACTED]

Seats

YYT → YYZ

Flights

Departure • Wed 31 Jan, 2024

Economy Basic

St. John's YYT

18:05

St. John's, Newfoundland

Toronto YYZ

20:31

Toronto Pearson Int. Airport, Terminal 1

AC 697 • Operated by AIR CANADA

Aircraft: Airbus A220-300 ✈️ Wi-Fi

Duration: 3hr 56m

Cabin: Economy (G)

Meal: Air Canada Bistro (\$)

Purchase Summary

CAD \$142.74



Receipt

Expedia itinerary: [REDACTED]
Purchase date: Dec 13, 2023

Booking details

Comfort Hotel Airport
106 Airport Rd, St. John's, NL, A1A 4Y3 Canada
Check-in: Jan 30, 2024
Check-out: Jan 31, 2024
1 room x 1 night
Standard Room, 1 King Bed, Non Smoking
Booked for: [REDACTED]

Payment details

Room price	
Tue, Jan 30	CA \$109.65
Taxes & Fees	CA \$20.83
Total	CA \$130.48
	Paid
	[REDACTED]

Redactions on this page are pursuant to section 40(1) of ATIPPA, 2015 unless otherwise indicated



RESERVATION CONFIRMATION | *All charges and payments appear in: CAD

Reservation Number
Ticket Number

Phone | Email

Passengers

Segment	Name	Infant	Flight	Seat
1			PB908 YAY -YYT	

Itinerary

Leg	Date	Flight	Aircraft	From	To	Status
1	30/01/2024	PB908 Operated By PAL Airlines	Dash 8-100	17:00 - St Anthony	18:20 - St Johns	CONFIRMED

of Passengers

Adults: 1 | Children: 0 | Infants: 0

Payment Information

Payment Type	PO Number	Payer's Name	Payment Amount	Transaction Date	Transaction Type	Authorization Number
			\$294.70	13/12/2023	Payment	
		Balance	\$0.00			

Charge Summary

P30RS - 30 DAY BASIC	\$224.14
Air Traveler's Security Charges	\$7.12
Fuel Surcharge	\$25.00
Total Charges	\$256.26
Taxes	HST \$38.44
Total Amount	\$294.70

GST/HST 837796515 | QST 1218610044

Reservation Info

Basic

- Tickets sold are final sale - non-transferrable and non-refundable.
- Changes: Not permitted.
- Cancellation: Voluntary cancellations result in 100% loss in value. No credit offered.
- No Show: Failure to show up for any flight segment will result in the cancellation of that flight segment and all remaining segments not flown. The fare, charges and taxes paid for the no show segments and remaining segments will be forfeited and compensation will not be issued. Cancellation fare rules will apply for the remaining cancelled segments.
- Baggage: 1st checked bag is \$40 CDN plus applicable taxes; 2nd checked bag is \$80 CDN plus applicable taxes. Checked bags must not exceed a combined total weight of 50 pounds, and their maximum size must not exceed 62 linear inches.

Travel Requirements (pursuant to terms and conditions of carriage)

- For PAL Airlines checked baggage rules, please click [here](#), please click [here](#)
- For AirBorealis checked baggage rules, please click [here](#), please click [here](#)
- For PAL Airlines excess baggage rules, please click [here](#)
- For Air Borealis excess baggage rules, please click [here](#)
- To check-in for your flight, please click [here](#)
- For an overview of special travel services provided, please click [here](#)
- For updated PAL Airlines Air Passenger Protection Regulations, please click [here](#)
- For updated Air Borealis Air Passenger Protection Regulations, please click [here](#)
- For PAL Airlines Conditions of Carriage, please click [here](#)
- For Air Borealis Conditions of Carriage, please click [here](#)

Have questions or comments concerning your reservation? We would love to hear from you!
Reservations 1.800.563.2800 | reservations@PALairlines.ca | Customer Service
customer.service@PALairlines.ca

  @PALairlines | @AirBorealis

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BI-WEEKLY TIME SHEET

Health Authority: **Labrador-Grenfell**

Employee:

