



Transformation

ANNUAL REPORT | 2022-2023

Newfoundland & Labrador Centre for

**APPLIED
HEALTH
RESEARCH**

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Change is inevitable.

Transformation is a conscious choice.



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Greetings *from the Chair*

If NLCAHR's past several years were defined by its response to the global pandemic, this past year was marked by the Centre's versatility and willingness to meet an entirely new challenge— the historic transformation of health and community services in Newfoundland and Labrador.

On June 16, 2022, the Health Accord NL task force published its blueprint for a ten-year process of transformation in health and community services in this province. At the same time, plans were underway to integrate health services delivery from four regional health authorities into a single provincial organization— NL Health Services. To support these sweeping systemic transitions, the team at NLCAHR offered to dedicate its efforts to research, collaboration, and public engagement to inform and support the transformation process.

This year's annual report is dedicated to transformation. Whereas *change* typically happens in response to external influences, *transformation* involves modifying core beliefs and long-term behaviors—sometimes in profound ways—to achieve the desired results. Transformation therefore demands a shift, both in the way we think and in the way we work. NLCAHR has embraced this shift, connecting with its existing partners and creating new pathways and partnerships to harness the knowledge, collaboration, and health evidence that will be required to take on the complex challenge of transformation. Following the call of Health Accord NL, the Centre's team is dedicating its research and engagement efforts to a focus on the social factors that influence health (Social Determinants of Health) and to achieving balance and integration between community-based and hospital-based services that will improve health and wellness outcomes for the people of Newfoundland and Labrador.

Through its flagship Contextualized Health Research Synthesis Program (CHRSP), the team at NLCAHR is offering greater flexibility and responsiveness to the emerging needs of government, healthcare, university, and community partners in an effort to weave CHRSP research and engagement seamlessly into the transformation process. In September, 2022, the Centre organized its inaugural NLCAHR Experts' Exchange, a gathering of national and provincial experts and stakeholders to connect knowledge and decision support for the integration of health services across geographical zones. NLCAHR then initiated a new method for priority-setting which culminated in a March 1, 2023 meeting among patient advisers, health system representatives and academic partners who identified four key strategic priorities for research and engagement over the coming year: Health Human Resources, The Learning Health & Social System, Care of the Older Adult, and Public Engagement.

Other transformations took shape this year— new connections with university learners will see an expanded role for graduate students in supporting NLCAHR's research. Stronger integration of the Research Exchange Groups across all activities will inform the Centre's research and brokering activities.

As I step away from my role as Dean of Medicine and Chair of the NLCAHR Board, I extend my sincere gratitude to the NLCAHR Board of Directors, to the Acting Director, and to the Centre's dedicated staff for your work connecting evidence to policy and for your exemplary public engagement— efforts shaped by strategic planning during my tenure which will help to shape strategic planning in 2023 and beyond. It has been a pleasure working with all of you! I also welcome Interim Chair, Dr. Brenda Wilson, Associate Dean of Community Health and Humanities, to her new role.

I am confident that in the years to come, the Centre's inspiring work will continue to support a bold and transformative vision for our university, community and health system through socially accountable research, engagement, innovation, and education.



Margaret Steele, MD, FRCP, MEd, DFCPA, CCPE, FCAHS
 Dean, Faculty of Medicine,
 Memorial University
 Chair, Board of Directors, NLCAHR

Greetings *from the Director*

On behalf of all of us at the Newfoundland and Labrador Centre for Applied Health Research, I am pleased to present our 2022-2023 Annual Report, dedicated, rather fittingly, to the theme of transformation. This year saw the Centre adapt its efforts towards timely and socially accountable research and engagement to support the historic health system transformation underway in Newfoundland and Labrador. As this report demonstrates, transformation this year has been both self-directed and outward-looking as NLCAHR creates a sustainable vision for the future.

Fiscal year 2022-23 opened with new opportunities as the province began implementing Health Accord NL calls to action and the amalgamation of healthcare services into the new provincial health authority: NL Health Services (NLHS). Such ambitious plans called for new approaches and a new strategic vision— our team immediately got to work to align two core programs, the Contextualized Health Research Synthesis Program (CHRSP) and the Research Exchange Groups, to focus on responsive decision support and public engagement for our health and community partners working on the transformation process. At the same time, we focused our energies on seeking out new research and collaborative opportunities, on finding new sources of funding, and on identifying ways to bring more teaching and learning into our work.

Throughout these changes, the staff at NLCAHR have steadfastly remained on task, collaborating closely with health system leaders, engaging with the public, and organizing new approaches for CHRSP. Highlights of these activities included: a new and very successful collaboration to set priorities for CHRSP research in the coming years; an exchange where national experts provided advice and guidance to support the NLHS integration of health services; and a new partnership with NL-SUPPORT's Public and Patent Advisory Council and the Research Exchange Groups as advisers. CHRSP also published reports on topics such as decision aids in obstetrics and transportation access to primary care; the team is currently working on new studies related to infection prevention, chronic pain, and the quality of work life in long-term care facilities.

In this year's report you will find a new category we call "Brokering Activities" that captures and documents the many ways the Centre connects its partners to support research projects, to provide links to evidence, to connect community members to services, to build research capacity, to share community knowledge, and to promote knowledge translation.

We continue to recognize the value of the Research Exchange Groups as a repository of expertise to draw upon for advice and guidance in our work; as a catalyst for new research projects; as a way to create new community programs; and as an important forum for knowledge sharing and collaboration. Two new Research Exchange Groups will commence activities in September of 2023 on health transformation priority themes: Health Human Resources and creating a Learning Health and Social System. We were especially proud this year to see the President's Award for Public Engagement being awarded to the Phoenix Garden Program— a volunteer program at Her Majesty's Penitentiary that was initiated here at NLCAHR by the Research Exchange Group on Horticultural Therapy. Congratulations to all involved!

Our thanks to outgoing Chair Dr. Margaret Steele for her service to NLCAHR throughout her tenure as Dean of the Faculty of Medicine; we look forward to working with Dr. Brenda Wilson, Associate Dean, Community Health and Humanities as she assumes the role of Interim Chair. Thanks as well to our staff, our many health system and community partners and to the participants in our Research Exchange Groups for being so central to our success this year, and every year.

In this Annual Report, we are proud to showcase the important progress we are making to align NLCAHR ever more strongly with the needs of our partners as they navigate the complex and challenging process of transformation.



Dr. Rick Audas
Professor of health statistics and economics, Faculty of Medicine, Memorial University
Acting Director, NLCAHR



About Us



About Us

The Newfoundland and Labrador Centre for Applied Health Research (NLCAHR) collaborates with partners in government, in the provincial healthcare system, and throughout our communities to produce applied health research, to engage the public, to build research capacity, and to mobilize knowledge in support of evidence-informed decision making. The Centre's flagship Contextualized Health Research Synthesis Program (CHRSP) is a partnership with the healthcare system that identifies, prioritizes, and co-produces timely and relevant health evidence and decision support attuned to local capacities. The successful CHRSP collaboration has informed important decisions on NL about practices, programs, and policies in health and community services. The Centre's many Research Exchange Groups provide a welcoming forum where communities of interest exchange knowledge, discuss programming and practice, and build collaborations in a variety of community, health care, and research areas. NLCAHR also brokers connections among university, health system, and community partners to foster new research opportunities, to seek research funding, and to support community-led projects. NLCAHR was established as a research centre at Memorial University in 1999 with core funding from the Department of Health and Community Services and with administrative support from the Faculty of Medicine at Memorial University.

Vision

To improve the health of individuals and communities through innovative applied health research, education, and public engagement and to foster a culture of genuine respect for the diversity of perspectives and expertise that community partners bring to research and policy making.

Mission

To contribute to the effectiveness of the health and community services system of Newfoundland and Labrador and to the physical, social, and psychological health and well-being of the province's population by supporting the development and use of applied health research in this province.

Goals

Through inclusive community engagement, NLCAHR has three principal goals:

- to help build capacity and organizational resources for undertaking and supporting quality applied health research in the province;
- to increase the amount and impact of quality applied health research undertaken on the priority research themes; and
- to help increase the effective and efficient use of research evidence in the province's health and community services system.

Governance

The Director manages NLCAHR and reports to a Board of Directors that supports and guides the Centre's strategic decisions. The Board of Directors is chaired by the Dean of the Faculty of Medicine of Memorial University and includes representatives from the Department of Health and Community Services, the Department of Children, Seniors, and Social Development, and NL Health Services.



Director and Staff 2022-2023



Dr. Rick Audas
Director



Rochelle Baker
Manager, Communications,
Partnerships, and
Research Exchange Groups



Sarah Mackey
CHRSP Research Officer,
Coordinator of the CHRSP Patient
& Caregiver Advisory Council



Pablo Navarro
Senior CHRSP Research
Officer



Colin Walsh
CHRSP Research Officer



Tyrone White
Manager of Finance,
Administration, and IT

Farewell

The Centre bid farewell this year to two full-time CHRSP Research Assistants and to three part-time graduate student researchers.

We wish our former CHRSP Research Officers Christie Warren and Sarah Mallay all the best in their new careers.

We also thank graduate student researchers Wendy Lasisi, Kazeem Adefemi, and Waseem Abu-Ashour for their years of dedicated work on behalf of CHRSP.

Our sincere thanks to all for your many valuable contributions to NLCAHR!

Student Practicum Placements

In July and August of 2022, the Centre supported two practicum placements for graduate students completing their Master's of Public Health (MPH) degrees at Memorial University:

- Siham Sajed conducted MPH Practicum research at NLCAHR on behalf of the Research Exchange Group on Arts and Health into why social prescribing might be an effective health promotion approach, including ways to implement a social prescribing framework in this province. Her report has been published on the NLCAHR website [here](#).
- Quinn McGettigan created a compendium of resources related to Indigenous Health in support of the Research Exchange Group on Indigenous Health. Published in September, 2022, this compendium includes information about academic research, government, health system, and community organizations, programs and related resources designed to support Indigenous health and well-being. The compendium is available on the NLCAHR website [here](#).

Board of Directors

We thank the following members of the NLCAHR Board of Directors for their service in 2022 and 2023:

- Dr. Margaret Steele, Dean of Medicine, Memorial University, Chair
- Dr. Brenda Wilson, Associate Dean, Community Health & Humanities, Faculty of Medicine, Memorial University, Interim Chair as Dr. Steele assumed the role of Interim Provost
- Andrea McKenna, Deputy Minister of Health and Community Services, Government NL
- Alan Dody, Deputy Minister of Children, Seniors, and Social Development, Government NL
- David Diamond, President and CEO, NL Health Services
- Kenneth Baird, Interim President and CEO, Eastern Health
- Rick Audas, NLCAHR Acting Director (ex officio)



Transformation





Support for Health & Community System Transformation

NLCAHR collaborated with its partners this year to create a new focus on the health and community system transformation underway in Newfoundland and Labrador. With new methods for delivering more immediate and responsive health evidence, CHRSP will also create stronger ties across sectors: between healthcare and social care systems; between institutional healthcare and the community; and between academic partners and the communities they serve.

Health Accord NL is a 10-year plan to reimagine healthcare in this province. When the task force published its final report in 2022, NLCAHR recognized that the transformation of provincial health and social services envisioned within this ambitious plan will require decision support and reliable research evidence to inform decisions. In consultation with the NLCAHR Board of Directors, the director and staff made the strategic decision to focus the work of the Contextualized Health Research Synthesis Program (CHRSP) exclusively on health system transformation, designing new approaches that will support two key initiatives: transitioning from four regional health authorities to a single authority (NL Health Services) and the implementation of the Health Accord NL 10-year plan with its focus on the social determinants of health.

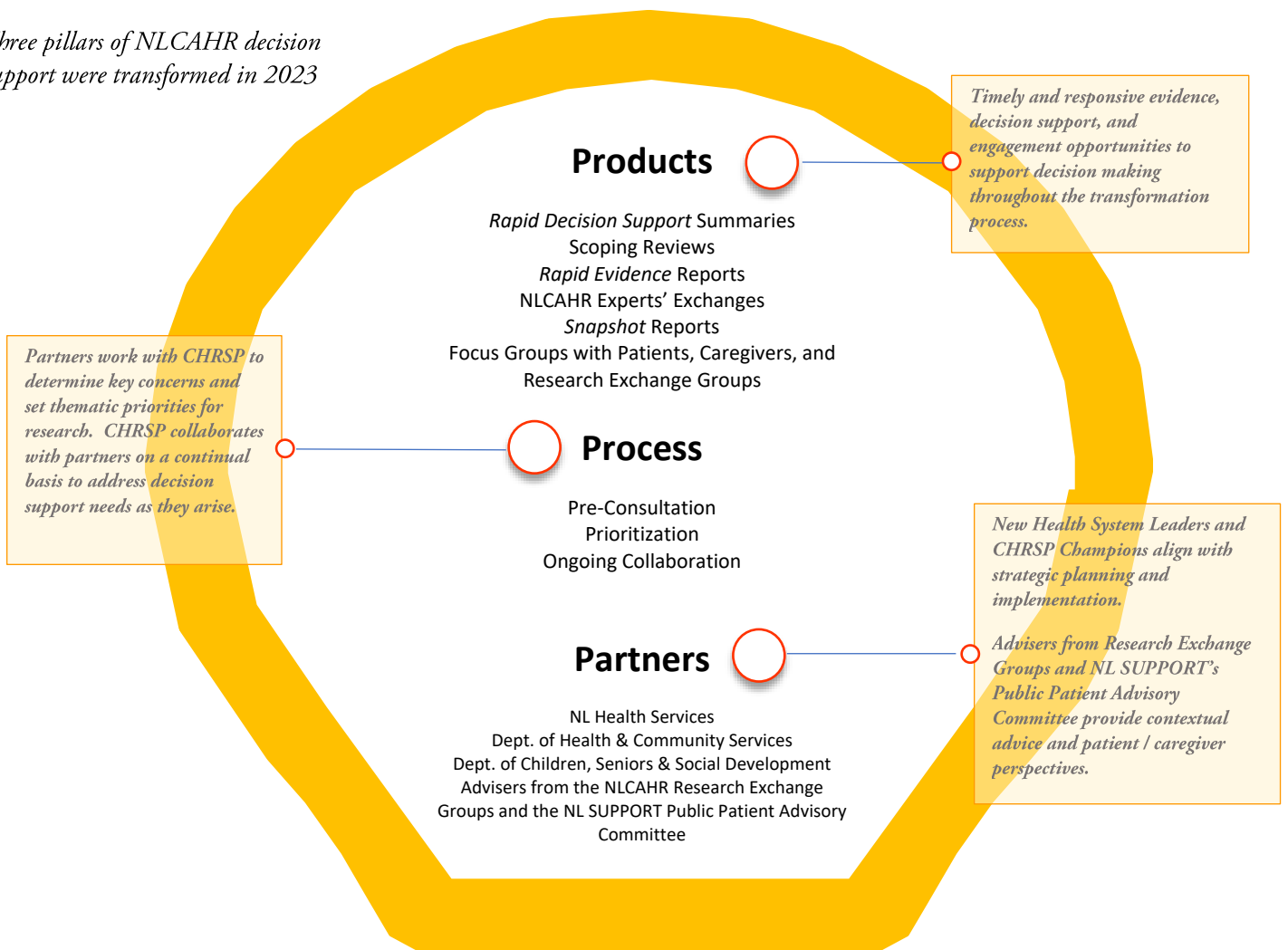
To set these plans in motion, NLCAHR began meeting with health system and government partners who are leading the transformation process in Spring 2022 to co-develop a more responsive decision support approach. As a result of these meetings, in 2022-2023, a new and more iterative CHRSP topic selection and prioritization method was established. The most significant change in CHRSP will see a shift towards a more flexible and timely response to health system needs *as they arise*. The team at NLCAHR recognizes that in a period of transition, decision support requirements will evolve and change as new priorities arise and as new models of care, programs, and policies are designed and implemented.

