

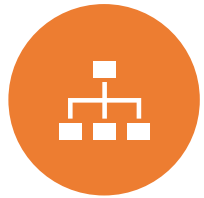
Accountability Report

January – August 31, 2024



**Nova Scotia
Hospice Palliative Care**
ASSOCIATION





The purpose of this initial Accountability Framework is to provide NSH with greater insight into the oversight, decision-making, and status of activity surrounding “the Hub and Spoke Project”.



Subsequent reports will not necessarily include all details found in this report but will provide in-depth reporting on accomplishments, status of activities, challenges and lessons-learned.



NSHPCA wishes to thank NSH and OMHA for their continued support and dedication to this project.

INTRODUCTION

On January 03, 2024, an agreement between the Province of Nova Scotia, represented by the Office of Addictions and Mental Health and the Nova Scotia Hospice Palliative Care Association (NSHPCA) was officially signed, which identified the role of NSHPCA:

- 1.0 To work collaboratively with health system partners to facilitate the implementation of the Nova Scotia Community Grief and Emotional Wellness Model in Cumberland, Colchester and East Hants in Year One and expanding supports to other communities in Nova Scotia in Year Two.
- 2.0 To undertake the role and related tasks for the Community Hub Organization in a hub and spoke approach while working with health system partners. This involves serving as the central coordinating/administrative entity to support streamlined resource allocation, efficient communication, collaborating with health system partners on the development of evidence-informed resources and promoting strategies that enable access to emotional wellness, grief and bereavement supports and services in the community.
- 3.0 Provide funding to registered not-for-profit organizations or charities to support community level initiatives.

Work did not officially commence until a formal announcement was made by Premier Tim Houston, on January 26, 2024

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NSHPCA: In The Community

Provincial organization
serving all Nova Scotians

Established in 1992 by NS
Palliative Health Clinicians

Community/provincial/
national participation to
improve health outcomes

Health Education -
Advance Care Planning
ACP Advisory Council



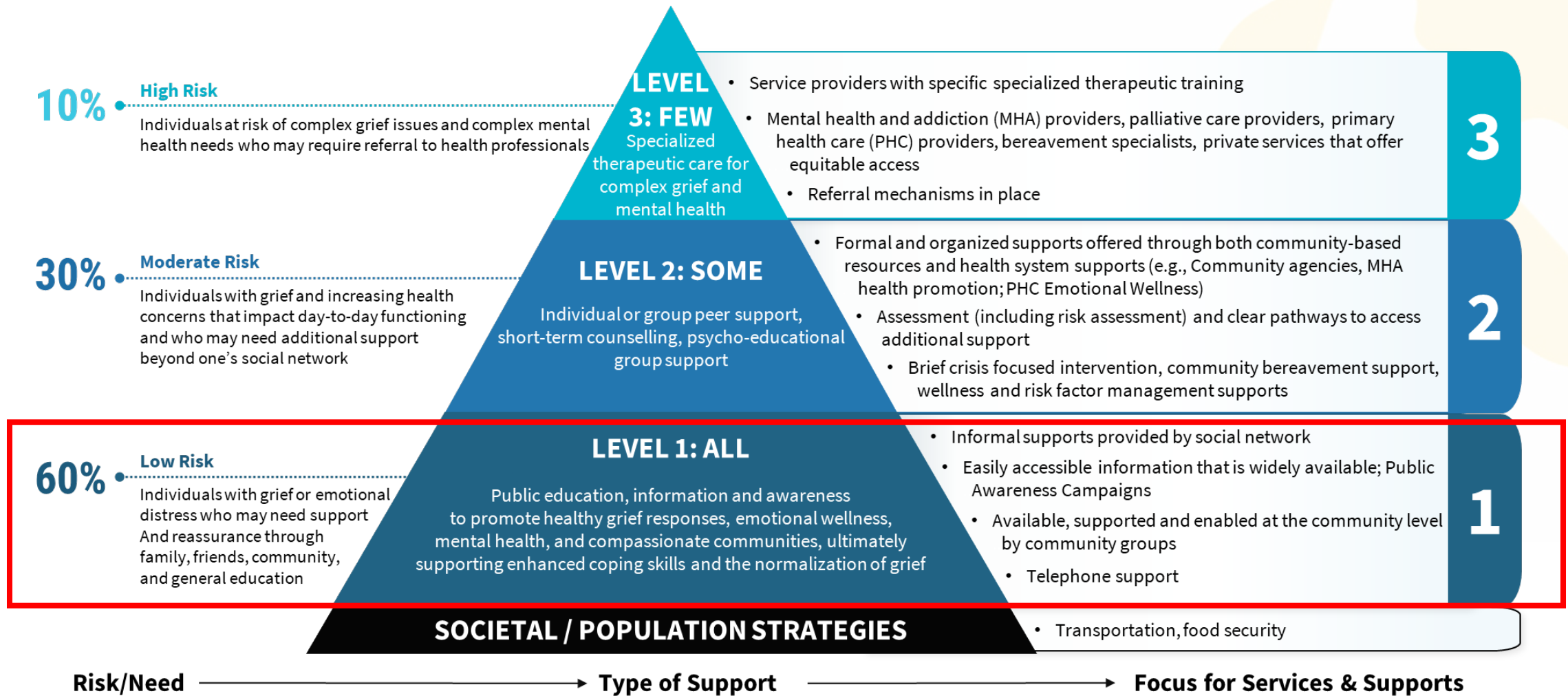
Community Events – In-Person
and Virtual

Clinician and Volunteer
Workshops, Presentations
Virtual/In Person

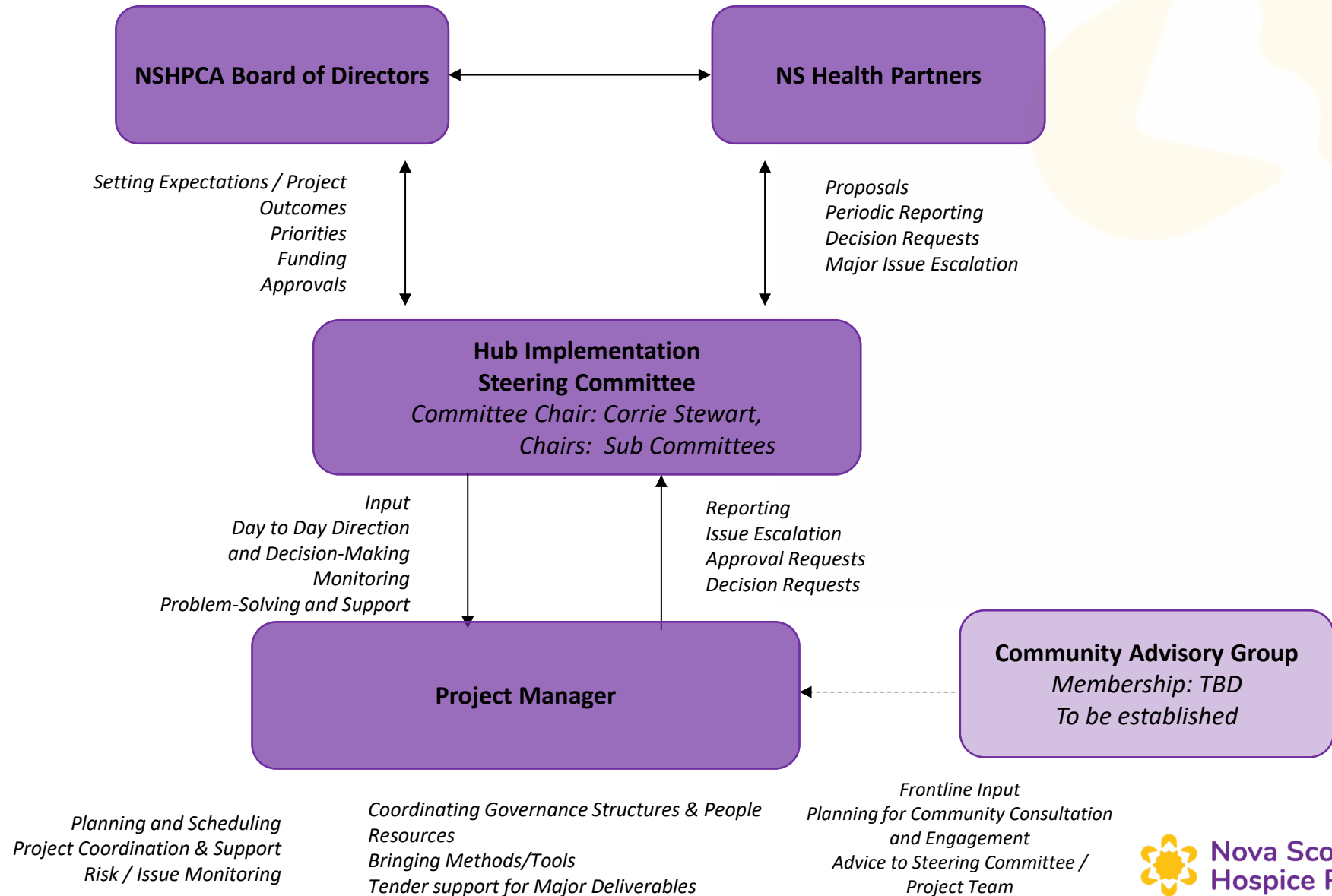
AGM September 2024
Annual Conference
Spring 2025