Job Location

Unit:

Manager:

Pay Period Start Date:

December 11

Pay Period End Date:

December 24

	Date	Regular Hours Worked	Unpaid Breaks	Overtime Hours	Total Hours Worked	Notes
ay						
ay						
esday						
day						
ay						
y						
y		8			8	
y		12	0.45		11.25	
day		12	0.45		11.25	
y						
		12	0.45		11.25	
y		12	0.45		11.25	
Totals		56	1.8		53	

Employee Signature

Manager Signature

Regular Hours Worked: These are regularly scheduled hours for your shift

Unpaid Breaks: These are typically lunch breaks (not 15 min breaks) but could include other extended breaks for various reasons. Just put total taken on unpaid breaks for that shift.

From: Herritt, Jeannine
Sent: Thursday, February 29, 2024 9:22 AM
To: Wells, Andrew, Antle, Chad
Subject: RE: Agency Invoices

Sorry- please disregard, reading email from top- down.

J

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Herritt, Jeannine
Sent: Thursday, February 29, 2024 9:21 AM
To: Wells, Andrew <AndrewWells@gov.nl.ca>; Antle, Chad <ChadAntle@gov.nl.ca>
Subject: RE: Agency Invoices

Thanks Andrew,

So they don't have tracking year over year from a cost perspective?

When was travel nursing initiated in LGH?

Thanks,
Jeannine

JEANNINE HERRITT BN RN MN | Assistant Deputy Minister – Regional Services
Department of Health and Community Services
Government of Newfoundland and Labrador
PO Box 8700, St. John's NL A1B 4J6
709-729-1716 | JeannineHerritt@gov.nl.ca

From: Wells, Andrew <AndrewWells@gov.nl.ca>
Sent: Thursday, February 29, 2024 9:18 AM
To: Antle, Chad <ChadAntle@gov.nl.ca>; Herritt, Jeannine <JeannineHerritt@gov.nl.ca>
Subject: FW: Agency Invoices

We are trying to assess agency nurse use in LGZ as part of the evaluation of RN Locum Pilot. The only way we can is to have someone in LGZ go through thousands of invoices manually to pull hours, occupation, timing and location. We asked Tanya to pull some example invoices, see attached. Just sharing FYI.
Andrew

From: Tanya Pinksen <tanya.pinksen@lghealth.ca>
Sent: Wednesday, February 21, 2024 12:17 PM
To: Wells, Andrew <AndrewWells@gov.nl.ca>; Tania.Smith@easternhealth.ca; O'Malley, Janine <JanineOMalley@gov.nl.ca>; jason.cole@easternhealth.ca
Subject: Agency Invoices

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

As per our conversation yesterday, attached are samples of our agency invoices. We currently have contracts with 9 vendors however during the timeframes discussed we only used the six attached. Some have occupations included on the invoices while others do not.

Tanya

All information in this communication, including attachments, is strictly confidential and intended solely for delivery to and authorized use by the addressee(s) identified above, and may contain privileged, confidential, and/or proprietary information entitled to protection and/or exemption from disclosure under applicable law. If you are not the intended recipient, please take notice that any disclosure, copying, distribution, and/or any action taken or omitted to be taken in reliance upon it, is unauthorized and may be unlawful. If you have received this communication in error, please notify the sender immediately and delete the message and any attachments from your system. *** This communication (including all attachments) is intended solely for the use of the person or persons to whom it is addressed and should be treated as a confidential communication from Labrador Grenfell Health. If you are not the intended recipient, any use, distribution, printing, or copying of this email is strictly prohibited. If you received this email in error, please immediately notify the originator and delete it from your system. Your cooperation is appreciated. ***

From: Parsons, Gail
Sent: Thursday, February 29, 2024 9:59 AM
To: Parsons, Gail
Subject: Caucus Record: Open Line
Attachments: MHA Lela Evans.mp3
The attached audio clipping can be listened to at
MHA Lela Evans: <https://vocm.com/2019/08/01/open-line-with-paddy-daly/>

Commenting on healthcare
Referencing travel nurses.