As key partners in this new approach, health system and government leaders worked with NLCAHR: to identify key research themes anticipated for the transition; to prioritize these key thematic areas; and to weave CHRSP decision support directly into strategic planning throughout the transition process. CHRSP support will now include a suite of report options with optimal turnaround times and the organization of NLCAHR Experts' Exchanges that can connect decision makers virtually with national and international experts to address pressing needs for evidence. To access community knowledge and the inclusion of patient voices in its research, NLCAHR will also align new Research Exchange Groups with priority research themes and will consult with the NL SUPPORT Public Patient Advisory Committee, as required, on projects identified by our partners.

The first four steps in this transformative process—with more health system and patient consultations to follow – are outlined on the following pages:

- 1. A new decision-support product.** How the *NLCAHR Experts' Exchange* brought academic expertise and practical guidance to transformation planning.
- 2. A new collaborative approach.** How pre-consultations confirmed a new suite of CHRSP decision support products and yielded a thematic list of research priorities for the first years of the transformation process.
- 3. A new way to establish priorities.** How a Priority-Setting Meeting enabled CHRSP partners to assess, prioritize, and reach consensus on key areas for CHRSP decision support with ongoing collaboration to follow.
- 4. A new path to patient and community advice.** How new Research Exchange Groups will be established to support future CHRSP projects with the expertise of existing groups also being harnessed and a new partnership with NL-SUPPORT will connect CHRSP with a Public Patient Advisory Committee.

Three pillars of NLCAHR decision support were transformed in 2023



NEW in 2023
Transforming Decision Support at NLCAHR



1. A New Decision-Support Product: The NLCAHR Experts' Exchange



Background | The province of Newfoundland & Labrador is re-organizing health services to amalgamate four former Regional Health Authorities into one integrated health authority: NL Health Services. The new organizational structure came into effect on April 1, 2023. In June of 2022, senior leaders responsible for planning this transition through the NL Health System Transition Office (NLHSTO) advised NLCAHR about plans to deliver health services across five geographical zones: the Eastern Urban Zone, the Eastern Rural Zone, the Central Zone, the Western Zone, and the Labrador Zone. Of particular concern for these decision makers was how to develop “*integrating mechanisms*” that will establish province-wide standards, improve service delivery and access, and optimize health equity while achieving economies of scale and better coordinated

care delivery. For local decision makers, “*integration*” is a critical consideration— it refers to the need to create seamless access to care under one system: from primary care to acute care to tertiary care and other related healthcare services across the province.

The Approach | When NLCAHR’s director and staff met with NLHSTO leaders to discuss support for the transformation process, it was agreed that close collaboration between NLCAHR and the transition office would be a key way to connect the planning team with research evidence and expertise to inform decisions as they arise. The planning team indicated that their most immediate and pressing concern was related to developing integrating mechanisms that would cut across regions and link the five geographical zones. While the NLHSTO team already knew how other jurisdictions had created organizational structures and models, what was less clear was whether such decisions were based on expediency or on the basis of evidence. In an effort to inform the creation of our new provincial model on the basis of research evidence and expertise, NLCAHR proposed an Experts’ Exchange. The NLCAHR Experts’ Exchange on Health System Integration would be modelled on a CIHR *Best Brains Exchange*, offering the NLHSTO Team a chance to ask leading academic experts about developing “*integrating mechanisms*” to meet a dual challenge: (a) integrating health services across five geographical zones and (b) establishing provincial standards for healthcare programs, care approaches, and service access.

The Exchange | Hosted by the NL Centre for Applied Health Research on September 20, 2022, the inaugural NLCAHR Experts’ Exchange was a resounding success. The NLHSTO team obtained direct and timely feedback from leading national experts on a series of targeted questions about evidence related to health services integration, suggestions about proposed governance and organizational planning, and a list of contextual issues to consider prior to the roll-out of the new health authority.

The NLCAHR Exchange on Health System Integration was a one-day, virtual, in-camera meeting that included leading experts on health system organization, multi-disciplinary researchers and clinicians from Memorial University, province-wide representatives from the NLHSTO executive team and the NLCAHR director and staff. Officials from NLHSTO outlined the proposed organizational structure and potential integrating mechanisms for a new healthcare system. The experts then discussed the proposed plan and gained a clearer understanding of how NL decision makers envisioned the integrating mechanisms to work in this province. The experts and all participants had been given a series of key questions from the NLHSTO partners in

advance of the meeting. The facilitator posed these questions to the gathered group and asked the experts for evidence, feedback, and advice. At the same time, input from healthcare providers and faculty at Memorial University and health system decision makers contributed local context and insights in an open exchange. In the afternoon, breakout groups answered key questions as to the factors the NLHSTO team should think about as they attune these integrating mechanisms to the unique NL context. These discussions were organized on the following themes: The Newfoundland & Labrador Healthcare Context; Access to Care/ Health Equity; Value for Money; Indigenous Health; and Governance.

The Experts | Three leading national and provincial experts provided advice and guidance at the NLCAHR Experts' Exchange on Health System Integration:



Dr. Jean Louis Denis, Canada Research Chair in Governance and Transformation of Health Organizations and Systems (Tier 1)

Jean Louis Denis, Ph.D., FCAHS, MRSC is principal scientist with the Centre hospitalier de l'Université de Montréal (CHUM), a professor at the School of Public Health, University of Montreal, and holds a Canada Research Chair in Governance and Transformation of Health Organizations and Systems (Tier 1). His research includes studies on Governance and transformation of health organizations and systems, role of knowledge and research-based evidence in health reforms, roles of professionals in the management of healthcare organizations, organizational innovations and health policies.



Dr. Anne Snowdon: Chief Scientific Research Officer | Healthcare Information and Management Systems Society (HIMSS) Analytics Canada

Dr. Anne Snowdon has dedicated her career to producing research and advancing innovation to improve the health and wellbeing of Canadians. As Professor and academic chair of the World Health Innovation Network at the University of Windsor's Odette School of Business, Snowdon provides collaborative opportunities to advance population health and accelerate health system innovation. Dr. Snowdon is the Vice Chair of the Board of the Directors for Alberta Innovates, Chief Scientific Research Officer at HIMSS Analytics, and member of the

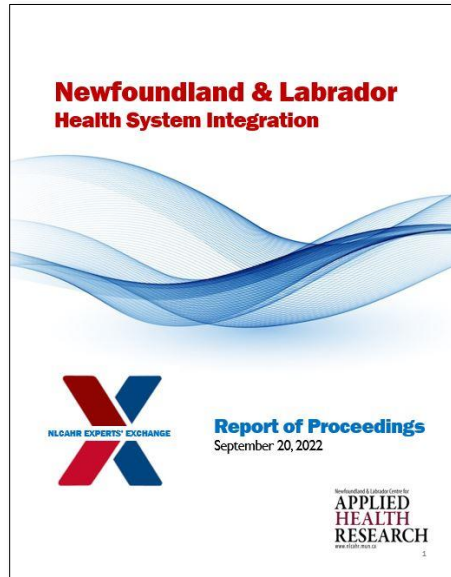
Health Futures Council of Arizona State University (ASU). She is Adjunct Faculty at the Department of Computer Science at the University of Windsor, the School of Nursing at Dalhousie University and the Centre for Innovative Medical Technology (CIMT), at the University of Southern Denmark.



Dr. Victor Maddalena: Associate Professor in Health Policy and Health Services Delivery, Community Health and Humanities, Faculty of Medicine, Memorial University of Newfoundland

Dr. Victor Maddalena, BN, MHSA, Ph.D., has focused on one overarching research question throughout his career: *"Who is not well served by our healthcare system?"* The most vulnerable in society are particularly at risk of not being well served and they often experience poor health outcomes. Dr. Maddalena has served as a consultant to government agencies and health organizations on a wide range of health policy issues, including: strategic planning, health human resources policy, primary health care, and health systems. His research interests are in the areas of health human resources, health systems governance, assessing and

servicing the health needs of vulnerable populations and palliative and end of life care. He seeks to give voice to the most vulnerable in our society and to use research as a means to influence policy change. He is co-author of Newfoundland & Labrador- A Health System Profile a publication of University of Toronto Press.



The Report | On September 20, 2022, NLCAHR published a comprehensive final report of the Experts' Exchange Proceedings which was shared with all participants. The report included detailed guidance, references, and contextual considerations. The NLHSTO team was asked to consider these key messages from the Exchange in developing integrating mechanisms across NL:

Be patient. The transformation of a provincial health system will take a long time to mature.

Know what you hope to achieve. Set clear outcome priorities and use them to create purpose and clarity about where you want to go, what success will look like, and what data is needed to assess your success. Be clear about what you want to govern. Health? Clinical excellence? Establish clear governance priorities for the first three years.

Look at your capacities categorically. Assess Political Capacity (mechanisms for decision making), Analytic Capacity (analysis, IT), and Operational Capacity (how are services delivered?) and ensure these capacities are established across the new governance structure to create a robust organizational framework.

Measure your progress. Clear outcomes will determine what data is needed to measure success. Performance evaluation should be kept simple. Base your evaluation on a few key priorities. In a long-term process of change, metrics will change over time. Starting out, target key metrics such as: Access to care; Workforce engagement; Quality and Safety; and Cost.

Make the process data-driven and evidence-informed. It is important to bear in mind that different system stakeholders will use data and evidence differently. Work to harmonize key metrics for success and the methods used for data capture.

Focus on patient experience and patient pathways. Ensure that proposed changes have demonstrable positive impacts for the people and communities you serve.

Focus on workforce engagement. The health system workforce is fragile right now. Be sure to involve health workers in any changes that will have an impact on their work. The new system will need to support its workforce, enable them to make decisions, and respect their expertise.

Be prepared to experiment. Experimentation is at the heart of a learning health and social system in which engagement is harnessed to create change and improvement.

Empower people to govern healthcare locally, within each region. Give each geographical zone the chance to define its own goals and to focus on local needs and priorities.

Reconsider the structure of health boards. Because health boards are often composed of social elites at the exclusion of the most vulnerable, consider alternatives: think about establishing strong and inclusive advisory bodies within each geographical zone.

Communicate effectively. Tell all stakeholders: "Here is our plan. Here is where you fit in. Here's what we want to hear from you."

2. A New Collaborative Approach: Pre-Consultations

The Vision | Throughout the fall and winter of 2022-2023, CHRSP began a new collaboration with health system and government stakeholders from across the province to review the kinds of decision support products that would best support health system transformation and to ascertain the research themes that partners anticipated would require decision support in 2023 and 2024.

These pre-consultations and a pursuant provincial priority-setting meeting were envisioned as first steps in a new process for CHRSP—one with more health system and patient consultations to follow throughout the year and through the transformation process beyond. CHRSP researchers will continue to work with our partners across the province to develop specific projects according to the needs identified through these pre-consultations and will work on these projects as needs evolve. This approach is more flexible and responsive in contrast to the annual CHRSP topic identification method used in the past that yielded a consensus shortlist of 5 topics at the beginning of each fiscal year. It is hoped that this new approach will both increase output for CHRSP decision support throughout the year and enable CHRSP to respond quickly to hot-button issues, as they arise.