Network of Volunteers
Clinicians/Community

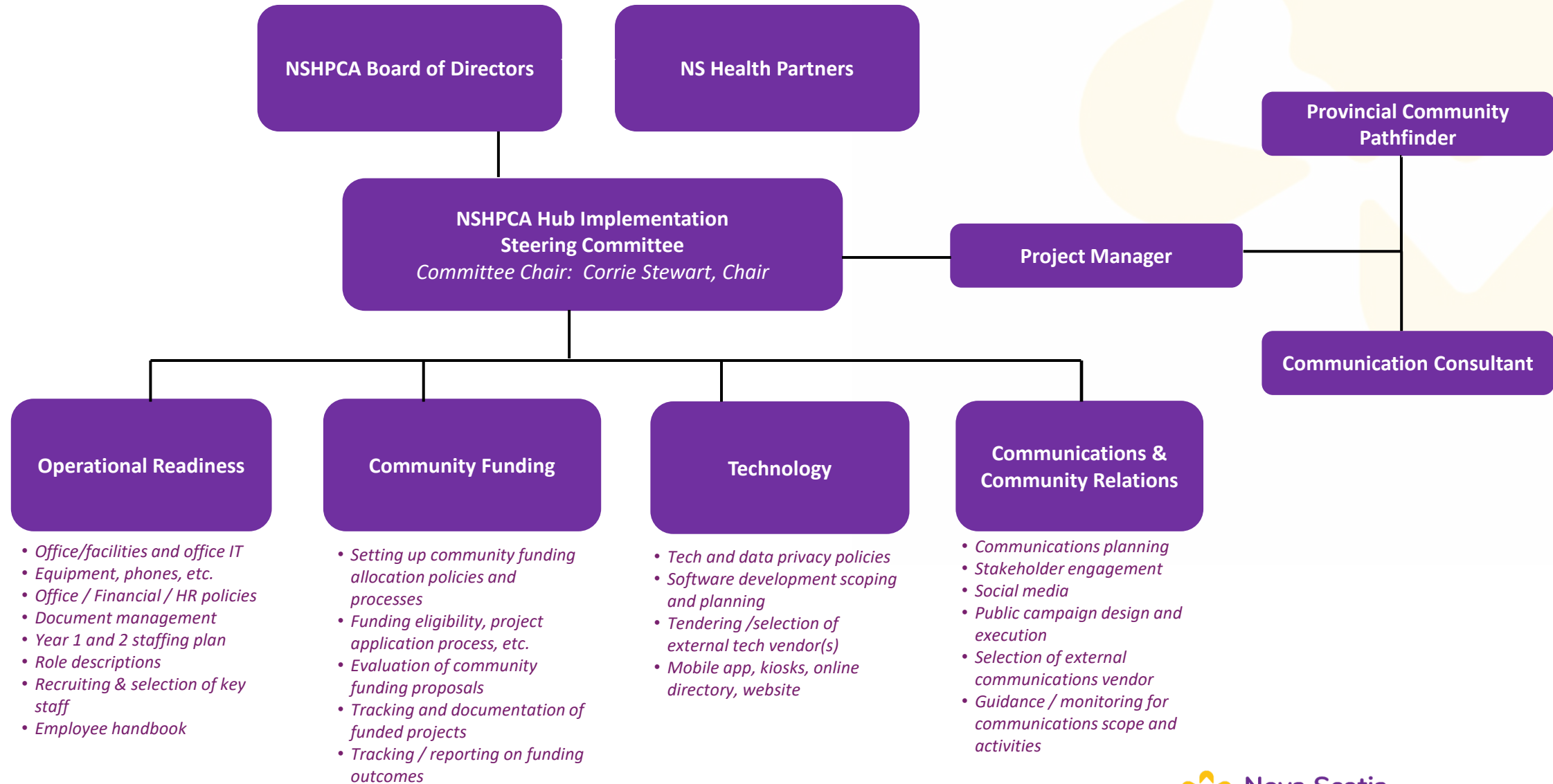
Guiding Conceptual Model: Community Grief and Emotional Wellness



Project Roles and Responsibilities



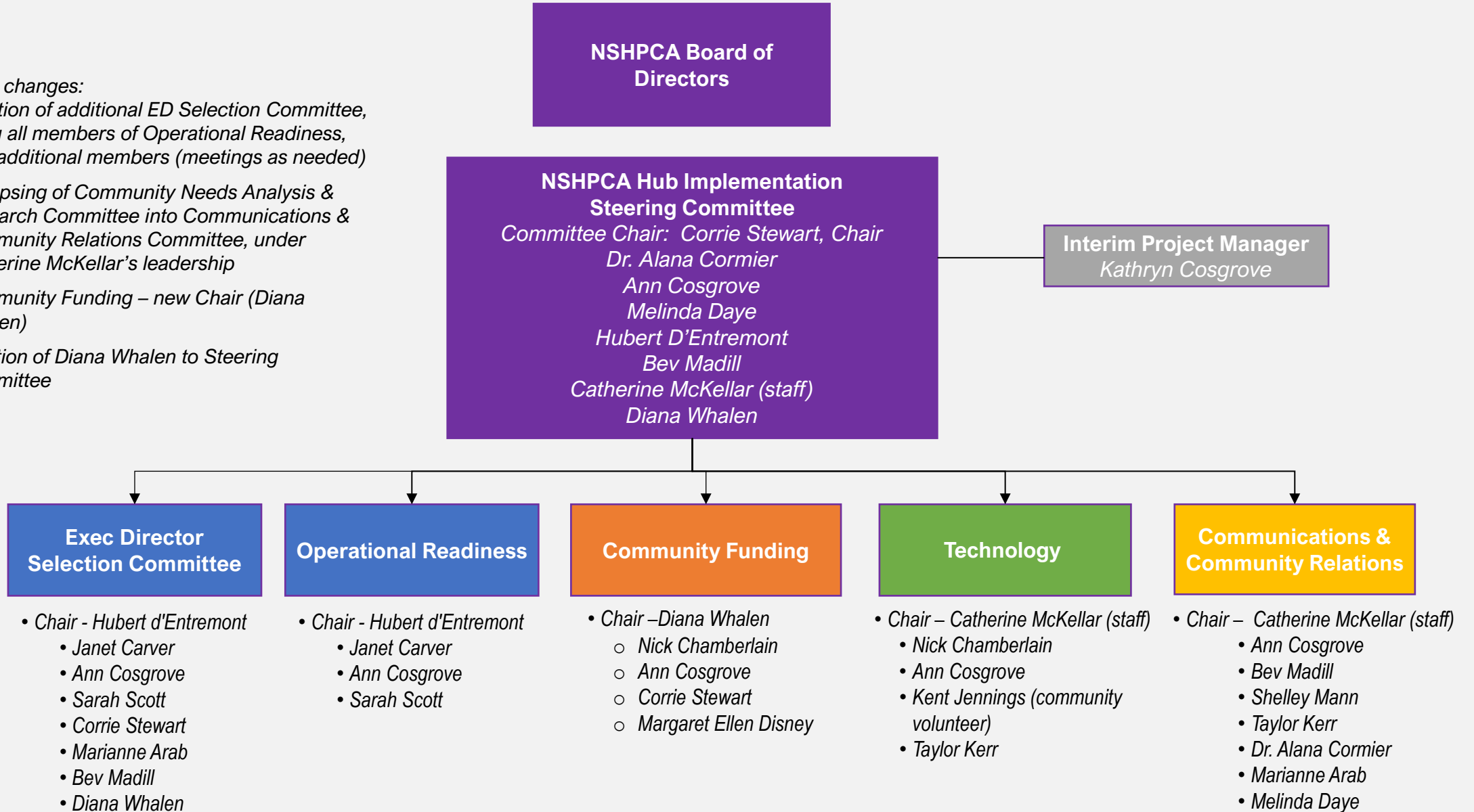
Board Oversight on Project



Board Oversight (approved Mar 21)

