

Vice President of Clinical Performance and Professional Practice Executive Report and Chief Nurse Executive, Fiscal Year 2025/26

Over the past year, Nova Scotia Health has advanced significant growth, innovation, and clinical excellence through strategic workforce development, digital transformation, and evidence-informed decision-making.

Nursing Workforce Portfolio Highlights:

Nova Scotia Health now has more than 10,700 nurses, with over 1,100 new nurses joining the organization this year. Nursing vacancies continue to decline across the province, reflecting ongoing progress in recruitment and retention.

Professional Practice & Learning Portfolio Highlights:

Nearly 10,000 student placements were supported across more than 50 disciplines, while thousands of healthcare providers participated in education, simulation, and skills training programs. Successfully implemented the new clinical information system in Central Zone, supported by extensive staff training and resources. Planning and readiness work is now underway for implementation across the rest of the province. Redesigned care teams and strengthened orientation programs to better meet patient needs, support staff working to their full scope of practice, and enhance leadership, teamwork, and quality of care.

Workforce Planning Portfolio Highlights:

With federal funding, Nova Scotia Health has helped internationally educated professionals navigate licensing requirements and transition into practice, increasing the healthcare workforce available to serve Nova Scotians. Vacancy rates continue to improve across priority professions, supported by new forecasting tools and workforce planning approaches that help place staff where they are needed most. The new People, Planning and Performance team brings together workforce expertise and data to support smarter staffing decisions and address workforce gaps proactively.

Knowledge to Action & Evaluation Portfolio Highlights:

Input from more than 36,000 surveys and over 600 interviews and focus groups has helped guide healthcare planning and improvement efforts across the province. Rapid reviews and evaluations across clinical and operational priorities are helping Nova Scotia Health identify what works, spread best practices, and make informed decisions. New programs help staff build research and publication skills and share Nova Scotia Health innovations and successes nationally and internationally.

Provincial Tissue Bank & Organ Donation Portfolio Highlights:

The Provincial Tissue Bank successfully renewed its accreditation, confirming continued excellence in quality and safety. New digital systems are improving coordination, safety, and efficiency in organ donation and transplant services, creating better experiences for patients and care teams.

Emerging & Re-emerging Infections Network (ERIN) Portfolio Highlights:

ERIN brings together experts from across the health system to coordinate planning, preparedness, and response activities across 12 provincial initiatives. Healthcare worker vaccination rates increased by 30%, helping reduce illness and support a healthier workforce. New tools and resources are helping healthcare providers prescribe antibiotics appropriately and reduce unnecessary use. STI Care Now received national recognition with the Canadian College of Health Leaders (CCHL) Award for Excellence in Patient Experience. The program expanded access to screening, testing, HIV prevention, and navigation supports, with nearly 12,000 self-testing kit requests and hundreds of referrals for HIV prevention and navigation services, making it easier for people to receive timely, confidential care. Respiratory testing has been integrated into One Patient One Record while maintaining rapid testing access for priority populations and long-term care.

Acute & Episodic Care Network Portfolio Highlights:

Standardized approaches to stroke care, cardiac care, transfusions, care transitions, and long-term care integration are improving consistency and quality across the province. New initiatives are helping patients move more efficiently through emergency departments and hospitals, reducing delays and supporting timely access to care. Streamlined referral and booking processes are making it easier for patients to access specialty care. Provincial standards, policies, and accreditation efforts continue to advance patient safety and quality across the health system. A provincial sepsis toolkit and standardized care pathways are helping clinicians recognize and treat sepsis earlier, improving outcomes for patients. This work received national recognition through a Canadian College of Health Leaders Excellence in Patient Care Award.

Closing paragraphs:

Key achievements included expanding the nursing workforce to more than 10,700 professionals, supporting over 10,000 student placements, reducing vacancy rates, and strengthening interdisciplinary collaboration across more than 50 disciplines. The organization accelerated digital health initiatives through the launch of One Patient One Record and redesigned care models to maximize scope of practice. Guided by extensive engagement activities involving more than 36,000 survey responses and 600 interviews, Nova Scotia Health enhanced workforce planning, public health initiatives, specialized services, and standardized clinical care. These efforts resulted in improved access to care, streamlined patient pathways, modernization of critical health programs, and national recognition for excellence in patient care and innovation.

Respectfully Submitted,



Dr. Annette Elliott Rose

Nova Scotia Health, Chief Nurse Executive and Vice President, Clinical Performance & Professional Practice