The Products | Our pre-consultations revealed that the 18-month timeframe required for CHRSP to produce a contextualized evidence synthesis (known as the CHRSP *Evidence in Context* report) might be both too resource-intensive and too protracted to meet evolving demands for rapid decision support throughout the transformation. Ultimately, CHRSP proposed, and our partners agreed, that CHRSP will concentrate its efforts on expedited health evidence reports and decision support/ guidance in the coming years:

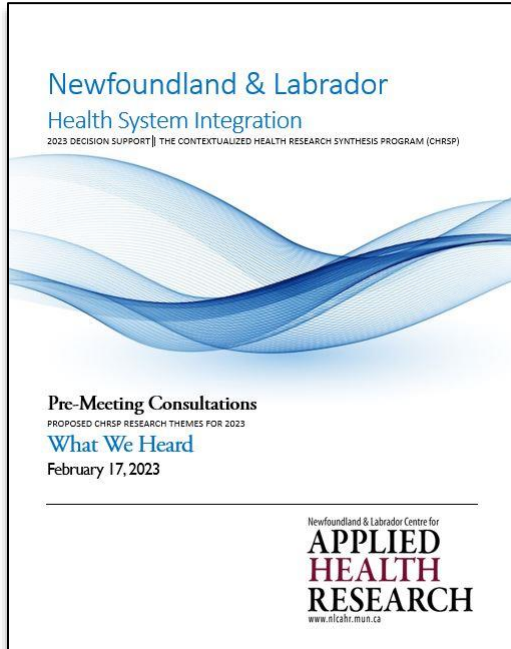
Health Evidence Reports:

- *Rapid Evidence Reports* (evidence, appraisal, key findings, contextual considerations)
- *Rapid Decision Support* (brief summaries of abstracts and hyperlinks to publications and relevant evidence and resources on issues for which such information will help inform planning teams)
- *NLCAHR Scoping Reviews* (summary of articles including strengths, weaknesses and evidence gaps, without critical appraisal, and a reference list.)

Decision Support and Guidance:

- *NLCAHR Experts' Exchanges* (leading experts answer critical questions and advise planning teams)
- *Snapshot Reports* (jurisdictional scans of practices, programs, or policies used elsewhere that might be adapted for use here in Newfoundland and Labrador)
- Focus Groups with Patients/Caregivers/ Research Exchange Groups to support contextualization and gain patient and caregiver perspectives on proposed changes to care delivery.

The Approach | In advance of a province-wide priority-setting on March 1, 2023, CHRSP researchers hosted a series of pre-consultation meetings throughout February, 2023 with leaders of the four former Regional Health Authorities, the Department of Health and Community Services, the Department of Children, Seniors, and Social Development and the NL Health System Transition Office to discuss their anticipated decision-support requirements during the health system transformation. We envisioned that what we learned through these pre-consultations would form the basis for a provincial priority-setting exercise scheduled for March 1, 2023.



The Report | Our health system partners told us about anticipated decisions that would benefit from accessing research evidence or having an understanding of leading practices to support planning throughout the transformation. When asked “what keeps you up at night?” our partners spoke about challenges and concerns related to a smooth transition from four health authorities into one. CHRSP researchers re-framed those challenges as potential decision-support questions and grouped them thematically in a comprehensive “What We Heard” report. Furthermore, CHRSP asked decision makers to tell us what practices, programs or policies they hoped to retain through the transition, or about any programs they were concerned might be lost — a common consequence of organizational restructuring in many sectors. Opportunities to retain/expand successful approaches were outlined in the report appendix.

Ultimately, seven thematic categories emerged as the most commonly-cited areas requiring research support. In the report, CHRSP researchers outlined each of these themes in detail, including the key areas of inquiry within each category.

1. The Restructuring Process (decision making, design, implementation)
2. Provincial Health Authority Organization (strategic planning, consultation, policy)
3. Intra-Health System Communication (effective strategies, inclusiveness, measuring success)
4. Public Engagement & Communication (inclusivity, managing expectations, measuring results)
5. Health Human Resources (recruitment, retention, burnout, fatigue, engagement)
6. The Learning Health and Social System/Health Information (embedding knowledge into practice for continual improvement, systems integration, data requirements, measurement)
7. Healthy Aging/Care of Older Adults (aging in the right place with the right support, rural/urban inequities, acute and long-term care, quality of life, ageism, social determinants of health)

In the report appendix, CHRSP provided a list of current practices, programs, and policies that health system partners wanted to see retained as the provincial healthcare system is transformed.

The Shortlist | Recognizing that prioritizing research and decision support across seven broad themes would be too ambitious for a one-day meeting, CHRSP circulated the “What We Heard” Report in advance of the March 1st meeting and asked health system and patient partners to identify their top three choices from the long list above. Voting was tabulated and four topics emerged as the top priorities for discussion at the March 1st meeting:

1. Health Human Resources
2. The Learning Health and Social System/Health Information
3. Healthy Aging/Care for the Older Adult
4. Public Engagement & Communication

On March 1st, each of these themes was carefully assessed and prioritized to ensure that CHRSP’s forthcoming work will align with health system needs and the timing for implementation plans.

3. A New Way of Setting Priorities

The Approach | On March 1, 2023, NLCAHR facilitated a province-wide CHRSP Priority-Setting Meeting, hosted by the NL Health System Transition Office, to determine research areas that would be deemed most important for CHRSP decision support in 2023-2024.

The Purpose | Health system stakeholders and patient partners discussed prioritizing research themes and potential areas of inquiry in the four key areas identified as leading priorities after CHRSP's province-wide pre-consultations:

- Health Human Resources
- Healthy Aging/Care for the Older Adult
- Learning Health and Social System/Health Information
- Public Engagement & Communication

The People | Key decision makers and patient partners attended the meeting together with a team from the Faculty of Medicine and NLCHI. Health system and patient partners voted on priorities while others participated in an observational capacity or to contribute their expertise to the discussions.

Voting Participants¹

NL Health System Transition Office

Dave Diamond, CEO
Ron Johnson, COO
Gaitane Villeneuve, Communications
Wayne Miller, Executive Analyst
Murray Doucette, Physician
Recruitment and Retention Lead

Dept. of Health & Community Services

John McGrath, Associate Deputy
Minister
Gillian Sweeney, ADM, Population
Health and Wellness
Donna Roche, Director of Policy and
Planning

Dept. of Children, Seniors, and Social Development

Alan Doody, Deputy Minister
Tracey English, Associate Deputy
Minister
Henry Kielley, Director of Seniors and
Aging, Adult Protection

Eastern Health

Kenneth Baird, CEO
Debbie Walsh, VP, Clinical Services
Liam Kelly, Regional Director, Research
& Innovation
Scott Bishop, VP, Corporate Services
Judy O'Keefe, VP, Clinical Services
Cindy Whitten, Clinical Research
Scientist, Manager of Applied Health
Research, Department of Research and
Innovation

Collette Smith, VP, Clinical Services and
Human Resources

Central Health

David Carroll, VP, Clinical Services
Joanne Pelley, VP, Integrated Health
Amy Folkes, Director of Quality,
Planning and Performance
Craig Davis, VP, People and
Transformation
Joanna King, Planning Coordinator

Western Health

Teara Freake, VP and COO
Darla King VP, Transformation &
Wellbeing
Mariel Newell, Regional Director
Planning and Performance
Tracey Wells Stratton, Regional
Manager, Research and Evaluation
Brendan Lewis, Chief of Staff, Western
Memorial Regional Hospital

Labrador-Grenfell Health

Heather Brown, CEO
Donnie Sampson, VP, People &
Development

Antoinette Cabot, VP, Clinical Services

Patient and Family Partners

Tanya Kennedy Wall
Allan Skanes

Non-Voting Participants

Health Accord NL

Patrick Parfrey, Deputy Minister, Health
Transformation

Learning Health and Social System

Brendan Barrett, PI, NL SUPPORT,
Clinical Lead, Quality of Care NL

NL Center for Health Information

Kendra Lester, Manager, Data and
Information Requests

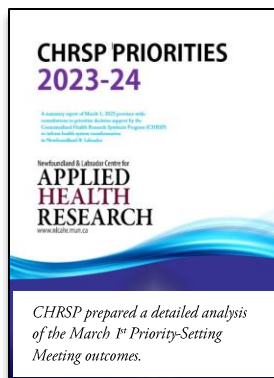
Faculty of Medicine, Memorial University

Margaret Steele, Dean
Reza Tabrizchi, Vice-Dean, Research &
Graduate Studies
Laurie Twells, Assistant Dean, Clinical
Research, Research & Graduate Studies
Anne Dorward, Associate Dean,
Graduate Studies
Brenda Wilson, Associate Dean, Division
of Community Health and Humanities

Newfoundland and Labrador Centre for Applied Health Research

Rick Audas, Director
Rochelle Baker, Manager,
Communications, Partnerships and
Research Exchange Groups
Pablo Navarro, Senior CHRSP Research
Officer
Sarah Mackey, CHRSP Research Officer
Colin Walsh, CHRSP Research Officer
Tyrone White, Manager, Finance and
Administration

¹ Many of the titles and positions shown have changed since March 1, 2023 as people have moved into new roles with NL Health Services.



Establishing Priorities | Voting participants were divided into three breakout groups, each of which had representatives from across stakeholder organizations. To ensure that voting results would reflect consensus among all stakeholder groups with no one organization having any more votes than any other, CHRS P tabulated a consensus score for each theme from each of the following organizations (i.e. one organization= one vote): Department of Health & Community Services, Department of Children, Seniors and Social Development, The NL Health System Transition Office, Eastern Health, Western Health, Central Health, Labrador-Grenfell Health, and Patient Advisers. Participants in the breakout sessions discussed each of the themes in detail, with input from academic and NLCHI partners. They then assigned each of the four themes a score under five prioritization criteria:

Contribution to a Successful Transition:

Would research in this area:

- align with health system transition strategic planning or legislative requirements?
- support implementing NL Health Accord Calls to Action?
- help decision makers, healthcare workers, patient groups, or client advisers in transition planning?

Impact on Decision Making:

Would research in this area:

- provide evidence for an actionable decision or has a decision already been made?
- support an area in which the health system has the capacity to change practice, programs, or policies?
- impact decisions about resource allocation? (e.g., human, material, financial)
- impact any related decisions that have to be made in the coming year(s)?

Urgency:

- Is the timeline for work in this area flexible or is there a firm deadline for this work?
- Will some policy/ process need to be in place before this research theme can be addressed? Conversely, is evidence in this area required for an early process in the transition that will need to take place before next steps are taken?
- Will the need for additional resources impact the timeliness of research in this area? (e.g., Funding? Strategic Partnerships? Human Resources?)

Patient and Public Impact:

- How will this research theme impact patients and the public? (e.g., patient safety? other patient outcomes? population health outcomes? public opinion issues?)
- Who will be most impacted by research in this area? How many people?
- Will evidence related to this research theme improve health equity throughout the province (rural/urban divide, population demographics?)

Opportunities for Funding/Partnerships/Engagement:

- Would this theme connect with possible research/ project funding opportunities?
- Can you identify the partners required for work on this research theme? (e.g., opportunities for collaboration with various stakeholders? interdisciplinary collaboration?)
- Does this research theme support relationship-building within the health system? Within communities? Among health and community sectors? With patient and caregiver partners?

Overall scores for each theme were tabulated and reported at the meeting with a detailed analysis of scores across categories and prioritization criteria being assessed and reported to participants after the meeting.

The Questions | In addition to deciding on top priorities for CHRS P research, participants were asked to identify what they considered to be key research questions related to each of the broad themes under discussion. The following questions emerged as being important to stakeholders:

Health Human Resources

- How do we determine whether Human Resource shortages require closing or changing a service?
- What strategies are effective in recruitment and retention of the *full range* of healthcare workers in NL?
- How can we foster and maintain healthcare worker engagement and motivation, given overwork and crisis fatigue?

Healthy Aging/Care for the Older Adult

- What strategies or best practices for community-based models of care have jurisdictions similar to NL implemented, especially rural and remote contexts with high dependency ratios and outmigration trends?
- What strategies and best practices address medical transportation models for older adults living in rural and remote settings? Should we support moving older adults to receive health services or should we use mobile clinics to bring health services to older adults?
- What strategies and best practices provide alternative models of care that are feasible, equitable, and acceptable to rural regions and regions with healthcare worker shortages?

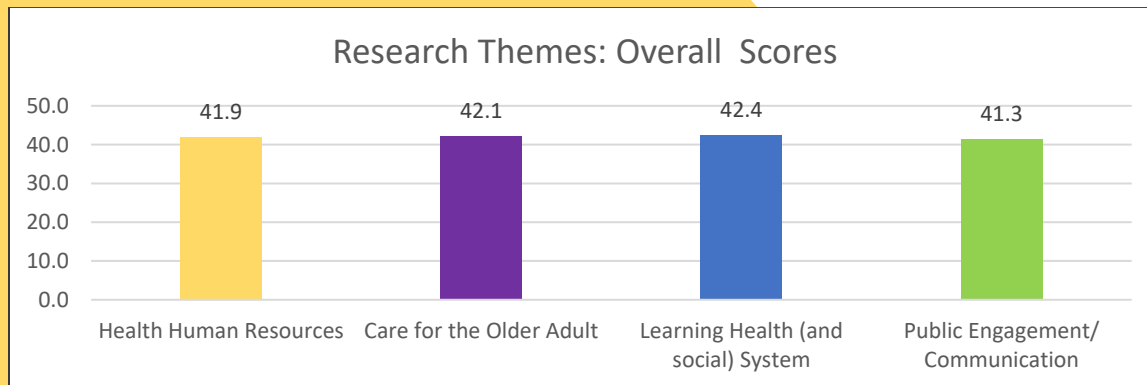
Learning Health and Social System/ Health information

- What approaches will help us to work effectively across health and community sectors to embed knowledge into practice for continual improvement?
- How can we make health information data available to inform decision making throughout the health system, from administrative decisions regarding policy and programs, to patient-level data to inform clinical practice?

Public Engagement/ Communication

- What research evidence is available to inform the structure and governance of Regional Health Councils?
- What research evidence is available to inform the structure and function of Regional Wellness Networks?

What Priorities Emerged? | As the table below shows, the scores were extremely close across all thematic categories- too close to determine a top priority. The priority-setting exercise revealed that health system and patient partners consider research and decision support in *all four priority research areas* as being necessary to support a successful health system transition in Newfoundland & Labrador.