Proposed changes:

- *Creation of additional ED Selection Committee, using all members of Operational Readiness, plus additional members (meetings as needed)*
- *Collapsing of Community Needs Analysis & Research Committee into Communications & Community Relations Committee, under Catherine McKellar's leadership*
- *Community Funding – new Chair (Diana Whalen)*
- *Addition of Diana Whalen to Steering Committee*



Steering Committee – Terms of Reference

1

Reviewing and approving the Integrated Project Plan to ensure it meets expected timelines, and NSHPCA's obligations under the NS Government contract;

2

Understanding the broader project governance to be established in coordination with the NS Health System partners, and NSHPCA's obligations under this governance structure;

3

Coordinating, reviewing and approving any changes to the project scope or Integrated Project Plan that may arise during the project;

4

Monitoring the performance of the project and ensuring overall progress on project governance, scope, priorities, risks, communications, deliverables, milestones and reporting;

5

Working with NSHPCA internal/external stakeholders and staff/contractors / consultants to provide guidance and day to day direction to the project;

6

Ensuring the perspectives of community members and community-based stakeholders are represented throughout the project;

7

Assisting the project team to identify and mitigate risks and issues, as needs arise;

8

Providing progress reports and recommendations to the NSHPCA Board of Directors on project performance and outcomes.

Sub-Committee: Operational Readiness

Operational Readiness Plan	Office Facilities	Office IT
Hiring & Onboarding	Employment Contracts	Key HR Policies
Financial Management/ Bookkeeping	Procurement Process & Policies	Vendor Contracts
Data privacy & confidentiality	Document Management	General Administration

- The Operational Readiness Sub-Committee leads and oversees all aspects of ramping up NSHPCA to ensure effective and efficient operations.
- Key activities for Year 1 are outlined in diagram to the left.