[audio clipping attached]

COR-2023-194040

September 21, 2023

Mr. Scott Bishop
VP Corporate Services (NLHS)
Labrador Grenfell Health Authority
St. Anthony, NL A0K 4S0

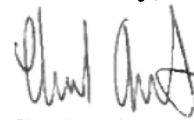
Dear Mr. Bishop:

RE: Travel Nurses (B2023-24LG-09)

The Department is pleased to provide a one-time payment of \$1,067,300 to reimburse Agency/Travel Nurses costs incurred from April 1, 2023 to June 30, 2023.

The \$1,067,300 provided will allow Labrador Grenfell Health to increase its 2023-24 expenditures from \$213,178,145 to \$214,245,445. If you have any questions or concerns please contact my office at (709) 729-5287.

Yours truly,



CHAD ANTLE, CPA, CMA
Departmental Controller (A)

c.c.: Tanya Pinksen, LGH
Jason Cole, EH
Renée Quilty, HCS

COR-2023-194039

September 21, 2023

Mr. Scott Bishop
VP Corporate Services (NLHS)
Western Health
PO Box 2005
Corner Brook, NL A2H 6J7

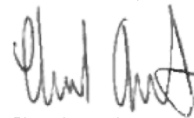
Dear Mr. Bishop:

RE: Travel Nurses (B2023-24W-10)

The Department is pleased to provide a one-time budget adjustment of \$5,338,585 to reimburse Agency/Travel Nurses costs incurred from April 1, 2023 to June 30, 2023.

The \$5,338,585 provided above will allow Western Health to increase its expenditures for 2023-24 from \$458,599,283 to \$463,937,868. If you have any questions or concerns please contact my office at (709) 729-5287.

Yours truly,



CHAD ANTLE, CPA, CMA
Departmental Controller (A)

c.c.: Ian Stark, WH
Jason Cole, EH
Renée Quilty, HCS

COR-2023-194038

September 21, 2023

Mr. Scott Bishop
VP Corporate Services (NLHS)
Central Regional Health Authority
125 Trans Canada Highway
Gander, NL A1B 1P7

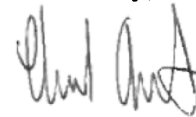
Dear Mr. Bishop:

RE: Travel Nurses (B2023-24C-11)

The Department is pleased to provide a one-time cash flow adjustment of \$10,859,325 to reimburse for Agency/Travel Nurses costs incurred from April 1, 2023 to June 30, 2023.

The \$10,859,325 provided above will allow Central Health to increase its 2023-24 expenditures from \$454,389,805 to \$465,249,130. If you have any questions or concerns please contact my office at (709) 729-5287.

Yours truly,



CHAD ANTLE, CPA, CMA
Departmental Controller (A)

c.c.: Matthew Brake, CH
Jason Cole, EH
Renée Quilty, HCS

COR-2023-194037

September 21, 2023

Mr. Scott Bishop
VP Corporate Services (NLHS)
Eastern Health
Mount Pearl Square
760 Topsail Rd, NL A1N 3J5

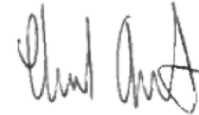
Dear Mr. Bishop:

RE: Travel Nurses (B2023-24E-12)

The Department is pleased to provide a one-time cash flow adjustment of \$4,695,628 to reimburse Agency/Travel Nurses costs incurred from April 1, 2023 to June 30, 2023.

The \$4,695,628 provided above will allow Eastern Health to increase its 2023-24 expenditures from \$1,733,565,405 to \$1,738,261,033. If you have any questions or concerns please contact my office at (709)729-5287.