Average overall combined prioritization criteria scores for each research theme based on the average scores from each voting group

Given the closeness of the vote, the process will now involve further consultations between NLCAHR and its stakeholder partners to identify specific projects, to finalize the methodology, and to establish schedules and resources for the upcoming year(s) of work.

At the time of writing, CHRSP is collaborating with the NL Health Services Transformation Leadership Team and with its government partners to refine research requirements for studies in 2023-2024 that will support health human resources decisions, learning health and social system planning, approaches for care of older adults, and the establishment of new Wellness Networks.

4. A new pathway to patient and community advice.



Members of the NL SUPPORT
Public Patient Advisory Council
(not all members are pictured)

(photo source: <https://nlsupport.ca/patients-public/patient-advisory-council/>)



New Patient and Caregiver Advisers

In work being led by CHRSP Research Officer Sarah Mackey, NLCAHR has developed a new mechanism for working with patients and caregivers by partnering with the [Public Patient Advisory Council](#) of the Newfoundland and Labrador Support for People and Patient-Oriented Research and Trials Unit (NL SUPPORT).

Working with this group on future CHRSP projects will provide researchers with access to a large, robust, and engaged council of up to 25 patients from across the province.

NLCAHR has asked the members of its former CHRSP Patient and Caregiver Advisory Council to join the larger NL SUPPORT council, thereby creating a much larger pool of advisers.

In addition, we plan to continue consultations with members of the Research Exchange Groups for CHRSP studies that align with group interests. We are hopeful that by expanding our access to patient and caregiver consultants, CHRSP will develop a more robust and engaged process for input and feedback on our work.

In Spring of 2023, NLCAHR began recruiting participants for two new Research Exchange Groups that align with key priority research themes identified by our partners. These new groups will provide support and advice to CHRSP researchers over the coming years and an important resource to support local research and practice capacity and collaborations across the province.

The Research Exchange Group on the Learning Health & Social System | Establishing a Learning Health and Social System in Newfoundland and Labrador will embed knowledge generation into daily health and community practice to produce continual improvement in healthcare and social services— a key pathway to health and healthcare transformation. To support this strategic priority, NLCAHR is establishing a new Research Exchange Group on the Learning Health and Social System which will be co-convened by Dr. Brendan Barrett, Clinical Lead of Quality of Care/Choosing Wisely NL, LHSS committee lead at NL SUPPORT, and by Dr. Robert Wilson, Manager of Quality of Care NL, Scientific Lead at NL SUPPORT.

Together with the team here at NLCAHR, the conveners will establish a forum to share research knowledge and to learn more about the perspectives of others. The group will include patients, caregivers, community and private sector organization representatives, university faculty, staff, and learners, health system partners, and participants working in government. This group will discuss research and practice knowledge;

share lived experience and community knowledge; and build capacity for collaboration to support a Learning Health and Social System in this province. The voices of our community partners will be especially welcome as we strive to integrate health services delivery with the work already happening in our communities to improve the social determinants of health. At the time of writing, 79 people have signed up to participate in this new exchange. Not only will this group be a key resource to support CHRSP research projects, it will also help develop health system and community capacity to initiate a variety of collaborative research and programming related to the Learning Health and Social System in the coming years.

The Research Exchange Group on Health Human Resources

The recruitment and retention of care providers poses a key challenge to health and healthcare sustainability in Newfoundland and Labrador. When one considers the worldwide shortage of healthcare workers and the need for access to community and hospital services across this province, the need for innovative solutions is further underscored. Health human resources issues are complex and multi-faceted and are linked directly to work-life balance, workload, burnout, and quality of care. Access to education and professional development are also important factors in workforce recruitment and retention. Multiple actions will be required to improve the availability and retention of human resources in health- across all disciplines. NLCAHR has, at the time of writing, recruited 60 participants for a new Research Exchange Group on Health Human Resources to explore research and policy making related to these issues.

The new group will be convened by Dr. Rick Audas, health economist and NLCAHR director and will provide participants the chance to exchange research and practice knowledge; to uncover new strategies designed to improve health workforce retention and engagement and to support the ongoing recruitment of new health workers to the province. In addition, the group will be a forum to share lived experience and community knowledge and to build capacity for collaboration and partnerships. Perspectives from healthcare workers and patients will be especially important as we strive to uncover key issues and identify knowledge gaps, to include lived experience in research, and to create new research, practice and policy directions that will support improvements in health human resource capacity where they are most needed, ultimately increasing worker satisfaction and improving patient outcomes across the province.



A new NLCAHR Research Exchange Group on Health Human Resources will help to build capacity in the province for research and informed public policy making related to this priority issue.



Research



Research Activity 2022-2023

The Contextualized Health Research Synthesis Program (CHRSP)

About CHRSP | An innovative and nationally-recognized program, CHRSP engages directly with partners from government, the health system, and community, as well as working with patient and community advisers who identify topics for study based on the need for evidence to inform decisions. These partners then work in collaboration with CHRSP researchers on studies that will address their stated priority concerns. By asking community and health system partners to identify their own priorities and to participate directly in the research from start to finish to uptake, CHRSP has been described as the gold standard of Integrated Knowledge Translation— a method that fully integrates knowledge users in research process.

CHRSP's high level of health system participation has resulted in a correspondingly high level of uptake for the findings of its reports. CHRSP studies have directly informed a number of policy and practice directions.

Productivity in 2022-2023 | CHRSP published six reports for its health system partners this year: three publications related to the outcome of collaborations on the transformation process (Report on Experts' Exchange/ Integrating Mechanisms, Report on Pre-Consultations, Report on Priority-Setting), two CHRSP research studies, outlined below, were also completed, together with an end-of-funding report commissioned by Mental Health Research Canada on the impacts of COVID-19 on family and youth mental health across Canada.

At the time of writing, the two remaining studies from the 2022 round are set to be published by the fall of 2023. CHRSP's productivity was particularly notable this year, given that its work also included developing new strategic approaches and methodologies, working on a CHRSP methodology manual for new staff, and considerable partnership consultations to identify priorities, to assign new CHRSP Champions and patient advisers, and to organize an inaugural NLCAHR Experts' Exchange.

New CHRSP Health System Leaders and Champions for 2023-2024 | A key component of our work this year has been a re-structuring of the CHRSP partnership with the healthcare system in an effort to align CHRSP with the partners who are leading the transformation planning and who work directly within the four areas identified as health system research priorities in March of 2023.

We welcome the following leaders and Champions into our new CHRSP collaboration:

Health System Leaders

John McGrath, Deputy Minister, Department of Health & Community Services
 Alan Doody, Deputy Minister, Department of Children, Seniors and Social Development
 David Diamond, President and CEO, Newfoundland and Labrador Health Services

NL Health Services: Chief Operating Officers

- Ron R. Johnson, VP COO, Eastern Urban Zone
- Debbie Walsh, VP COO, Eastern Rural Zone
- Joanne Pelley, VP COO Central Zone
- Teara Freake VP COO Western Zone
- Antionette Cabot, VP COO Labrador-Grenfell Zone

New CHRSP Champions

Newfoundland and Labrador Health Services Transformation Leadership:

- Kenneth W. Baird, VP Transformation- Transition
- Cassie Chisholm, VP Transformation- Primary Healthcare
- Darla King, VP Transformation-Wellbeing
- Kelli O'Brien, VP Transformation- Learning Health and Social System

Health Human Resources Research Theme

- Cassie Chisholm, VP Transformation- Primary Healthcare, NLHS
- Debbie Molloy, VP Health Human Resources, NLHS
- Murray Doucette- Physician Recruitment Lead, NLHS
- Krista Peach, Senior HR Consultant, NLHS
- Megan Hayes, ADM of Health Professional Recruitment and Retention, DHCS
- Carla Whittle, Director of Health Professional Recruitment and Retention, DHCS
- Jeannine Herritt, ADM of Regional Services, DHCS
- Andrew Wells, Manager of Health Workforce Planning, DHCS

Learning Health & Social System Research Theme

- Kelli O'Brien, VP Transformation- Learning Health and Social System, NLHS
- Stephen Greene VP Digital Health, NLHS
- Lisa Pottle, NL Centre for Health Information, NLHS
- Donna Roche, Director of Data Governance and Privacy, DHCS
- Renee Ryan, Director of Social and Economic Wellbeing, DCSSD

Care of the Older Adult Research Theme

- Darla King, VP Transformation-Wellbeing, NLHS
- Deena Waddleton, Director of Seniors' Health Care, DHCS
- Henry Kielley, Director, Seniors & Aging and Disability Policy, DCSSD

Public Engagement Research Theme

- Lynette Oates, Chief Communications Officer, NLHS

Public, Patient, and Context Advisers

As noted previously, CHRSP will work this year with patient and caregiver members of the NL SUPPORT Public and Patient Advisory Committee. In addition, we will continue to draw on the perspectives of participants in our Research Exchange Groups Program for contextual focus groups and as valued community partners.

Thanking our 2021-2022 CHRSP Health System and Patient Partners | We appreciate the contributions of the many dedicated health system partners who worked with CHRSP in 2022 to identify and prioritize topics for study, to serve on research teams, and to assist in the dissemination and uptake of report findings. Many of these partners will continue to work with us in the coming years as the system transformation gets underway. We thank the following Health System Leaders and Champions from the former Regional Health Authorities for their dedication to evidence-informed decision making in partnership with CHRSP:

Judy O’Keefe, Eastern Health
 Cindy Whitten, Eastern Health
 Andrée Robichaud, Central Health
 Joanna King, Central Health
 Craig Davis, Central Health
 Keith Parsons, Central Health

Michelle House, Western Health
 Mariel Parcon, Western Health
 Tracey Wells-Stratton, Western Health
 Heather Brown, Labrador Grenfell Health
 Nadine Calloway, Labrador-Grenfell Health
 Niyanta Watal, Labrador-Grenfell Health

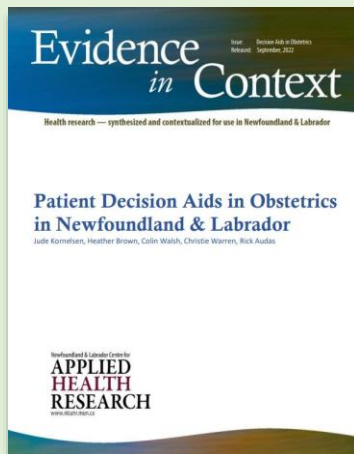
We also extend appreciation to the following members of the 2022 CHRSP Patient and Caregiver Advisory Council for their contributions to CHRSP:

Judi Burgess, St. John’s
 Brenda Critchley, Sandringham
 Jon Dalton, St. John’s
 Paula Rolfe, Corner Brook

Ian Simpson, Corner Brook
 Janet Skinner, Happy-Valley- Goose Bay
 David Tutton, Holyrood

Research Publications in 2022-2023

This year, in addition to three reports to support the NL Health System Transition Office (see “Transformation” chapter commencing on page 10) CHRSP researchers completed the following projects from the 2022 round of topic selection and took on special projects from external funders.



Authors: Jude Kornelsen, Heather Brown, Colin Walsh, Christie Warren, Rick Audas

Patient Decision Aids in Obstetrics | *Evidence in Context Report* “How do Patient Decision Aids affect patient knowledge and decisional conflict when patients and their caregivers engage in shared decision making within the childbearing year?”

[Link to report](#)

Background | Research suggests that when pregnant patients and their care providers share in decision making and account for patient needs and values, the shared approach can help resolve conflict and tension for both patients and their care providers. Overall, care of pregnant people is improved when clear information is presented through a balanced, comprehensive and standardized approach. One such approach to shared decision making is known as Patient Decision Aids (PDA).

Patient Decision Aids are tools to help people make decisions. They take patient values and priorities into account alongside any clinical considerations. PDAs are especially useful in supporting complex decisions in cases where the scientific evidence about available options might be limited.

Research Approach | CHRSP researchers worked with Health System Leader Heather Brown, CEO of Labrador-Grenfell Health, and with Subject Matter Expert Dr. Jude Kornelsen from University of British Columbia to synthesize the systematic review literature on this topic. The findings of the evidence synthesis were then shared with local advisers who helped identify the contextual factors that might impact the feasibility, acceptability and equity of PDAs— factors that decision makers will need to bear in mind as they attune the research evidence for use in Newfoundland and Labrador. Context advisers for this study included a focus group of the NLCAHR Research Exchange Group on Midwifery and Maternal Health.

Key Findings

The following key messages summarize the relevant findings from the systematic review evidence in this report:

- Patient Decision Aids tend to improve patient knowledge of obstetrics topics.
- Patient Decision Aids tend to reduce patient uncertainty (decisional conflict) about the preferred course of action in pregnancy.
- There are mixed findings about patient anxiety and satisfaction after using Patient Decision Aids, with some research suggesting improvements (i.e., reduced anxiety and greater satisfaction), and other research indicating that PDAs had no effect on these outcomes.
- Although we found little evidence about the impact of PDAs on informed decision making; limited research suggests that PDAs lead to better-informed patient decisions.
- While most of the formats that are used to provide PDAs were reported as effective, computer-based PDAs were found to be the most effective.
- PDAs are consistently effective in most pregnancy scenarios, except when used for decisions about prenatal screening.

Improving Transportation to Primary Healthcare in Rural NL | *Snapshot Report*



“Given that equitable access to healthcare is a priority concern in this province, what programs have been implemented in other jurisdictions to improve access to primary care (apart from virtual care or telehealth) for people facing transportation barriers?”