Year One - Staffing

NSHPCA Board of Directors

Executive Director
Tim Guest

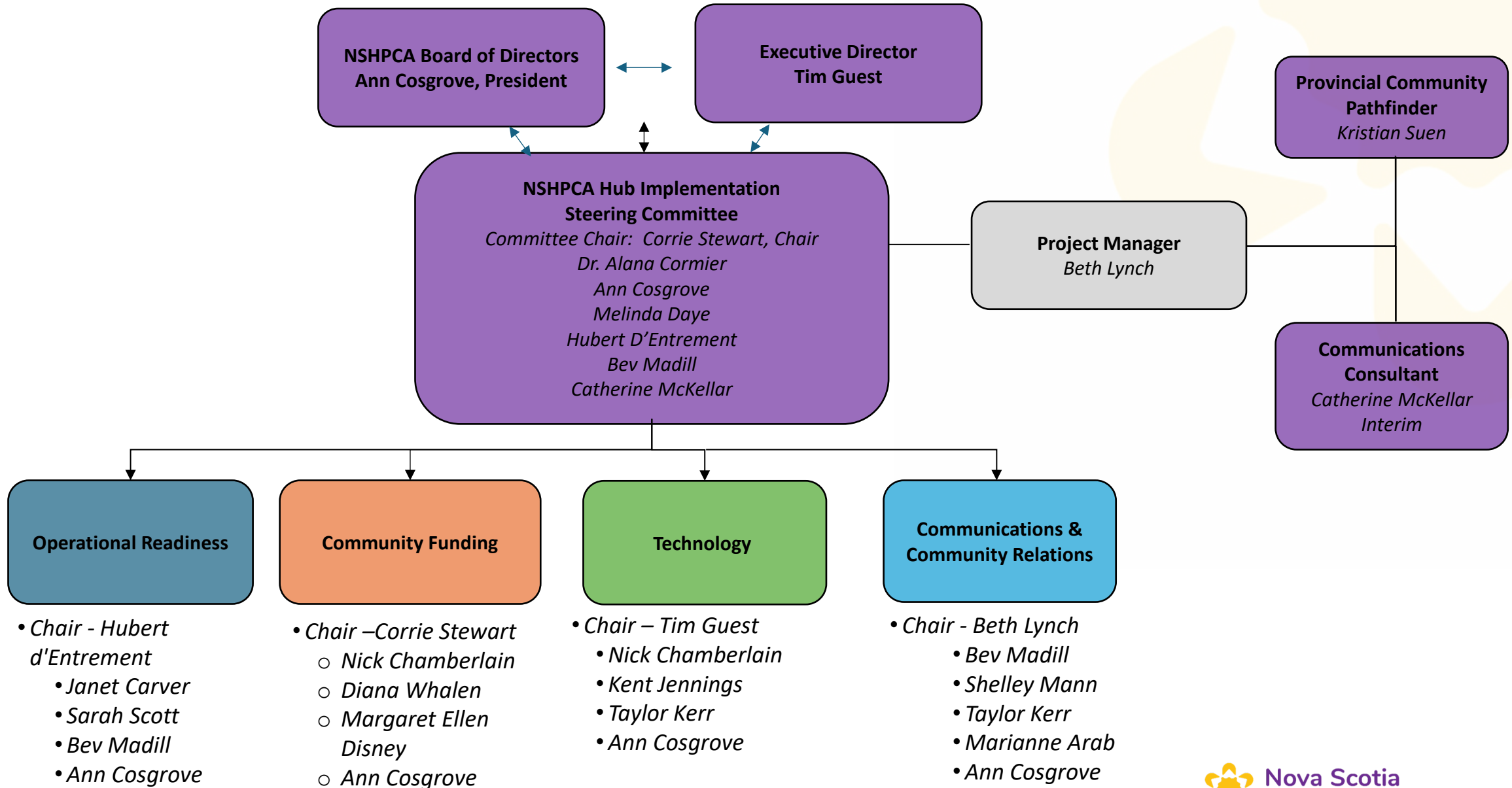
Project Manager
Beth Lynch

Communications Consultant
(Interim)
Communications Director

Provincial Community
Pathfinder
Kristian Suen

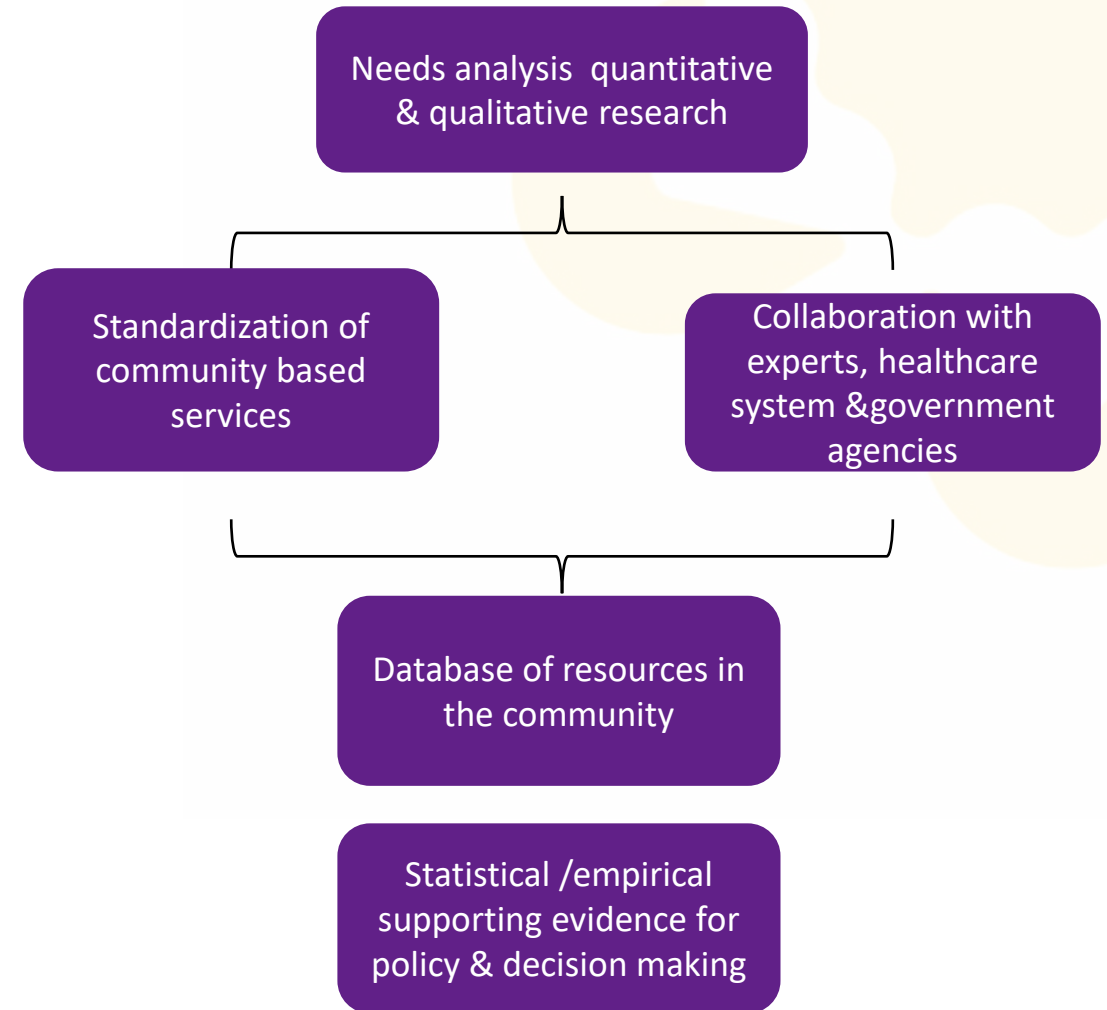
*Recruitment underway for
Communications Director.
Possible start date – October 1st*

Board and Staffing Structure



Role of Provincial Community Pathfinder - Community Needs and Research

- Gathering needs: the importance of visiting, talking, and hearing people's voice
- Needs analysis: provide evidence and recommendations to longer term, sustainable community supports and services.
- Database development: service providers, public information, available resources, etc.
- Fostering collaborations: motivating and assisting community service providers



Key Aspects of Research

Community Level –

- Engaging leaders from different population groups to understand specific needs and challenges.
- Gathering information on existing services and identifying barriers to access these services in rural areas.

Provincial level

- Co-ordinating efforts to ensure consistency and equity in delivery of community-based services in collaboration with Matthew Fillier, NS Grief and Bereavement Lead, to promote training and education on trauma-informed approaches (Tonya Grant, IWK, Serena Lewis NZ)
- Continued efforts in facilitating information exchange on research about grief, bereavement and emotional wellness across the province. Includes establishing collaborative relationships with leading scholars at Dalhousie University, Mount Saint University and others.

Broader Level

- Engaging with national and international experts and researchers to stay up-to-date on best practices and emerging trends in grief support i.e. partnering with Dr. Jamison Bottomley of the National Crime Victims Research and Treatment Centre, Medical University of South Carolina to develop metrics for assessing the needs of sudden loss bereavement.

Significant progress is being made in building a blueprint for development.

- Assessing the needs of the northern zone and extracting methodologies and best practices for implementation province-wide. -- Deeper collaboration with all parties will provide concrete evidence for policy and decision-making,
- Ultimately leading to a more sustainable and long-term plan for grief, bereavement and emotional wellness in Nova Scotia.

Sub Committee: Community Funding

- The role of the Hub Organization is to distribute Funding to local organizations for community-based Projects.
- The Community Funding Sub-Committee will lead and oversee all aspects of sourcing/reviewing/evaluating applications, allocation of funds, as well as maintaining records on funded projects and their outcomes.
- Key activities for Year 1 are outlined in the diagram to the right.

Community Funding Plan & Objectives	Funding Application, Eligibility & Review Practices	Documentation & Tracking
Policies & Procedures	Allocation of Funds	Reporting on Funded Projects

Highlights of Community Funding – Round 1



Community Funding - Round 1 Summary

- Twenty-nine (29) applications (one withdrawn by applicant prior to review) Total reviewed by Committee 28 (One additional application was rerouted by Canada Post /posted before deadline. Circumstances surrounding this application were reviewed and approved increasing total to 30 applications, twenty-nine reviewed.
- Six-person committee reviewed all applications in addition to staff who completed “first brush” on incoming applications.
- Incoming applications were all tabled and evaluated on essential general information i.e. non-profit, charitable number, geographic area served.
- Applications and initial evaluations were forwarded to Committee Members where the Chair (Diana Whalen) led the discussion on each application, its merits and impact as perceived by Members of the Committee.
- Budget allocation - \$300K
- Total requested through acceptable applications - \$702K
- Discussion held with Department of Communities, Culture Tourism and Heritage.
- With approval, successful applicants who could not be funded by NSHPCA but who met all criteria were encouraged to apply to CCTH.
- Applicants who submitted qualifying applications where the possibility of re-traumatizing children by virtue of their activities received funding with a caveat – verification of proof of consultation with Northern Zone Grief Co-Ordinators before funding is to be released. Fortunately, Grief Co-Ordinators have allocated time in their fall schedule to work closely with each of the three (3) recipients.
- A funding media announcement has been drafted, essential to meeting NSH Health standards and will be released following approved discussion with OMHA.
- This was a well-organized process with consideration that funding was distributed to all geographic areas of the three counties.
- As with all activities/events there are always lessons to be learned. Round 2 will reflect the benefits of this initial experience.
- **Please see Page 33 for listing of successful applicants.**

Sub-Committee - Communications & Community Relations

Part of the Hub Organization's role is to develop a communications plan and community engagement plan, including meaningful input from diverse stakeholders

- The Sub-Committee will lead the sourcing of expertise to support this work, provide input to their communications support activities, and develop strong relations with key community leaders and stakeholders
- There will be strong collaboration with NS Health Partners on all public media relations.
- Key activities for Year 1 are outlined in the diagram to the right

Stakeholder Engagement Plan & Analysis	Develop RFP 's	Select External Vendor(s)
Communications Support	Ongoing Community Relations	Oversight of Communications Effectiveness and Reach

UPDATE – NSHPCA is in the process of interviewing quality candidates for the position of Communications and Social Media Director.

Communications

- To date this role has been a contracted position. Process underway with Recruitment Agency Meridian for hiring permanent Communications & Social Media Director.
- During this interim period, activities have focused on stakeholder engagement, social media, monitoring for communication needs and activities.
- Development of Healing Pathways for Community Funding



Why Healing Pathways?

- There is no one pathway to healing
- Creates a supportive, welcoming network
- Plants the seed for finding new direction

- Builds trust
- Opportunity to compassion, participate in events, share stories, receive information through newsletters, social media, wall of memory, etc.

Sub-Committee on Technology

- The role of the Hub is to develop technology tools that will assist the health system in gathering data and allocating support resources to communities.
- The Technology Sub-Committee will lead and oversee all aspects of sourcing external vendors, providing input to design and development activities, and will monitor the effectiveness of the tools.
- Key activities for Year 1 are outlined in the diagram to the right with the health system in gathering data and allocating support resources to communities.
- The Technology Sub-Committee will lead and oversee all aspects of sourcing external vendors, providing input to design and development activities, and will monitor the effectiveness of the tools.

Technology Tools Scope and Objectives	Develop RFP's	Select External Vendor
Mobile App	Online Directory	Kiosks
NSHPCA Website Updates	Support Testing and Rollout	Data Privacy & Technology Use Policies

Update on Technology

- Selection of external tech vendor

Technology Committee leads the design/development of supports

- Online directory of community-based resources
- Mobile/web-based solutions for engaging in self care and wellness
- The Committee appreciates having a community member share his expertise on software solutions.