Yours truly,



CHAD ANTLE
Departmental Controller (A)

c.c.: Jason Cole, EH
Renée Quilty, HCS

COR-2023-195123

November 7, 2023

Mr. Scott Bishop
VP Corporate Services (NLHS)
Labrador Grenfell Health Authority
St. Anthony, NL A0K 4S0

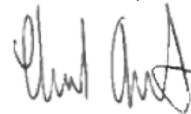
Dear Mr. Bishop:

RE: Travel Nurses (B2023-24LG-14)

The Department is pleased to provide a one-time payment of \$570,145 to to reimburse for Travel Nurses expenses incurred from July 1, 2023 to August 31, 2023. The funding block for agency nurses and savings identified in funding blocks for Family Care Teams and Covid-19 has now been depleted.

The \$570,145 provided will allow Labrador Grenfell Health to increase its 2023-24 expenditures from \$214,622,156 to \$215,192,301. If you have any questions or concerns please contact my office at (709) 729- 5287.

Yours truly,



CHAD ANTLE, CPA, CMA
Departmental Controller (A)

c.c.: Tanya Pinksen, LGH
Jason Cole, EH
Renée Quilty, HCS

COR-2023-195122

November 7, 2023

Mr. Scott Bishop
VP Corporate Services (NLHS)
Western Health
PO Box 2005
Corner Brook, NL A2H 6J7

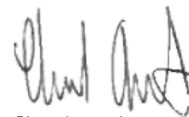
Dear Mr. Bishop:

RE: Travel Nurses (B2023-24W-18)

The Department is pleased to provide a one-time budget adjustment of \$4,667,151 to reimburse for Travel Nurses costs incurred from July 1, 2023 to August 31, 2023. The funding block for agency nurses and savings identified in funding blocks for Family Care Teams and Covid-19 has now been depleted.

The \$4,667,151 provided above will allow Western Health to increase its 2023-24 expenditures from \$465,526,825 to \$470,193,976. If you have any questions or concerns please contact my office at (709) 729-5287.

Yours truly,



CHAD ANTLE, CPA, CMA
Departmental Controller (A)

c.c.: Ian Stark, WH
Jason Cole, EH
Renée Quilty, HCS

COR-2023-195121

November 7, 2023

Mr. Scott Bishop
VP Corporate Services (NLHS)
Central Regional Health Authority
125 Trans Canada Highway
Gander, NL A1V 1P7

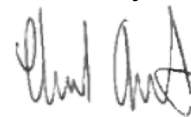
Dear Mr. Bishop:

RE: Travel Nurses Reimbursement (B2023-24C-19)

The Department is pleased to provide a one-time cash flow adjustment of \$5,802,394 to reimburse for travel nurses expenditures incurred from July 1, 2023 to August 31, 2023. The funding block for agency nurses and savings identified in funding blocks for Family Care Teams and Covid-19 has now been depleted.

The \$5,802,394 provided above will allow Central Health to increase its 2023-24 expenditures from \$468,255,228 to \$474,057,622. If you have any questions or concerns please contact my office at (709)729-5287.

Yours truly,



CHAD ANTLE, CPA, CMA
Departmental Controller (A)

c.c.: Matthew Brake, CH
Jason Cole, EH
Renée Quilty, HCS

COR-2023-195120

November 7, 2023

Mr. Scott Bishop
VP Corporate Services (NLHS)
Eastern Health
Mount Pearl Square
760 Topsail Rd, NL A1N 3J5

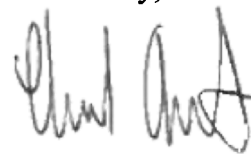
Dear Mr. Bishop:

RE: Travel Nurses Reimbursement (B2023-24E-21)

The Department is pleased to provide a one-time cash flow adjustment of \$3,499,471 for Travel Nurses expenditures incurred from July 1, 2023 to August 31, 2023. The funding block for agency nurses and savings identified in funding blocks for Family Care Teams and Covid-19 has now been depleted.

The \$3,499,471 provided above will allow Eastern Health to increase its 2023-24 expenditures from \$1,742,623,720 to \$1,746,123,191. If you have any questions or concerns please contact my office at (709) 729-5287.

Yours truly,



CHAD ANTLE
Departmental Controller (A)

c.c.: Jason Cole, EH
Renée Quilty, HCS