[Link to report](#)

Background

Newfoundland and Labrador has a highly dispersed population living across a vast geography. Transportation challenges in accessing primary care are exacerbated by geography, by high rates of chronic disease, and by an

aging population. Given that equitable access to healthcare is a priority concern, our health system partners asked CHRSP to tell them how other jurisdictions have implemented programs (apart from virtual care or telehealth) to improve access to primary care for people facing transportation barriers. CHRSP Research Officer Colin Walsh undertook a jurisdictional scan highlighting 22 such programs, including Mobile Clinics (bringing the care provider to the patient) and Transportation Programs (bringing the patient to the care provider). The jurisdictions included in this report were chosen on the basis of their comparability to the Newfoundland and Labrador context. They include other Canadian provinces, the United Kingdom, Australia, the United States, and Ireland.

Key Findings:

Common features of Mobile Clinics include:

- Providing a variety of primary care services to rural areas, including check-ups or physicals, chronic disease care, health promotion, and education;
- Generally having at least one of the following professionals providing care: a Registered Nurse, a General Practitioner, or a Nurse Practitioner;

- Often targeting Indigenous populations;
- Having a wide variety of partners providing financial support.

Common features of Transportation Programs include:

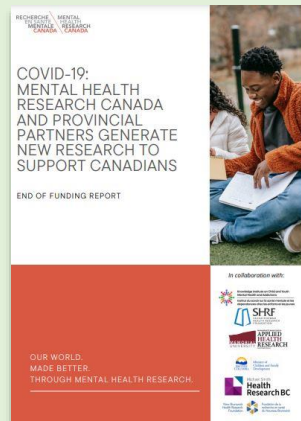
- Providing access to transportation services to underserved areas and/or to those who cannot access transportation (e.g., those with physical or functional disability, aging individuals, and low-income individuals);
- Providing accessibility services such as wheelchair access and free access for support persons and/or service animals;
- Offering flexibility in pick-up/drop-off, either as a door-to-door service or by allowing routing adjustments to accommodate passengers;
- Often offering transportation and/or reimbursement for any type of travel, although some programs require a rationale for travel with medical appointments being the most commonly accepted reason;
- Tending to be government funded at municipal, provincial or federal levels without the expectation of recovering operating costs.

Uptake of Findings:

After this *Snapshot* report was disseminated to decision makers in the health and community services system, the provincial government announced plans to introduce mobile health clinics that will travel around the province and provide access to a family doctor or nurse practitioner to help fill gaps in access to healthcare in NL. Two mobile clinics will be launched later in 2023 with more set for launch in 2024.

Special Project: Mental Health Research Canada

Since 2020, CHRSP researchers have been collaborating with the team at Mental Health Research Canada (MHRC) on initiatives in response to the COVID-19 global pandemic. In March 2020, MHRC conducted an ongoing series of national surveys to track the status of Canadians' mental health during the pandemic, creating the largest and most comprehensive collection of population-level data on mental health currently available for Canada. NLCAHR helped to support logistics for this initiative here in Newfoundland and Labrador. The second MHRC initiative involved creating a multi-province research funding opportunity to explore the mental health impacts of COVID-19 for children, youth, and families in select jurisdictions across Canada. This year, NLCAHR supported this project by preparing the end-of-funding report on behalf of MHRC. We congratulate Pablo Navarro, Senior Research Officer at NLCAHR, for his close collaboration with MHRC and for authoring the end-of-funding report which was released in Spring 2022.



[Link to report](#)

Research Now in Progress:

The following CHRSP reports are in the final draft stage at the time of writing:

- **Preventing Infections Associated with Opioid Use** | *Expedited Evidence in Context Report. Final draft now completed. Report will be published in September, 2023.*
- **Chronic Pain Management** | *Rapid Evidence Report. Final draft in progress. Report will be published in October, 2023*

The following research projects, funded by external partners, are also being undertaken by NLCAHR's director and staff this year:

- **An Underrepresented, Undervalued Workforce: Understanding and Supporting Quality of Work Life in Long-term Care.** *CIHR Project Grant.* Dr. Rick Audas is the Co-Principal Investigator in an Atlantic Canadian study led Dr. Janice Keefe, Professor and Chair of the Department of Family Studies and Gerontology at Mount St. Vincent University, Lena Isabel Jodrey Chair in Gerontology, and Director of Nova Scotia Centre on Aging. The project seeks to understand how the conditions of work in LTC may affect the conditions of care of the residents and will assess how work environment impacts the quality of work life (QWL) of staff in LTC and ultimately, resident quality of care outcomes in Atlantic Canada. This work is being funded by the Canadian Institutes for Health Research- Institute on Aging.
- **Transition House Association of Newfoundland and Labrador (THANL) Study.** NLCAHR has partnered with THANL to study the data collection frameworks currently implemented in violence against women shelters across the province. A data collection framework consists of the processes that are used for data collection and then looks at how data is employed for analysis, reporting, and other uses. The project, being carried out by graduate student researcher Senem Gozel with CHRSP Research Officer Pablo Navarro, will study potential barriers and facilitators to changing data frameworks either to a standardized system or to a system that includes a shared framework of measures that are consistent across all shelters. Our partnership will produce training resources for any transition to a new data collection framework, as well as a logic model and evaluation plan for the transition process. This research project was initiated in Spring 2023 and is expected to be completed in Winter 2024.



Engagement



Research Exchange Groups

The NLCAHR Research Exchange Groups engage with our communities to build bridges among community, academic, and healthcare system partners, and to build research capacity in an open knowledge exchange. The program has been growing year after year since 2008 in terms of overall public engagement. The combined total membership in the program has reached 1,849 with 304 new members joining the program this year. The groups include academic researchers and students, health professionals, decision-makers, community group members, patients, and caregivers who share a common interest in a variety of applied health research topics.

2022-2023 Research Exchange Groups

1. Attention Deficit and Hyperactivity Disorder (ADHD)
2. Aging
3. Autism
4. The Arts & Health
5. Bullying and Health¹
6. Chronic Disease
7. Cost & Value in Healthcare
8. Eating Disorders, Disordered Eating & Body Image
9. Gender, Sexuality, and Health
10. Global Health¹
11. Harm Reduction & Critical Drug Studies
12. Horticultural Therapy
13. Human-Animal Interaction & Wellness
14. Indigenous Health
15. Mental Health
16. Midwifery & Maternal Health
17. Military Families' & Veterans' Health
18. Oral Health
19. Palliative and End-of-Life Care
20. Rural Health¹
21. Service Learning and Community Engagement

New Groups commencing activities in Fall 2023:

22. Health Human Resources
23. The Learning Health and Social System

In 2022, these Research Exchange Groups took a voluntary hiatus. Conveners are now working with NLCAHR on plans for 2023-2024.

A real highlight this year was the President's Award for Public Engagement being granted to an arts-based gardening program established by the Research Exchange Group on Horticultural Therapy (see page 46).

Presentations this year included a community showcase on mental health programs and services, a presentation from the Scientific Director of the CIHR Institutes of Aging, a consultation with the Veterans' Ombudsperson for Canada, practitioners sharing innovative approaches to supporting Autistic people and their families, participation in the 2022 CADDRA (Canadian Attention Deficit Disorder Research Alliance) Conference, capacity building for a provincial social prescribing framework, support for a provincial taskforce on perinatal mental health, and a discussion about culturally safe Indigenous healthcare in NL, to name just a few.

Two new groups will align with provincial priorities for research on health human resources and the learning health and social system.

Some groups that had chosen to take a temporary hiatus in 2022 are now poised to re-convene in 2023.

Leadership, Membership, Topics

The table below provides a summary of NLCAHR's Research Exchange Groups, including their leaders, group membership, and some of the topics under discussion this year. Unless otherwise indicated, group conveners are faculty at Memorial University. All activities of these Research Exchange Groups, including links to presentations and publications, can be found online here: http://www.nlcahr.mun.ca/Research_Exchange/

RESEARCH EXCHANGE GROUP ON ATTENTION DEFICIT HYPERACTIVITY DISORDER (ADHD)		
CONVENERS		SELECTED TOPICS
Dr. Jacqueline Hesson, Faculty of Education	65 MEMBERS (up from 55 last year)	Support for CADDRA Conference Focus on Adult ADHD ADHD and Sleep
Dr. Ross Connolly, Student Wellness Centre		
RESEARCH EXCHANGE GROUP ON AGING		
CONVENERS		SELECTED TOPICS
Dr. Sharon Buehler, Faculty of Medicine, retired	165 MEMBERS (up from 151 last year)	CIHR Institute on Aging Strategic Plan Long-Term Care Advance Care Planning Social Determinants of Health Age-friendly Care Aging and Public Policy Connections with ARC-NL research
Dr. Gail Wideman, School of Social Work		
Dr. Carla Wells, Western Regional School of Nursing, retired		
<i>(Dr. Karen Doody, Director of Aging Research Centre- NL will co-convene this group in Fall 2023 as Dr. Wideman steps down from the role)</i>		
RESEARCH EXCHANGE GROUP ON AUTISM		
CONVENERS		SELECTED TOPICS
Andreae Callanan, Ph.D. Candidate, Memorial University	88 MEMBERS (up from 65 last year)	Neuroscience and Autism Substance Use and Peer Support Educational Tools Empowering Parents Autism and Music
Rachel Hogan, Autism Society NL		
Rebecca Vinci, Graduate student (Neuroscience) Memorial University		
RESEARCH EXCHANGE GROUP ON ARTS & HEALTH		
CONVENERS		SELECTED TOPICS
Dr. Natalie Beausoleil, Faculty of Medicine	131 MEMBERS (↓ from 135 last year)	Social Prescribing Arts-based Therapies Arts-based Research
Dr. Jane Gosine, School of Music, cross-appointed to the Faculty of Medicine		

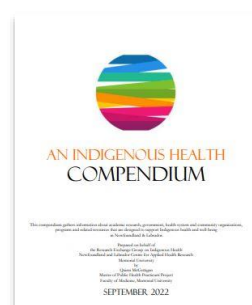
RESEARCH EXCHANGE GROUP ON BULLYING AND HEALTH		
CONVENER		SELECTED TOPICS
Dr. Gerald White, Faculty of Medicine	59 MEMBERS (↓ from 60 last year)	On voluntary hiatus in 2022- with plans to re-convene in 2023 as the Research Exchange Group on Healthy Relationships Across the Lifespan
RESEARCH EXCHANGE GROUP ON CHRONIC DISEASE		
CONVENER		SELECTED TOPICS
Dr. April Pike, Faculty of Nursing <i>(Dr. Pike stepped down in 2023. This group is now seeking a new convener for Fall 2023)</i>	63 MEMBERS (up from 60 last year)	Chronic Disease Management Policy Frameworks
RESEARCH EXCHANGE GROUP ON COST & VALUE IN HEALTHCARE		
CONVENERS		SELECTED TOPICS
Dr. Gerard Farrell, Faculty of Medicine	95 MEMBERS (up from 92 last year)	Social/ Economic Well-Being Plan Canadian Health Measures Survey
Dr. Hai Van Ngyuen, School of Pharmacy		
RESEARCH EXCHANGE GROUP ON EATING DISORDERS, DISORDERED EATING & BODY IMAGE (EDDEBI)		
CONVENERS		SELECTED TOPICS
Dr. Pamela Ward, Centre for Nursing Studies	59 MEMBERS (up from 52 last year)	New focus on service and research landscape, identifying knowledge gaps, and creating collaborative teams
Holly Grant, Registered Dietitian, Ph.D. (c), Division of Community Health and Humanities, Faculty of Medicine		
RESEARCH EXCHANGE GROUP ON GENDER, SEXUALITY, & HEALTH		
CONVENER		SELECTED TOPICS
Dr. Sulaimon Giwa School of Social Work <i>(inactive in 2022 and seeking a new convener for Fall 2023)</i>	65 MEMBERS (same as last year)	Working with Quadrangle on LGBTQIA+ friendly healthcare research project
RESEARCH EXCHANGE GROUP ON GLOBAL HEALTH		
CONVENER		SELECTED TOPICS
Dr. Jill Allison, Faculty of Medicine <i>(Dr. Allison retired in 2023 and the new convener for 2023-24 will be Dr. Kimberly Jarvis, School of Nursing)</i>	52 MEMBERS (up from 50 last year)	On hiatus- to re-convene in Fall 2023
RESEARCH EXCHANGE GROUP ON HARM REDUCTION/CRITICAL DRUG STUDIES		
CONVENERS		SELECTED TOPICS
Jane Henderson, Centre for Substance Use, NL Health Services	80 MEMBERS (up from 63 last year)	Safe Supply Childhood Adversity Preventing Infections Ethical Engagement Community Counselling Initiatives
Carolyn Taylor, Social Worker in Mental Health & Addictions, NL Health Services		