- Kick-off Meeting held June 26th.
- Technology candidate selected - (MindSea)
- *Agreement delayed due to NSHPCA's legal and content review*
- Signing of agreement – early September

Ongoing

- Identifying user experience and desired outcomes

Contributors to Success

- Basic to the success of this project is the passion, interest and a desire to make a difference in the lives of Nova Scotians. These key elements are the essential drivers of this project.
- NSHPCA acknowledges the strong contribution of community members, NSHPCA Board of Directors, staff members and in particular the strong collaboration of NS Health partners (Community Health Boards, Staff Members and Leadership at NS Health and OMHA).Whether it be a question, a concern or simply verification, NS Health Partners and OMHA are available to support all parties.
- Here are a few examples:
 - Ongoing collaboration with Matthew Fillier, Dr Mary Ellen MacDonald, Northern Zone Grief Co-Ordinators and other NS Health and OMHA Leaders
 - Collaboration with Department of Communities, Culture, Tourism and Heritage (CCTH) in community funding.
 - Engagement with leaders from different population groups to understand the specific needs and challenges of the NZ communities i.e. migrant workers, identifying barriers to access services in rural areas etc.



Challenges

- As with all projects of this nature, there are always challenges to be met.
- Our first challenge was how to successfully get the Hub and Spoke Project off the ground. Paramount was the need for professional assistance within a short period of time, to ensure NSHPCA had the proper structure and documentation in place. Fortunately, Kathryn Cosgrove, an independent professional Governance Consultant, agreed to serve as the Interim Project Director until such time as we were able to hire permanently. The hiring of an Interim Project Manager under-went great scrutiny with the President declaring a Conflict of Interest and excused herself from all discussions related to this matter. The Executive Committee approved the hiring and the matter was brought forward to the full Board for approval. The term of service ran past the agreed time and budget however the consultant volunteered her time (3 additional months) until our current Project Manager Beth Lynch joined us on June 1st. Our financial auditor acknowledged at the end of his audit, the care and accurate record keeping of this process.
- We are now coming to a stage where it would be extremely helpful in terms of efficiency, clarity and purpose to identify specific individuals (NS DHW, & OMHA) with whom we can consult i.e. NSHPCA requires a touchpoint in software development to ensure we are not duplicating an app, or perhaps there is an existing app that may benefit from added value that could be provided by NSHPCA.
- Another example is communications - having a touchpoint in the communications process where format, messaging etc. can be addressed prior to presenting a document for final NS Health and OMHA approval.
- In terms of research there was fear of duplication, of overstepping, or neglecting what should or should not be investigated. Developing several relationships particularly with NS Grief Lead Matthew Fillier, brought a degree of reassurance that time and effort spent was in sync to what is required and what NSHPCA can provide under the terms of its contract.



Moving Forward

- Year I has allowed us to lay the groundwork for the entire project. Expected “tweaking” will take place however, much of this time-consuming work will not be repeated in Year 2, consequently, allowing us to proceed at an increased pace.

- The work of the Operational Readiness Committee will gradually lessen.
- Continued work with community analysis and mapping
- Increased pace in developing technology solutions,
- Community Funding Round 2 (to begin in January)
- Public communications campaign
- Initiation of Grief Alliance and Mental Health Knowledge Collaborative

- Most staff is in place with the exception of a new hire in Communications and an Administrative Assistant (*recognized with delays and distractions created by having other staff perform tasks that should be considered administrative.*)

- A review of the updated Gantt Chart will show there are several ongoing items for year 2 and beyond

- Providing periodic Accountability Reports in addition to monthly Status Reports to our Health Partners may be a means of keeping everyone well-informed of all community activities.

NS Grief Alliance/ Mental Health Knowledge Collaborative - To be addressed collaboratively by NS Health Partners and NSHPCA

NS Health and NSHPCA will work together in establishing **the Nova Scotia Grief Alliance and the Mental Health Knowledge Collaborative.**

The purpose of the NS Grief Alliance is to identify and promote the understanding of grief and healthy coping strategies, that build the capacity of individuals and communities to support pathways to healing.

The Mental Health Knowledge Collaborative offers opportunities for non-profit community-based service providers providing mental health support and services to adults in Nova Scotia external to Government/Health Authorities (NS Health/IWK Health).

Updated Gantt Chart

Legend -
Ongoing - continuous activity
In Progress - still in discussion
Pending- activity barely begun/a possible change
Nearing completion - final stage of being completed

Activity
Phase 1: Kick Off Project and Consultation
Kick off project and consult with key sponsors and health system leads:
... Ongoing contract negotiation (indefinite) <i>Deliverable: NS Health Contract</i>
Meet with health system partners and DHW Project Lead(s) Confirm mutual expectations, and understanding of roles, responsibilities and accountabilities for each structure (e.g. Community Hub Organization, Palliative Care, Mental Health and Addictions, Grief Bereavement Wellness Advisory Council, Grief Alliance etc.)
... Schedule and conduct formal project kick-off meeting with NS Health leads: ... Obtain any updates on model and NS Grief Strategy
Align and agree on scope, participation, composition and particulars of each structure (e.g. Leadership Council, Mental Health Knowledge Collective, ISET, 5 workstreams + Grief Advisory Council, others)
Working with health system leads, prepare Terms of Reference for each body to include membership, scope, purpose / objectives, meeting frequency, decision-making powers, reporting structure, and other key governance expectations.
Socialize and signoff <i>Deliverable: OMHA Kick Off Meeting</i>
<i>Deliverable: Terms of Reference for Advisory Council</i>
<i>Deliverable: Terms of Reference for Grief Alliance</i>
<i>Deliverable: Role Descriptions for Members of Advisory Council and Grief Alliance</i>
Working with health system leads, prepare draft Accountability Framework
Validate - all parties sign-off <i>Deliverable: Accountability Framework</i>
Recruit and select members for Advisory Committee / Grief Alliance
Plan and schedule initial meetings for each governing body (TO BE ADDED AS MEETINGS ARE SCHEDULED - expected to be biweekly x each entity)

Project Management and Coordination: Establish meeting schedules and set up frequency of regular meetings with system leads	Ongoing
Establish PM processes and policies	Ongoing
Coordinate and co-lead meetings and work of Advisory Council, Frequency of meetings. Attend Knowledge Collective.	pending
Coordinate with health system leads and ensure alignment of objectives and achievement of milestones. Adjust as necessary.	in progress
<i>Deliverable: Implementation Plan with Key Milestones and dependencies - to be agreed with Health System Leads</i>	Ongoing
<i>Deliverable: Status Report and other templates, Issue Escalation Process, Decision Tracking Process and other common project management processes - to be agreed with Health System Leads</i>	Ongoing
Coordinate and co-lead meetings and work of Advisory Council, Frequency of meetings. Attend Knowledge Collective.	pending
Coordinate with health system leads and ensure alignment of objectives and achievement of milestones. Adjust as necessary.	pending
Project Governance: Align and agree on NSHPCA internal project governance - board oversight of the project	Ongoing
Prepare HISC Terms of Reference document for internal discussion and sign off	Complete
Schedule internal Kick Off meeting	Complete
Plan and create content for Kick Off meeting with NSHPCA Hub Implementation Committee ("HISC")	Complete
<i>Deliverable: HISC Kick Off Meeting</i>	Complete
<i>Deliverable: Terms of Reference for NSHPCA Hub Implementation Steering Committee ("HISC")</i>	Complete
Establish sub-committees and select chairs	Complete
<i>Deliverable: HISC Workplan and Meeting Schedule</i>	Complete
<i>Deliverable: Sub-Committee workplans and meeting schedules - Community Funding</i>	complete
<i>Deliverable: Sub-Committee workplans and meeting schedules - Operational Readiness</i>	Complete
<i>Deliverable: Sub-Committee workplans and meeting schedules - Community Needs Analysis & Research Oversight</i>	Disbanded
<i>Deliverable: Sub-Committee workplans and meeting schedules - Communications and Community Relations</i>	ongoing
<i>Deliverable: Sub-Committee workplans and meeting schedules - Technology</i>	ongoing