NEW FOR FALL OF 2023: RESEARCH EXCHANGE GROUP ON HEALTH HUMAN RESOURCES		
CONVENER Dr. Rick Audas, Director NLCAHR and Health Economist, Faculty of Medicine	57 MEMBERS (new group- still recruiting)	PROPOSED TOPICS Recruitment and Retention Creating Workplace Excellence Stress, Burnout and Fatigue
RESEARCH EXCHANGE GROUP ON HORTICULTURAL THERAPY		
CONVENERS Dr. Jan Buley, Faculty of Education Jennifer Joy Russell Occupational Therapist, Inclusion Consultant Government NL	72 MEMBERS (up from 62 last year)	SELECTED TOPICS President's Award for Public Engagement for the Phoenix Garden Program Community Gardens and Food Security Garden Visits
RESEARCH EXCHANGE GROUP ON HUMAN-ANIMAL INTERACTION AND WELLNESS		
CONVENERS Dr. Carolyn Walsh Department of Psychology Dr. Gail Wideman School of Social Work	55 MEMBERS (↓ from 60 last year)	SELECTED TOPICS THIS YEAR Animal-assisted therapies Older Adults and their canine companions
RESEARCH EXCHANGE GROUP ON INDIGENOUS HEALTH		
CONVENER Dr. Fred Andersen Assistant Professor, School of Social Work	106 MEMBERS (up from 105 last year)	SELECTED TOPICS Developing an Indigenous Health Compendium Support for culturally safe healthcare Ethical research practices
NEW FOR FALL 2023: RESEARCH EXCHANGE GROUP ON THE LEARNING HEALTH AND SOCIAL SYSTEM		
CONVENERS Dr. Brendan Barret, Faculty of Medicine Dr. Robert Wilson, Faculty of Medicine	79 MEMBERS (new group- still recruiting)	PROPOSED TOPICS Develop health system and community capacity to initiate collaborative research and programming related to building a Learning Health and Social System in NL
RESEARCH EXCHANGE GROUP ON MENTAL HEALTH		
CONVENER Brittany Howell, Policy Planning and Research Analyst at Eastern Health	153 MEMBERS (up from 118 last year)	SELECTED TOPICS Community Care Showcase Perinatal Mental Health
RESEARCH EXCHANGE GROUP ON MIDWIFERY AND MATERNAL HEALTH		
CONVENERS Dr. Ann Noseworthy, Retired Midwife, Association of Midwives of Newfoundland and Labrador Sarah Harnum, Registered Midwife, Central Health	75 MEMBERS (up from 65 last year)	SELECTED TOPICS Perinatal Mental Health Midwifery in Atlantic Canada Indigenous Midwifery Decision-making in Obstetrics Reproductive Healthcare
RESEARCH EXCHANGE GROUP ON MILITARY FAMILIES AND VETERANS' HEALTH		
CONVENER Dr. Gail Wideman, School of Social Work	57 MEMBERS (same as last year)	SELECTED TOPICS Building veteran-friendly community Post-traumatic stress injuries Reintegration into civilian life

RESEARCH EXCHANGE GROUP ON ORAL HEALTH		
CONVENER	39 MEMBERS (↓ from 45 last year)	SELECTED TOPICS
Cindy Holden, MPH Registered Dental Hygienist		Canadian Health Measures Survey on Oral Health Oral care for older adults
RESEARCH EXCHANGE GROUP ON PALLIATIVE AND END-OF-LIFE CARE		
CONVENERS	55 MEMBERS (up from 51 last year)	SELECTED TOPICS
Dr. Susan MacDonald, Faculty of Medicine		Advance Care Planning Palliative Care Approaches
Dr. Gail Wideman, School of Social Work		
RESEARCH EXCHANGE GROUP ON RURAL HEALTH		
CONVENER	84 MEMBERS (up from 54 last year)	SELECTED TOPICS
Dr. Nathaniel Pollock Faculty of Medicine <i>(Dr. Pollock stepped down in 2023. Dr. Jennifer Shea, Faculty of Medicine, will convene the group in Fall of 2023)</i>		On hiatus- to re-convene in Fall 2023
RESEARCH EXCHANGE GROUP ON SERVICE LEARNING/COMMUNITY ENGAGEMENT		
CONVENERS	95 MEMBERS (up from 93 last year)	SELECTED TOPICS
Dr. Jill Allison, Faculty of Medicine		Right Here, Right Now Counselling Centre Employment Support for Autistic Adults Provincial Social and Economic Well-Being Plan
Ms. Elayne Greeley, Community Employment Collaboration		

Research Exchange Group Presentations and Events

Following are highlights from the many diverse and engaging presentations hosted by the NLCAHR Research Exchange Groups this year. Our thanks to the many generous presenters and dedicated conveners who shared their knowledge and expertise this year and, as always to the hundreds of group members who participated in so many lively conversations about applied health research and practice, helping to make this year another resounding success for the program.



The Indigenous Health Compendium Project | In August 2022, Quinn McGettigan completed her Master's of Public Health in the Faculty of Medicine by undertaking a practicum project at NLCAHR. On behalf of the Research Exchange Group on Indigenous Health, Ms. McGettigan gathered and organized information about academic and community-led research, government, health system and community organizations, programs, and related resources designed to support Indigenous health and well-being in Newfoundland & Labrador. The project involved consultations with Dr. Fred Andersen, the convener of the Research Exchange Group on Indigenous Health, a series of key informant interviews with partners working in community, university, and healthcare sectors, and online and library searches for resources and information. The project culminated in the publication of [The Indigenous Health Compendium](#), on the NLCAHR website, which includes a wealth of resources in the area of Indigenous health, intended to provide useful information for community partners, healthcare providers and academic researchers alike.



The CIHR Institute of Aging Strategic Framework | Dr. R. Jane Rylett, Scientific Director of the CIHR Institute of Aging, Distinguished University Professor, Department of Physiology and Pharmacology, Robarts Research Institute, Schulich School of Medicine & Dentistry,

University of Western Ontario, spoke with the Research Exchange Group on Aging about the CIHR Institute of Aging's new Strategic Framework, developed through consultations across Canada, to set priorities for research on aging in Canada that align with *CIHR Strategic Plan 2021-2031: A Vision for a Healthier Future*.

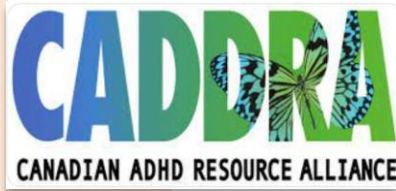
Value-Based Advance Care Planning | While death is an inescapable human experience, the journey there is uniquely personal. Value-based advance care planning can support the end of life journey, ensuring that your unique care plan reflects who you are. For her Master's of Social Work Pathways project, Alison Judd created an educational module to improve healthcare professional communication around death, dying, and value-based advance care planning. Ms. Judd presented this work to the Research Exchange Groups on Palliative/End-of-Life Care and on Aging at two points in its progress this year— in its early planning stage and again upon completion of the educational module. Ultimately, the project culminated in a valuable resource for healthcare providers and patients/caregivers that supports advance care planning and decision making. This resource was shared widely among NLCAHR contacts to support an evidence-informed approach to Advance Care Planning.



Building Capacity & Bridging Gaps: An Atlantic Canada Research Collaboration on Long-Term Care | Dr. Janice Keefe, Professor and Chair of the Department of Family Studies and Gerontology at Mount Saint Vincent University presented to the Research Exchange Group on Aging about a Nova Scotia-based study that looked at quality of life issues for residents and staff in long-term care. She then described the ways this research could help to inform practice and policy. Dr. Keefe then shared the vision for an innovative, inter-provincial Atlantic Canadian research collaboration focused on long-term care that will generate much needed evidence for planning and building research capacity in the region. NLCAHR's director, Dr. Rick Audas, is Co-Principal Investigator in Newfoundland and Labrador for this new project, entitled "An Underrepresented, Undervalued

Workforce: Understanding and Supporting Quality of Work Life in Long-term Care," which was awarded a CIHR Project Grant subsequent to Dr. Keefe's presentation. This project will examine how the conditions of work in LTC may affect the conditions of care of the residents and will assess how work environment impacts the quality of work life for staff in LTC and ultimately, resident quality of care outcomes in Atlantic Canada.

Executive Function and the Autism Spectrum | Nicole Eddy, M.Sc. (Experimental Psychology) at Memorial University, Program Facilitator at the Autism Society of NL spoke to the Research Exchange Group on Autism about her Master's research that focuses on Executive Function (EF)— the neurological processes behind how we organize environmental information, how we plan, and how we direct our behavior. EF components have been found to be related to mathematical performance in the general population but Autistic individuals can experience challenges with executive functioning, challenges often referred to as "executive dysfunction." Ms. Eddy's study compared the relationship of EF and math performance in an autistic youth sample to participants in a non-autistic youth sample. The research hypothesized that, if differences in mathematics performance exist between the two groups, such differences might be explained by challenges in Autistic Executive Function. The study may have implications for how we view the academic achievement of Autistic individuals and could inform interventions targeting EF.

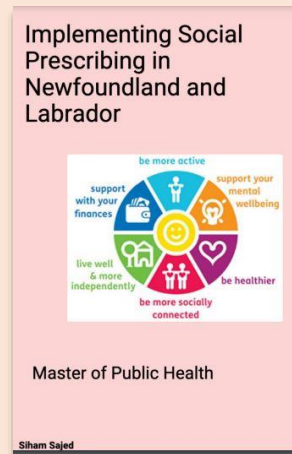


CADDRA Conference & Research Day | Members of the Research Exchange Group on ADHD worked with the planning team for the 9th Annual Canadian ADHD Resource Alliance (CADDRA) Conference which was held in St. John's in October, 2022. We congratulate ADHD Research Exchange Group member Sydney Wells, who recently graduated from Memorial University with her Master's of Science

degree in Experimental Psychology, on being awarded the 2022 CADDRA Student Conference Award. We also thank all group members who contributed to the success of the conference as participants, presenters, and panelists.

Lived Experiences of Older Adults with Type II Diabetes Mellitus (T2DM): A Digital Storytelling Project |

Ph.D. Candidate (Community Health and Humanities) Abdullah Saif presented his doctoral research project to the Research Exchange Groups on Arts and Health, on Aging, and on Chronic Disease, and obtained some valuable feedback from faculty, healthcare workers, and people with lived experience that will inform this work. Mr. Saif plans to use digital storytelling to explore the lived experiences of older adults with T2DM in contexts of social, political and cultural discourses. This research is supported by SPOR (Strategy for Patient-Oriented Research) as research that prioritizes the patient voice.



What Would be Required to Implement Social Prescribing in Newfoundland & Labrador? | Social Prescribing is a holistic approach to healthcare that combines social and medical models of health and wellness, providing a formal pathway for health providers to address the determinants of health. Siham Sajed presented her Master's of Public Health practicum project which was carried out in the summer of 2022 at NLCAHR with support from the Research Exchange Group on Arts and Health and guidance from the group's convener, Dr. Jane Gosine. Ms. Sajed located research evidence for social prescribing and looked at ways we might implement a social prescribing framework in Newfoundland and Labrador. She conducted research on social prescribing as a form of health promotion, conducted a jurisdictional scan of five social prescribing frameworks in Canada, the United Kingdom, and Australia, completed a series of key informant interviews, and conducted a literature review on this topic. The resource she

created is a [useful guide](#) for researchers, healthcare practitioners, and decision makers interested in learning more about social prescribing and is a companion document to the [Compendium of Arts & Health Resources](#) completed by MPH student Lynsey Alcock on behalf of NLCAHR and the Research Exchange Group on Arts & Health in 2021.

ADHD and Sleep | Attention Deficit Hyperactivity Disorder often has a detrimental impact on sleep; in turn, sleep deficits can have serious implications for health and wellbeing. Sydney Wells spoke about her Master's of Science (Experimental Psychology) research that looked at ADHD and its impact on sleep. Ms. Wells co-presented her work with Dr. Christopher Earle, a psychiatrist and sleep physician, who in turn offered practical guidance to improve sleep hygiene— important information for neurodivergent people and for everyone struggling to get a good night's sleep. This talk was hosted by the Research Exchange Group on ADHD who invited several other groups, including the group on Mental health, to attend.

Developing the Curriculum for Critical Studies in Aging in Faculty of Medicine | Dr. Shree Mulay and Dr. Gerry Mugford of the Division of Community Health and Humanities in Memorial University's Faculty of Medicine met with the Research Exchange Group on Aging to discuss the development of new course entitled Critical Studies in Aging that will be offered to graduate students in Community Health & Humanities at Memorial University. The Research Exchange Group supported planning for this course by suggesting key themes and by identifying potential guest lecturers with expertise in the area of healthy aging.

Providing Culturally Safe Healthcare for Indigenous Peoples Accessing Eastern Health's Mental Health and Addictions Services | Providing culturally safe healthcare is a priority within the Eastern Health region Mental Health and Addictions Department. Jennifer O'Reilly, Regional Addictions Prevention Consultant with Eastern Health (now renamed NL Health Services), consulted with members of the Research Exchange Group on Indigenous Health and with its convener, Dr. Fred Andersen, to learn more about how to connect clinicians and healthcare decision makers with Indigenous leaders and community partners to optimize culturally safe practices within the provincial health authority with a view to improving mental health and addictions supports/service for Indigenous Peoples. During the meeting, Ms. O'Reilly presented highlights from her team's priority areas for improving mental health and addictions services for Indigenous patients, as well as a vision for the future of these services.

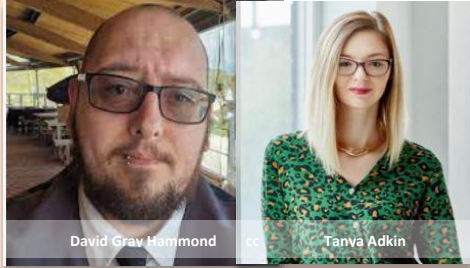
Beyond Retirement: Older Adults' Contribution to Community Building and Empowerment in Newfoundland and Labrador | Dr. Paul Issahaku of Memorial University's School of Social Work has been awarded a SSHRC Explore Grant to find out how older adults contribute expertise and bring value to communities across Newfoundland and Labrador. Over the past two decades, the steady increase in research on older Canadians, predominantly quantitative in nature, has focused almost exclusively on poverty, health challenges, and on the healthcare needs of older Canadians. In contrast to envisioning aging as a problem to be solved, Dr. Issahaku aims to highlight the strengths and agency of older adults by exploring how, post-retirement, they contribute to building and empowering their communities. The purpose and focus of the study was presented to the Research Exchange Group on Aging, with NLCAHR providing important community connections to support this research project.



Summer in February: Citrus and Tropicals! | The Research Exchange Group on Horticultural Therapy invited a group of participants from an Eastern Health Mental Health and Addictions community program to join them for a lunch and learn session at the MUN Botanical Gardens Greenhouse in February 2023. To combat the icy weather, Tim Walsh, O.D.H., Nursery Manager, talked about how to grow citrus plants indoors in Newfoundland as well as introducing the tropical plants that thrive in the greenhouse environment. Citrus has long been heralded as beneficial to our health, especially in winter, whether when used for its scent to relieve signs of stress and fatigue and promote relaxation and elevated mood or eaten for its deliciousness, anti-inflammatory properties and vitamin C- rich fruit.

The Adult ADHD Service Landscape in NL | This roundtable discussion was facilitated by Dr. Jackie Hesson, Faculty of Education and by Dr. Ross Connolly, Student Wellness Centre on the research, service and policy landscape for adults with ADHD in Newfoundland and Labrador. [Resources from the session](#) include information about ADHD diagnosis, and about programs and supports, information that was widely shared with group members and posted on the NLCAHR website.

Intake Documents from the Right Here, Right Now Drop-in/Call-in Counselling Program: Who are we helping and why? | The Right Here, Right Now counselling program of the St. John's Women's Centre provides single session therapy to women and non-binary people aged 18 and over in the St. John's area. After five years in operations, a research team including Natalie Hawkins, BSW, and a group of social work students, led by Dana Warren and Mary Walsh of the St. John's Status of Women's Council, undertook an analysis of intake data for the program in an effort to uncover the myriad issues and events that have brought clients to seek professional counselling. This community research was shared with the Research Exchange Groups on Service Learning/ Community Engagement, on Harm Reduction, and on Mental Health.



Autistic Identity and Substance Use | David Gray-Hammond is an Autistic, ADHD, and Schizophrenic author of "The New Normal: Autistic musings on the threat of a broken society" and "Unusual Medicine: Essays on Autistic experience and drug addiction." He is a consultant, mentor, trainer, and advocate with a particular focus on the intersection between Autistic experience and substance use/complex mental health concerns. He has worked in harm reduction programs and advocates for the rights of neurodivergent people in substance use treatment in the U.K. Tanya Adkin is an Autism Specialist, trainer and consultant and has worked with vulnerable groups in varying capacities for the past 17 years. She has dedicated the past seven years to working specifically with Autistic people and their families. Ms. Adkin offers a unique and holistic approach as a professional, as an Autistic adult, and as the parent of Autistic children. This special co-presentation from England provided an opportunity for the Research Exchange Group on Autism to learn about how Autistic identity can influence substance use behavior and to find out how programs in the United Kingdom support Autistic youth and adults struggling with both trauma and substance use.

An Interprofessional Model of Care for Frail Older Adults in Newfoundland and Labrador | Dr. Susan Mercer, Assistant Professor, Faculty of Medicine/Clinical Chief at Eastern Health and Cathy Hoyles, Regional Director of Adult Rehabilitation, Geriatrics and Palliative Care at Eastern Health, spoke to the Research Exchange Group on Aging about their ARC-NL-funded research on developing a pathway of care for frail older adults. During their talk, they introduced the concept of frailty, provided the rationale and methods for the development of an interprofessional model of care for frail older adults, and discussed some of the enablers and challenges in the context of the current Newfoundland and Labrador healthcare landscape. The discussion with group members provided a chance for the research team to obtain valuable feedback on this project, which aligns directly with the Calls to Action of Health Accord NL.

A New Social and Economic Well-Being Plan for Newfoundland and Labrador | Renee Ryan is the Director of Social and Economic Well-Being with the Department of Children, Seniors and Social Development in the Government of NL. Ms. Ryan spoke to the Research Exchange Groups on Cost and Value in Healthcare, on Aging, on Mental Health, on Harm Reduction and with others about the work of the Provincial Government on the development of a new Social and Economic Well-Being Plan. The Provincial Government has developed a framework to guide discussions on how to best address social and economic well-being for the people of this province, including a lifecycle approach and six key components of well-being. The Social and Economic Well-Being Plan is informed by the work of Health Accord NL and the extensive engagement process that was part of that work.

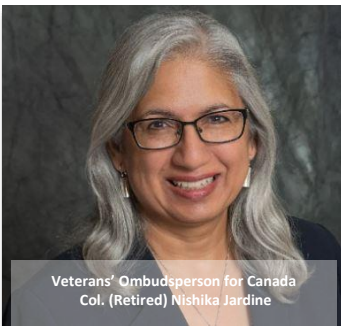


Kent Godfrey

Autism and Music | Kent Godfrey explores the benefits associated with the concept of “music” when people experience tone, rhythm, melody, and harmony through other senses besides the sense of hearing. He is interested in critical disability studies, the arts, and the senses— topics he has explored throughout a career that started with a B.A. in acting from the University of Iowa, a Professional Diploma in dance studies from the Laban Conservatoire of Music and Dance, a Master’s of Arts in special education from Converse College and a Professional Diploma in clowning from Ringling Brothers Clown College, in addition to post-graduate interdisciplinary studies at Washington

State University. Mr. Godfrey has performed in a Deaf theatre company, described plays to Blind audience members, and developed a system for presenting performances to Blind audiences. This work was the impetus for a presentation to members of the Research Exchange Groups on Autism and on the Arts and Health about how music is perceived and experienced by both Autistic and other neurodivergent “listeners” who may use senses other than hearing to enjoy musical experiences.

The Canadian Health Measures Survey | Lisette Dufour RDH/HD, is the Oral Health Advisor at the Office of the Chief Dental Officer of Canada’s Health Promotion & Chronic Disease Prevention Branch (HPCDPB) and works with the Public Health Agency of Canada. In a presentation to the Research Exchange Groups on Cost and Value in Healthcare and on Oral Health, Ms. Dufour provided an overview of Cycle 7 of the Canadian Health Measures Survey (CHMS) which will include a component on oral health. She gave a national overview of dental expenditures and the landscape for oral health human resources across Canada, providing background on Canadian oral health surveillance and outlining the drivers and the recommendations regarding oral health data that will be required for the next decade. Ms. Dufour defined the roles and responsibilities of each party involved in the Canadian oral health data collection in Cycle 7 of the CHMS and provided information about household, clinical and bio-sample oral health measures to be collected. In addition, she outlined the newly created National Oral Health Assessment Tools for children and seniors.

Veterans’ Ombudsperson for Canada
Col. (Retired) Nishika Jardine

Veterans’ Ombudsperson for Canada: Research to Support Veterans’ & Military Families’ Health | Researchers and practitioners at Memorial

University were invited by the Veterans’ Ombudsperson for Canada, Colonel (Retired) Nishika Jardine to attend a meeting hosted by the Research Exchange Group on Military Families’ and Veterans’ Health. At the meeting, Col. Jardine and her staff talked with local researchers about the application of their work to the experience of Canadian Veterans and their families. In particular, the group discussed post-traumatic stress injuries, military families’ and Veterans’ physical and mental health, the transition from military to civilian life, creating a Veteran- friendly campus,

military and Veteran-friendly communities. The group also discussed research and best practices for the treatment of PTSD, a mental health condition that is prominent among Veterans; assessed gaps in research related to the effects of PTSD on Veterans and their families as well as gaps in treatment, gender differences and other potential differences in the rates, symptoms and/or treatment of PTSD and explored recommendations for the treatment of families who may be harmed by their Veterans’ PTSD.



Labour and Delivery Nurses: Fetal Health Surveillance in the Case Room | Dr.

Paula Kelly is an Assistant Professor at Memorial University's Faculty of Nursing who has had a rewarding nursing career in women's health and obstetrical care and whose research focuses on the social organization of healthcare, nursing knowledge, and nurses' work. For her doctoral research project, completed in 2022, Dr. Kelly undertook an institutional ethnography of the social organization of labor/delivery nurses' fetal health surveillance

practices. Despite evidence-based guidelines recommending the use of intermittent auscultation during low-risk labors, nurses often use continuous electronic monitoring to assess fetal heart rate during the intrapartum period, regardless of a patient's risk levels. Dr. Kelly's doctoral research explored this issue in an effort to gain insight into nurses' work practices by examining how nurses carry out fetal health surveillance; particularly how and why nurses choose to use continuous electronic fetal monitoring. She presented this project to the Research Exchange Group on Midwifery and Maternal Health, including the background of the study, its methods, and key findings.

Making Connections and Scanning the Landscape: Practice, Policy and Research on Eating Disorders, Disordered Eating, and Body Image (EDDEBI) in Newfoundland and Labrador |

This discussion of EDDEBI practice, programming, services, policy, and research in Newfoundland and Labrador was an open exchange to inform the EDDEBI Research Exchange Group about the landscape in Newfoundland and Labrador related to support for people with eating disorders, work in the domain of critical obesity studies, body image, and related areas. A variety of speakers whose work relates to eating disorders/ body image shared information about their practice and about the organizations they represent. This meeting provided a welcome opportunity to exchange knowledge— a timely exercise in the aftermath of the pandemic, which had major impacts on health and healthcare in the area of eating disorders. In fall of 2023 the group will begin identifying opportunities and gaps in EDDEBI practice, policy, and research to build from what they learned at this information-gathering meeting. Ultimately, the group hopes to identify and explore research topics and themes where collaborative research and/or community partnerships may be needed to improve our understanding of EDDEBI related issues, to provide social and healthcare supports, community and health services, and to develop evidence-informed policy making on EDDEBI topics in the province. This new capacity-building approach is hoped to foster research and partnerships to support families and patients across the province who have been impacted by eating disorders and related mental health issues.



PaRx: A Prescription for Nature | Evidence indicates that people who spend time in nature report better health. In June 2022, PaRx, Canada's national evidence-based nature prescription program, was officially launched in Newfoundland and Labrador, enabling healthcare professionals to prescribe nature to their patients. The Research Exchange Groups on Arts and Health, Mental Health, Horticultural Therapy, and Aging met with members of the provincial chapter of the Canadian Association of

Physicians for the Environment (CAPE-NL) who discussed the PaRx approach and presented evidence for the health benefits of time in nature. PaRx, in partnership with Parks Canada, enables healthcare providers to prescribe trips to National Parks for patients with health deficits. Presenters and panelists were: Richard Smith, B.Sc., a medical student at Memorial University of Newfoundland and a member of CAPE-NL; Robyn Woodrow BKin (Hons), MScPT, and MD Candidate from Memorial University, Dr. Stephanie Atkinson, Orthopaedic Surgeon, and Dr. Jane Gosine of Memorial University's School of Music, cross-appointed to Community Health and Humanities in the Faculty of Medicine.

Mental Health Supports in NL: A Community Showcase | Who is doing what and where to promote mental health and wellness in Newfoundland and Labrador? The Research Exchange Group on Mental Health rolled out a new season of events in Spring 2023 by checking in with community members to find out who is doing what and where in our community in support of mental health and wellness, including updates from partners at LifeWise, Bell Island Housing and Sobriety, Quadrangle, and many others. After the meeting, a helpful listing of community mental health supports was provided to the group.



Music-Based Interventions in Prison | Research has shown that music-based interventions can benefit people with mental health concerns in a variety of ways. For example, music helps people to express their feelings, to connect with others, and to develop confidence. People serving time in prison constitute a population in which mental illness is highly prevalent. Hannah Sparkes shared her research on music-based interventions in prisons with the Research Exchange Groups on Arts and Health and on Mental Health. Her research indicates that music interventions can have positive effects on the mental health of people in the prison setting and can also assist in better mental health on reintegration back into society. Hannah Sparkes is currently completing a Master's in Psychological Science at Toronto Metropolitan University. As a part of her undergraduate studies in Musicology at Memorial University's School of Music, Ms. Sparkes studied the impact of music-

based interventions on prison inmates under the supervision of Dr. Jane Gosine, a faculty member in Memorial University's School of Music cross-appointed to the Division of Community Health and Humanities in the Faculty of Medicine.

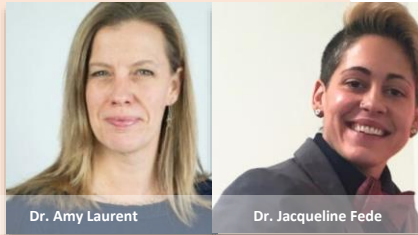
Neuroscience, the Aging Brain, and Autism | Dr. B. Blair Braden of the Autism and Brain Aging Lab at Arizona State University (ASU) received her doctorate in behavioral neuroscience - psychology from ASU in 2012 and completed her postdoctoral fellowship at Barrow Neurological Institute at St. Joseph's Hospital in Phoenix. She is an assistant professor in the College of Health Sciences and director of the ASU Autism and Brain Aging Laboratory. In her presentation to the Research Exchange Groups on Autism and on Aging, Dr. Braden shared research findings on sex-specific brain and behavioral predictors of cognitive aging in Autistic adults, a study on a multi-component behavioral intervention designed to increase functional independence during Autistic aging, and on neural mechanisms of mindfulness-based stress reduction, among other projects.

The Regulatory Amalgamation for Nursing and Midwifery in British Columbia: Benefits & Challenges |

September 1, 2020 marked the establishment of the British Columbia College of Nurses and Midwives (BCCNM), created by amalgamating the BC College of Nursing Professionals and the BC College of Midwives. BCCNM is now Canada's first nurse and midwife regulator and western Canada's largest health professional regulator. In this presentation, Dr. Cecilia Benoit of the University of Victoria spoke to the Research Exchange Group on Midwifery and Maternal Health about the benefits and challenges of this amalgamation. Dr. Benoit was born and raised in Newfoundland, with Mi'kmaq and French ancestry. She is a Professor in the Department of Sociology at the University of Victoria and a Scientist at the Centre for Addictions Research of BC. Her research examines the multiple dimensions of health inequities embedded in laws, policies, programs and research agendas and searches for evidence-based solutions.

Chronic Pain Management | Dr. Lydia Hatcher, President of the Canadian Academy of Pain Management and a member of the Canadian Pain Society and the International Association for the Study of Pain, spoke with the members of NLCAHR's Research Exchange Groups (Aging, Mental Health, Chronic Disease, among others) about chronic pain management. The presentation defined chronic pain and how it is experienced; explored chronic pain in aging and in diverse populations; outlined Dr. Hatcher's work with veterans and law enforcement personnel and informed the group about other projects in opioid guideline development and in pain education. After her presentation, Dr. Hatcher provided advice and guidance in response to questions about pain and pain management from the audience, which included academics, healthcare practitioners, and people with lived experience.