Continuation of Gantt Chart – Year 1

Operational Readiness Sub-Committee			
Set up Ops Readiness Committee and select members	Complete	Facilities and Office IT:	
Develop draft Terms of Reference for Sub-Committee	Complete	Consider options for physical office space and identify potential spaces	In progress
Prepare agenda and content for Ops Kick Off Meeting	Complete	Select office space and sign lease for Mar 1/ 2024?	In progress
Schedule and conduct Ops Readiness Kick Off Meeting	Complete	Arrange for utilities and phone lines / mobile phones	In progress
Plan and conduct Ops Readiness Committee meetings (weekly? Biweekly?)	Complete	Obtain desks and office furniture	under review
HR & Staffing:		Engage technology consultant to provide IT support, laptops, servers, office IT setup, etc.	Complete
Align and agree on key Phase 1 staffing needs	Complete		nearing
Draft role descriptions and socialize with Steering Committee / Board Chair	Complete	Set up office technology / phone lines / mobile phones / email / laptops / monitors / printers	completion
Deliverable: Role description - ED/CEO	Complete	Community Funding Sub-Committee	
Deliverable: Role description - Program Director / Project Manager	Complete	Set up Committee and select members	Complete
Deliverable: Role description - Community Coordinator (Community Pathfinder)	Complete	Prepare draft Terms of Reference	Complete
Deliverable: Role description - Communications Manager	Ongoing	Schedule sub-committee kick off meeting	Complete
Deliverable: Role description - Database and Technology Manager	In progress	Develop content for kick off meeting	Complete
Agree on recruiting approach (e.g. external recruiting support vs self-publishing and shortlisting) then publish job posting(s) - allow 3 week window for applications? (rolling process, not to begin before public announcement)	Complete	Conduct sub-committee kick off meeting	Complete
Set evaluation criteria for new hires (by role)	Complete	Review sub-committee scope and workplan / key deliverables	Complete
Receive applications and shortlist candidates	Complete	Consult NSH re: eligibility / desirable community funding projects	Complete
Schedule and conduct interviews:	Complete	Draft key community funding / financial policies (e.g. project eligibility, application process, evaluation criteria, etc.)	Complete
ED/CEO	Complete	Review / approve policies	Complete
Program Director / Project Manager	Complete	Set up community budget oversight processes	Complete
Community Coordinator (Pathfinder)	Complete		Nearing
Communications and Social Media Manager	Ongoing	Deliverable: Community Funding Policies (Round 1)	completion
Database and Technology Manager (Under review)		<i>Define key processes and protocols for OMHA funding allocation to service providers:</i>	Complete
Develop key HR policies and employee handbook	In Progress	Identify application processes / pre-requisites / eligibility	Complete
	Nearing	Identify scope of fundable projects or programs	Complete
Deliverable: HR / Staff Handbook	completion	Identify roles and responsibilities, in terms of decision-making and involvement in funding allocation decisions	Complete
Develop employment contract(s) - by role	Complete	Document key decisions and agreements.	Complete
Select and onboard new hires for Year 1 - target start date is March 1 (rolling)	Complete	Deliverable: Funding Allocation Framework and Policies / Processes	Complete
Financial:		Develop public communications about Community Funding availability, process, deadlines	Complete
Agree on key policies to be created (such as procurement, travel and expense reimbursement; budgeting and financial management; cash handling; banking and bank accounts; credit cards; delegation of spending authority; other?)	Complete	Develop application forms and templates to assist community groups in applying for funding	Complete
Draft key financial policies:	Complete	Deliverable: Public information package - Community Funding (Round 1)	Complete
Procurement	Complete		
Others?			
Review and socialize draft financial policies	Ongoing		
Set up budget oversight processes	Ongoing		
Deliverable: Financial Operating Policies	Ongoing		

Continuation of Gantt Chart – Year 1

Develop communications plan and distribution list for community funding (e.g. local mailing lists, key community contacts, etc.)	Complete	Develop key technology policies and processes (e.g. acceptable use policy; social media posting; security; bring your own device policy; etc.) = data management and privacy/confidentiality	In progress
Publish community funding information and deadlines on NSHPCA website	Complete	Review / approve new policies	In process
Open funding period for applications (Opened June	Complete	Arrange for internal hosting of policies	In process
Receive applications	Complete	Deliverable: Key technology policies and processes	In Process
Review applications for funding	Complete	Deliverable: Data Privacy and Confidentiality Processes and Policies	In Progress
Prepare communications to successful / unsuccessful applicants	Complete		
Document Sub-Committee decisions and communicate funding decisions to successful / unsuccessful applicants	Complete	Deliverable: Document management policies and processes	In Progress
Arrange for distribution of community funding to successful applicants	Ongoing	Work with tech vendor(s) to design, develop and test mobile app, updated website, directory, others according to timeline	Pending
Sign contracts / finalize funding arrangements	Complete	Deliverable: Website updates	Pending
Reconciliation Round	Ongoing	Deliverable: Mobile app	Pending
	Nearing completion	Deliverable: Directory	Pending
Deliverable: Community Funding		Deliverable: Kiosk	pending
Deliverable: Community Funding Approval Process and Communications Round 1		Deliverable: Other	
Review processes and improve for provincial expansion	In Progress	Secure IT support as required	On going
Technology Sub-Committee	complete	Communications and Community Relations Sub-Committee	
Set up Committee and select members	complete	Set up Committee and select members	Complete
Prepare draft Terms of Reference for sub-committee	complete	Schedule and launch workstream activities	Ongoing
Schedule and conduct sub-committee kickoff	complete	Set up and conduct Comms Sub-Committee Kick Off meeting	Complete
Create key tech and data management, document management policies		Create key communications and social media policies	In Progress
<i>Engage External Technology Partner(s) to develop new technologies:</i>		Initiate community engagement:	Ongoing
Draft RFP document to scope and define the need for website expansion and new technology development, including online directory of grief and bereavement resources; mobile app for data collection and access to grief resources; and helpline	complete	Meet with NSHPCA's key partners and other key contacts including local leaders, families, service organizations, others.	On going
Prepare list of qualified / identified vendors in NS / elsewhere?	complete	Obtain their observations, concerns and initial insights on community needs and current status of grieving / bereavement.	On going
Distribute RFP(s) to identified/ qualified software development vendors	complete	Discuss / brainstorm initial thoughts on how to respond to known needs and opportunities to engage community members.	On going
Deliverable: RFP document(s) for external tech partner	complete	Agree an initial action plan, and methods of engagement that can be used in Step 2b and later.	In progress
Obtain quotes from qualified vendors, perform evaluation and select partner.	complete		
Interview and select successful vendor	complete	Initiate communications:	On going
Negotiate contract and sign with successful vendor	in progress	Scope and plan external communications support (if needed)	In progress
Plan software development kick off meeting	pending	Publish and select vendor	Under Review
Finalize project timelines and business / technical requirements.	In progress	Deliverable: RFP document for External Comms Vendor	Under Review
Obtain project scope and workplan from external consultant for work which will begin right away -- activities are reflected in Phase 3 below)	Finalized	Identify quick wins and key action items to begin support in Year 1 target communities	On going
Deliverable: Project Plan		Design and launch communications for community funding proposals and engagement, coordinating with Finance and Funding Committee on eligibility and process	ongoing
		Deliverable: Initial Communications Tactics / Techniques	On going
		Further develop communications techniques and tactics for rollout throughout Spring 2024 and Summer 2024	

Continuation of Gantt Chart – Year 1

Phase 2a: Service Inventory & Community Mapping (Year 1 ONLY)	
Establish Community Needs & Research Oversight Sub-Committee:	Disbanded
Set up Committee and select members	
Schedule and launch workstream activities	
Identify potential external vendors to assist with community needs analysis and sector mapping	
Scope and plan external support (Strong Collaboration with NS Grief Lead)	
Engage external consultants/contractors for staff supplementation and to perform key research:	
Draft scoping document and/or RFP to engage external consultants	
Deliverable: RFP document for External Consultant(s) - Community Needs Analysis and Sector Map	
Solicit responses from qualified potential suppliers	
Perform evaluation and select / onboard consultants/contractors.	
Perform research and gather commonly used evidence-informed practices by similar grief network / hubs across Canada:	Ongoing
Define categories and types of services/support (e.g. printed materials, 1:1 counselling, support groups, telephone support, hotlines, online resources, family events, education programs, hospices, camp, physical spaces for personal reflection and healing, other.)	ongoing
Conduct virtual meetings with peer organizations in other locations to initiate relationships and identify best practices	ongoing
Conduct Service Inventory (Colchester East Hants):	
Perform desk research and conduct live interviews with local contacts, service providers and others to identify the full range of services and supports in local communities.	Ongoing
Using the levels of support defined in the Community Grief model, evaluate and categorize formal and informal supports currently available in defined geography.	ongoing
Perform community mapping (Colchester East Hants):	
Using information gathered in Service Inventory, plot available services and supports on a detailed map of the target geography.	ongoing
Colour code each category of service or support (e.g. counselling, support groups, informal discussion, etc.)	ongoing
Identify gaps and known challenges from mapping exercise.	ongoing
Produce a physical / digital map to illustrate visually where services and supports are available, of which type, and where there are gaps.	ongoing
Summarize results of community mapping and service inventory:	
Identify obvious gaps in service, unmet service needs, and compare with best practices from other jurisdictions to identify additional improvements.	On going
Draft report	pending
Deliverable: Service Inventory & Community Support Map (Colchester, East Hants and Cumberland)	
Obtain insights and feedback	Ongoing
Coordinate with health system leads on research findings	Ongoing
Review draft report and provide feedback	Pending
Finalize consultant's report and approve	Pending
Report to HISC and Board of Directors re: research findings and insights	Pending

Phase 2b: Understanding Community Needs and Build Relationships	
Working with local leaders, service providers and building on key relationships, initiate community engagement:	
Identify local leaders and key influencers in the Colchester East Hants and Cumberland areas.	On going
Reach out and engage individuals and in groups to discuss engagement opportunities and techniques	On going
Identify those leaders that will sit on Advisory Council or on local Community Councils.	Pending
Draft communications and engagement plan in Colchester East Hants and Cumberland region:	
Engage local leaders, newspapers and social media groups to begin discussing community needs	ongoing
Identify strategies and techniques that will engage people in discussion about their needs	ongoing
Identify critical communications partners and channels - Define roles and specific tactics	ongoing
Implement communications plan and engage community members:	Pending
Draft weekly / monthly column for community newspapers and local blog postings.	Pending
Engage with or set up Facebook groups or other social media channels for informal community discussion	Ongoing
Design and print materials for distribution in local community	Pending
Conduct informal and formal discussions to identify needs, such as 1:1 interviews, Town Halls, virtual meetings and in-person small group discussions about community grief/bereavement/mental health challenges, and gaps in supports.	Pendina
Identify Quick Wins and immediate potential supports that can be delivered by existing partners and community organizations.	Pending
Conduct a series of online surveys to collect information from community members, their level of functioning and type of supports needed. We will also conduct paper-based surveys (by postal code) to assess mental health and support needs in local area.	Pending
Analyze and consolidate results.	Pending
Perform community segmentation to assess common and unique needs:	
Define target population(s) for segmentation (e.g. gender-specific, young children, teens, young adults, older adults, indigenous communities, African-Nova Scotian, french-speaking, newcomers, etc.)	
Perform comparative analysis of segmented community groups and individuals to understand where needs are common and where they differ by type and intensity	Pending
Collect kiosk-based or app on mobile phone inputs from community:	
Identify corporate sponsor to purchase kiosks and software.	Pending
Design 2-3 question survey (anonymous) that can be launched in Colchester East Hants using kiosks or iPads in multiple retailers and/or healthcare settings.	Pending
Acquire kiosks and set up network of inputs	Pending
Monitor usage and promote opportunities to provide input	Pending
Collect data and analyze	Pending
Summarize results of community needs analysis, and perform consolidated gap analysis on Steps 2a and 2b:	
Prepare 'heat map' of the most intense community needs, by type, by demographic profile, by specific geographic location and plot on Grief Model levels	Pending
Overlay the heat map with the community map of service availability to identify critical gaps	pending
Develop initial recommendations and ideas for resolving the gaps and improving supports in local community	pending
Draft report.	pending
Deliverable: Community Needs Analysis (2023)	Pending
Obtain insights and feedback	Pending
Develop and finalize recommendations for implementation by the Hub and partner organizations.	pending

SAMPLE MONTHLY REPORT - STATUS REPORT TO NSHPCA Steering Committee & BOD

Period ending February 2, 2024

G Work underway, no major issues	Y Work delayed, some issues	R Work seriously delayed, or major issues observed	Y
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Progress Summary

• The Hub project is officially underway! After a 3-4 month delay in our anticipated start date while contract negotiation and approvals were obtained, the Hub project is off a strong start! Key project planning, governance and ‘desk work’ activities were underway in the background since late November 2023. A Steering Committee structure is proposed for Board approval that provides oversight and delegation of day to day decisions to the Steering Committee, while ensuring that major decisions will remain at the Board level. The Government of Nova Scotia announcement was made on January 26, 2024, during the Steering Committee’s first meeting – what great timing! Continued work with NSH / OMHA to define mutually productive relationship and governance of project.

Activities Completed

- Design of Hub project governance (Steering Committee + 5 Sub-Committees)
- Selection of Steering Committee and Sub-Committee membership
- Detailed project planning and initial activities (e.g. drafting Steering Terms of Reference, identifying initial work packages for each Sub-Committee)
- Preparation of materials for and participation in NSH kick off meeting (Jan 3)
- Preparation of Terms of Reference and initiation of key activities for Sub-Committees:
 - Operational Readiness – Drafted Year 1 roles (ED, Program Director / Project Manager, Communications & Social Media Manager); procurement policy
 - Technology – Drafted RFP for technology consultant(s)
 - Community Funding – initial discussions on funding criteria and eligibility
 - Communications & Community Relations – Drafted RFP documents for external communications consultant
 - Community Needs Analysis & Research Oversight – Drafted RFP documents for external consultant to perform needs analysis etc.
- Preparation for and conducting of Hub Steering Committee kick off meeting Jan 26
- Preparation of Draft Approval Matrix
- Scheduled next meetings and agreed key activities

Issues / Decisions to be Made / Approvals Required

- Year 1 recruiting – NSHPCA to manage or engage external search firm? Increases to salary ranges if deemed necessary to get the right talent?
- How to manage immediate communications needs
- Delegating day to day decision-making authority to Hub Steering Committee
- **Board approvals to be requested** (subject to minor corrections or edits made by the Steering Committee): Hub project governance and membership, draft Steering Committee Terms of Reference, draft Procurement Policy, draft role descriptions, draft decision-making matrix.

Activities Upcoming

- Initial community engagement – “quiet conversations” – expected week of Feb 12 or Feb 19
- Drafting of community funding framework and communications – expected launch
- Preparation of content and agendas for Feb 5 Operational Readiness; Feb 9 Community Funding; and Feb x Steering Committee
- Provide NSH with feedback / revised Accountability Framework

Deliverable Deadlines / Milestones

Deliverable / Milestone	Date	Status
Kick Off with NSH	January 5	Complete
Steering Committee Kick Off Meeting	January 26	Complete
Public announcement	January 26	Complete
Initial Community Engagement	Feb 19	Not Yet Started
Distribution of RFP documents, obtaining proposals, selection and onboarding of external consultants (at least Technology)	March 1	In Progress
Recruiting. selection and onboarding of key Year 1 hires	March 1	In Progress

Board of Directors

- Ann V Cosgrove, President, Educator, Non-Profit Governance Specialist
- Marianne Arab- Past President, Prov Mgr Psychosocial Oncology Pal Care
- Stacey Harrison – Vice-President ED Colchester East Hospice (Resigned)
- Shelley Mann, Chair Ed Committee – South Shore HPC Society
- Dr Alana Cormier – Family Physician, Twin Oaks Hospital, Middle Musquodoboit
- Corrie Stewart- CEO, Hospice Cape Breton, Chair of Steering Committee, Cape Breton
- Hon Diana Whalen - Former Deputy Minister, Chair of Funding Committee, Halifax
- Janet Carver – Regional Manager, Palliative Care, Western Zone
- Susan Short – Cumberland Hospice Palliative Care Society Volunter Co-Ordinator (Resigned)
- Sarah Scott – Valley Hospice, ACP Facilitator, Spiritual Clinician
- Taylor Kerr – Clinical Nurse Educator, Palliative Care , Western Zone
- Hubert D’Entrement – Claire, Representing Reseau de Sante
- Beverley Madill – Social Worker, Homecare, Union of NS Mi’kmaq
- Melinda Daye – Retired Teacher, African NS Community Representative (Term ending)

A new Slate of Officers for the 2024-2026 Annual Meeting, Friday, September 20th will be brought before the Annual General Meeting for ratification.

The Nominating Committee has taken succession into consideration and will ensure proper Oversight to the Project is guaranteed.

We will continue to ensure BOD represent all geographic regions in the province, increasing the number of members to the Board.

Community Funding – Round 1 List of Successful Applicants

Lukeslegacyns Memorial Society

Luke's Legacy NS Memorial Society aims to create an after-school program for students aged grade four and up, focusing on grief and loss related to the mass shooting events in Nova Scotia. The biweekly sessions will involve relationship-building, reading picture books about grief, and creating art projects using different mediums. The program is specifically designed for children and youth who were closely affected by the events. The goal is to provide a safe space for participants to process their emotions and memories.

STEPs on Arthur

The "STEPs into Music" program aims to establish a music therapy program for individuals with intellectual disabilities and mental health issues, serving 83 participants aged 20-70. The program will provide at least one hour of music therapy per week using instruments such as guitars, drums, maracas, fiddles, and electric pianos. The goal is to help participants manage stress, build confidence, and connect with others through music. Short-term goals include educating participants on the value of music therapy, teaching sheet music reading, and coping with anxiety and depression. Long-term goals aim to increase confidence and improve mental health.

Portapique Community Centre (Trustees of the Riverside Community Hall Association)

The "Community Care & Connect" initiative aims to foster community engagement and support in rural areas of Five Islands and Londonderry through two dedicated outreach sites. The program will create regular, accessible spaces for residents to gather, connect with neighbours, and access various programs and services. Short-term goals include increasing community engagement, improving access to services, and enhancing social connections. The project aims to bring essential services closer to home, reducing the need for residents to travel to Truro for these resources.

Kemptown and Area Recreation Association

The Kemptown and Area Recreation Association hosts a monthly open mic/music jam, allowing elderly individuals to enjoy music and desserts while driving home during daylight hours. The event is free admission and free to play for musicians from the community and surrounding areas. This family-friendly event aims to reduce anxiety, improve moods, and increase social interaction through music therapy.

Truro & Colchester Chamber of Commerce

The Chamber's project aims to provide wellness resources for businesses designed to support entrepreneurs and their employees. They plan to host events to discuss mental health challenges entrepreneurs face, launch a social media campaign to promote mental health resources for entrepreneurs, survey members to understand their needs, and host discussions with business owners to create opportunities for meaningful connections. The application outlined the mental health challenges facing entrepreneurs as a result of the pandemic, the feelings of isolation for small business owners and the cost to businesses of mental illness.

Successful Applicants - Continued

Wallace Area Development Association

Wallace Area Development Association will fund Connecting Community Spaces, a shaded seating and garden area for peaceful reflection and an inclusion playground for children to engage in physical activities. The project will bring together several volunteer organizations struggling to make Wallace a desirable place to live and visit. contact@wallacebythesea.ca

Bass River Fire Brigade

The Bass River Fire Brigade will fund specialized trauma-informed training from Dougy Centre and Death, Dying, and Bereavement Certification from Wilfrid Laurier University. After the training, workshops will be provided to first responders and firefighters in the area.

West Colchester Medical Society

The West Colchester Medical Society hopes to support grieving children at the West Colchester Consolidated School in Bass River through Equine-Assisted Therapy (children from primary to grade 9), yoga for grief (8 sessions), access to therapy dogs (10 sessions), and a field trip to Ships Company theatre (open to the whole school). The school has 150 students and 15 staff. Students come from Five Islands to Great Village.

Millbrook First Nation/Millbrook Mental Health

The Millbrook First Nation Mental Health project aims to provide a confidential and secure area where kids can process their emotions, build resilience, and develop coping skills after experiencing trauma. An outdoor studio pod kit will be built on the grounds of the Millbrook Health Centre, ensuring confidentiality and accessibility only with a trained therapist. The space will foster creativity, emotional regulation, and academic success, ultimately promoting healthy lifestyles and reducing mental health concerns.

Colchester East Hants Community Hospice Society

The project goal is to support elementary school-age children who are experiencing grief and bereavement. Working through their HUG Centre (Hope and Understanding for the Grieving), the Society will build on peer-led grief support. Components of the program include: facilitator training, "refresher" training for those already with training, professional development for staff at the elementary school, two 8-week peer-led grief groups at the school level that will support 20 children and three family-centred events across Colchester East Hants.

Cumberland County Hospice Palliative Care Society

The Hospice Society will create a grief support program that will be available to all residents of Cumberland County and support referrals from the Palliative Care team. Grief sessions will be offered in four areas. The funding will be used to hire a contract social worker to develop the program and train four to five volunteers who will carry on the program work.

Successful Applicants – Round 1 Continued

Canadian Mental Health Association - Nova Scotia Division

The project is a collaboration between Holly Carr, CMHA NS Division, CMHA Colchester East-Hants and the Portapique Community Build Up. It was created in late 2020 to foster hope, resilience, and connection in the community of Portapique. The project connects art, nature, and mental wellness; the Holly Carr Story Trails Project involves attaching laminated pages from Carr’s book, “The Comfort Tree,” to wooden stakes and installing them around the Portapique Community Centre to create an interactive experience that generates safe discussion around the topics of fear, anxiety, and hope. This funding request is connected to suicide prevention and fostering a suicide-safer community.

Maggies Place Family Resource Centre (Cumberland)

Maggie's Place is launching an outreach support program in Wentworth, recognizing the need for accessible drinking water and community connection. The program aims to install a tap at the Wentworth Learning Centre, providing clean drinking water 24/7. Additionally, it will provide free recreational items like snowshoes for winter activities, promoting physical wellness and community connection. Surveys and daily conversations with community members will help track feedback and usage of equipment. This project serves residents of all ages in Wentworth, Cumberland County, and surrounding areas, addressing basic needs, and supporting mental well-being through accessible resources and community engagement.

Advocate & District Development Association

Community Funding will allow the organization to assist in meeting the needs of friends and neighbours through increased social interaction from the communities of Apple River, New Salem, Spencer’s Island, Fraserville and Parrsboro. The Fundy Tides Recreation Centre will be updated with new kitchen appliances allowing the Centre to be fully functional and efficient as a food establishment for the area. Activities planned include Saturday Market, community suppers, Canada Day Celebration, Open Mics, birthdays , weddings etc.

Total Number of Applications Received	30	(One application, withdrawn by sender)
Number of Applications Evaluated	29	
Successful applications funded by NSHPCA	14	
Number of applications referred to NSCCTH	12	
Ineligible applications (<i>not meeting criteria</i>)	3	

Financial Statements

NSHPCA Statement of Operations				
Community Grant Funding				
	Fiscal 2022-23	Committed Spending		
		April 1/24 - Aug. 31/24	Sept.1/24 - March 31/25	Total
FUNDING Received	720,360.00	749,804.50		1,470,165
EXPENSES				
5100 Personnel Costs				
5101 Salaries		40,212	187,500	227,712
5102 Benefits (CPP, EI, Employee Benefits)		16,773	7,500	24,273
5103 Consultants/Contract Workers	81,146	73,426		154,572
5104 Payroll Service provider fee		291	375	666
Total 5100 Personnel Costs	81,146	130,702	195,375	407,223
5200 Memberships/Associations				
5201 Membership Fees (local org. in vulnerable areas)		1,800		1,800
Total 5200 Memberships/Associations	-	1,800		1,800
5300 Governance				
5303 Board Travel (Transportation, Accomodation, Per Diems)	3,992	1,706		5,698
Total 5300 Governance	3,992	1,706		5,698

5400 Programming/Service Delivery				-
5403 Staff Travel (Transportation, Accomodation, Per Diems)		577		577
5404 Materials/Supplies (program/service specific)	756	985		1,741
5405 Advertising		155		155
5412 Grief Education (staff, BOD, Adv Council, Volunteers-combined)		345		345
5414 Website (Hosting, Design and Maintenance)		1,035		1,035
Total 5400 Programming/Service Delivery	756	3,097		3,853
5500 Operating Costs				
5504 Website Hosting & Software Packages		1,141		1,141
5506 Office Supplies (consumables)		222		222
5507 Office Equipment (including computers)		7,889		7,889
5508 Communications (Phone/Fax/Cell Phones)	4,400	2,760		7,160
5509 Bookkeeping Services incl prep of payroll, CRA returns, etc.		2,258		2,258
5512 Bank Fees		52		52
5513 Legal fees	4,706	5,195		9,901
5514 Canada Helps fees		38		38
5601 Funding Allocated to vulnerable communities			300,000	300,000
Total 5500 Operating Costs	9,106	19,555	300,000	328,661
Total Expenses	95,000	156,860	495,375	747,235

• *For further information or to discuss any aspect of this report, please contact*

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