Autism Level UP! | Instead of trying to control the behaviors of Autistic individuals to make them indistinguishable from the general public, Dr. Amy Laurent and Dr. Jacqueline Fede are suggesting a shift in



focus that supports the development of emotional skills for everyone. The philosophy behind their innovative educational program, Autism Level UP! is that through education, accessible resources, practical strategies, and a commitment to consistently incorporating the experiences and perspectives of Autistic people, we can support the leveling up of society when it comes to accepting autism and neurodiversity. Dr. Amy Laurent, faculty in the

Department of Psychology at University of Rhode Island, Kingston, is a developmental psychologist and a registered pediatric occupational therapist specializing in the education of Autistic children and children with related developmental disabilities. Dr. Jacqueline Fede is an Autistic Self-Advocate, developmental psychologist and program evaluator. In an engaging presentation to the Research Exchange Group on Autism, they spoke about their approach to developing emotional skills by moving through levels of understanding from awareness to acceptance to appreciation to empowerment in support of Autistic children and their schoolmates, teachers, and families.

Midwifery in Atlantic Canada | A panel convened by the Research Exchange Group on Midwifery and Maternal Health discussed midwifery in Atlantic Canada: past, present, and future. Pearl Herbert, a retired midwife living in Newfoundland and Labrador provided a history of midwifery in this province; Thea Penashue of the Innu Roundtable Secretariat updated the group on the Innu Midwifery Project; Vanessa Webb, a nurse midwife in Nain outlined the status of Inuit midwifery practice in Nunatsiavut; Sarah Harnum, Chair of the College of Midwives of NL, provided insights on the regulatory issues and barriers midwives face in NL and an update on the status of midwifery in the Central Health region; Brianna Thompson talked about her role as Chief Midwife for Newfoundland and Labrador; Ann Noseworthy spoke about the Association of Midwives of NL; Brittany Stairs of the Midwives Association of New Brunswick gave an update on midwifery in that province; Joyce England, President of the PEI Midwives' Association told us about midwifery on Prince Edward Island and Jessica MacDonald of the Association of Nova Scotia Midwives spoke about midwifery in Nova Scotia. This informative panel provided the group with an excellent understanding of the landscape for midwifery education and services across the Atlantic Region. Information and resources from the meeting were shared on the group website [here](#).



Behavioral and Health-Related Metrics among Autistic Older Adults | Dr. Gregory Wallace is an Associate Professor at George Washington University whose research focuses on neuropsychological and structural brain development in Autism Spectrum Disorder and other neurodevelopmental disorders across the lifespan and their impacts on real-world outcomes. Dr. Wallace has published extensively and presented his work widely on Autism and related topics. He spoke with the Research Exchange Groups on Autism and on Aging about several aspects of his work examining both the brain, primarily using magnetic resonance imaging [MRI], and behavioral development in Autistic people. This work has been completed in collaboration with the Center for Autism Spectrum Disorders at Children's National

Medical Center and with the Laboratory of Brain and Cognition at the National Institute of Mental Health (NIMH) in the United States. Dr. Wallace spoke about his work as it relates to structural brain development in Autistic adults as they age, outlining key metrics from several large-scale studies.

Building Momentum for Perinatal Mental Health Research in NL: Survey Development | Following from a previous session, the Research Exchange Groups on Mental Health and on Midwifery and Maternal Health are building on plans to create momentum for greater research potential on perinatal mental health in this province. The Research Exchange Groups will inform a provincial perinatal mental health task force and align their capacities with the strategic priorities of the Perinatal Mental Health Alliance. Leaders of the provincial perinatal mental health task force, Dr. Archana Vidyasankar, psychiatrist, and Ms. Linda Warford, Mental Health Consultant with the Department of Health and Community Services, outlined the work of the task force and consulted with Research Exchange Group members about priorities in an effort to uncover collaborative potential in this key area of mental health and healthcare. As a first step, consultants from the Research Exchange Groups will help the task force to develop a provincial survey on perinatal mental health that will include perspectives from care providers, patients and families from across the province.



Elder Dog Canada | Over the past year, a team of volunteers from the Research Exchange Group on Human Animal Interaction and Wellness have established Newfoundland and Labrador's first Elder Dog Canada "Pawd" in St. John's. Elder Dog Canada is a national,

registered charitable organization dedicated to aging people, aging dogs, and the important connection they enjoy. The volunteers working locally: assist older adults in the care and well-being of their canine companions; promote the welfare of older dogs whose lives have been disrupted due to illness, relocation or death of a human companion; educate about the human-animal bond in general and the significant role of companion animals in the health and well-being of seniors; and support research into the human-animal bond with a focus on seniors and canine companionship.

Empowered Parents: Cultivating Calm, Connected Families | Empowered Parents (formerly Feeding Futures) is the brainchild of Holistic Nutritionist & Social Worker Laurie Pinhorn and Holistic Family Interventionist Lisa Pinhorn. A few years ago, they redesigned their support/intervention programs to include parental self-care elements, Acceptance and Commitment Therapy, polyvagal approaches, therapeutic yoga, and neuroscience. They met with leaders in these fields to build supports and teach families in NL how holistic health impacts childhood anxiety, Autism, ADHD, OCD and trauma treatments in children. Through years of research and practice, they have created a hands-on, family-focused, child-directed, and highly motivational approach to therapies. Lisa Pinhorn presented about this innovative support program to the Research Exchange Group on Autism.

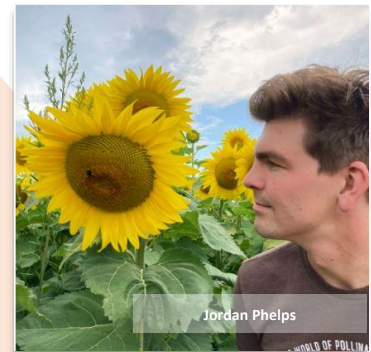


Integrating Art into Mental Health Practice | This presentation to the Research Exchange Groups on Arts and Health and on Mental Health outlined a practitioners' guidebook that was created by Taylor Barei, a Master's of Social Work graduate from Memorial University. The guidebook covers a range of applications that enable social workers and other healthcare professionals to introduce the arts into multiple levels of their practice, including direct clinical practice, community development, and social justice work. The resource highlights the use of the arts in the classroom for education, and for professional development suited to lifelong learners. In all sections, the guidebook links to the research literature and theoretical underpinnings of arts in mental health practice. Activities with instructions are woven throughout the guidebook, allowing the reader to translate knowledge into their direct practice at any level suited to their professional needs.

The book is an open-source resource and thus can be freely shared to all that are interested or who may benefit. It is now available on the NLCAHR website [here](#).

Pollinator Partnership Canada: Bees and the Health of our Environment |

Pollinator Partnership Canada (P2C) is a registered charity dedicated to the protection and promotion of pollinators and their ecosystems through conservation, education, and research. Pollinators are not only essential for food crops and ecosystems, they are also fascinating creatures to watch and learn from. Jordan Phelps, the Bee City Canada coordinator at P2C, presented to the Research Exchange Group on Horticultural Therapy about pollinators and about national efforts to support municipalities engaging in pollinator-friendly initiatives through Bee City Canada, including: an exploration of the wide variety of pollinators, why they are important, and the environmental and survival issues they face. He outlined Bee City Canada and municipal efforts to support pollinators, including a pollinator protection framework, and case studies that demonstrate how Bee Cities across Canada are taking action. After Mr. Phelps' presentation, the Phoenix Garden Project at Her Majesty's Penitentiary was successful in having HMP designated as the very first bee-friendly correctional facility in Canada!



Dental Care in Primary Care in Newfoundland and Labrador | Myfanwy Price is a family medicine resident at Memorial University and Jessa Vokey is a pediatric resident at Memorial University. In a presentation to the Research Exchange Group on Oral Health, they outlined their research aiming to describe and understand the experience, knowledge and education of primary care physicians in Newfoundland and Labrador with regards to addressing common dental issues in their practice.

Autism & Employment: The Community Employment Collaboration Autism Spectrum Support Team | For Autistic people, just as for everyone, career development spans the lifetime. It begins with family responsibilities, builds as people engage in their communities, and if planned well, translates into meaningful engagement in the workforce. Julia Bloomquist is an independent Career Development Practitioner (CDP) supporting job seekers to invite more joy, clarity, and purpose in their lives. She co-presented with Elayne Greeley who, through her work as a broker with the Community Employment Collaboration, helps CDPs to work collaboratively across organizations, departments and sectors. The Community Employment Collaboration connects a variety of partners interested in building professional practice and finding solutions to emerging challenges in employment. This presentation highlighted the work of the CEC's Autism Spectrum Support Team (ASST) which consists of Career Development Practitioners (CDP) from community, government and post-secondary institutions.



Canadian Panel on Midwifery | Following from the panel devoted to Atlantic Canadian midwifery care, the Research Exchange Group on Midwifery and Maternal Health hosted a panel of midwives and leading midwifery researchers from across Canada. The Canadian Panel on Midwifery included Kim Campbell, RM, MN, Associate Professor of Midwifery at UBC, Alisha Julien Reid, National Aboriginal Council of Midwives,

Jessica MacDonald, President of the Association of Nova Scotia Midwives, and Tracy Murphy, Executive Director of the Canadian Midwifery Regulators Council. Participants shared information about midwifery education, recruitment and practice as well as research from across the country.

Self-Rated Health and Oral Health Measures in Population- Based Surveys | Dr. Meghashyam Bhat is a



Visiting Associate Professor at the Australian Research Centre for Population Oral Health (ARCPHO), School of Dentistry at the University of Adelaide, Australia and a full professor in the specialty of Public Health Dentistry at the Rajiv Gandhi University of Health Sciences Bengaluru in India. He collaborates with researchers from Australia, Canada and the Caribbean islands. Dr. Bhat spoke with the Research Exchange Group on Oral Health about self-rated health and oral health measures in population- based surveys. Dr. Bhat is seeking opportunities to work with researchers in Atlantic Canada on issues related to the Social Determinants of Health and their impacts on oral health and healthcare.

The President's Award for Public Engagement

NLCAHR was honoured this year as the President's Award for Public Engagement Partnerships — Memorial University's highest recognition for collaborations between the university and the community was awarded to the Phoenix Garden Project.² This project was initiated in 2019 by the NLCAHR Research Exchange Group on Horticultural Therapy to connect "outside gardeners" from the university and community with "inside gardeners" at Her Majesty's Penitentiary (HMP) in St. John's.



Participants in the Phoenix Garden Project learn to observe the world with a gardener's eye.
Photo by Rich Blenkinsopp

The relationships that have grown inside the prison walls are nurtured by a team of volunteers that includes: Tim Walsh, O.D.H., Nursery Manager at the MUN Botanical Garden and Dr. Jan Buley of Memorial's Faculty of Education, with facilitators David Buley, Kristina Szutor, Jill Allison, Forrest Tanner, Krista Phelan, Tasha Roberts, Niyati Singh, Kathryn Lear, Rochelle Baker and Susan Green. The group works closely with the John Howard Society and with

staff at HMP to create a space for inmates to spend time being creative, learning about horticulture, and getting their hands in the soil. The project is both inspired and led by its participants from inside the penitentiary and has been [supported by generous donations](#) from many local residents and businesses.

"We're trying to help the guys bloom a bit more," Tim Walsh, an outside gardener, explains. "We're giving them the tools that they need to build themselves up and to grow something beautiful."

A comprehensive curriculum, developed by the outside gardeners in collaboration with horticultural therapy experts, offers inside gardeners essential horticultural knowledge and valuable work skills for when they return to their communities. So far, approximately 150 inside gardeners have participated in the gardening program. Many are eagerly working towards completing the modules and receiving certification.

The connection and humanity inherent in this program come through clearly in the words that the inside gardeners write on small pieces of paper at the end of each gardening session, one of which summarizes the spirit of the program:

"This group has given me something rarely felt inside these walls, I actually got the feeling that someone actually genuinely cares about inmates."



An Inside Gardener accepts the President's Award



Inside and Outside Phoenix Gardeners gather at HMP.
Photo by Rich Blenkinsopp

² This highlight includes excerpts from a [Memorial University Gazette article](#) by Andree Callanan of Memorial's Office of Public Engagement

Other Engagement Activities

Again this year, the Centre's director and staff were connected and engaged with organizations at the local, provincial, and national levels.



Participate in Research
Aging Research Centre - Newfoundland and Labrador

Aging Research Centre - Newfoundland & Labrador (ARC-NL) |

The Centre's Director, Dr. Rick Audas, serves on the Core Leadership Team of ARC-NL - a provincial research centre devoted to studies on aging. ARC-NL was established in 2018 by a working group of NLCAHR's Research Exchange Group on Aging. Today, with funding from Memorial University and the province's Department of Children, Seniors, and Social Development, ARC-NL is situated at Grenfell Campus with a satellite office at NLCAHR. This research centre fosters collaboration between the Grenfell and St. John's campuses to create a provincial network of researchers studying late life

issues, prioritizing knowledge mobilization, and promoting engagement with older adults. NLCAHR supported ARC-NL this year in a number of ways: Rochelle Baker, Manager, Communication, Partnerships and Research Exchange Groups, helped the Core Leadership Team to prepare an application to the Memorial University Board of Regents to renew ARC-NL as a research centre at Memorial while also continuing to align ARC-NL activities with those of the NLCAHR Research Exchange Group on Aging. Tyrone White, Manager Finance, Administration and IT, provided support for overall administration of ARC-NL as well as helping to administer the ARC-NL Awards Program. NLCAHR is providing ARC-NL with ongoing administrative support.



Quadrangle Research Project: Advisory Committee | Rochelle Baker serves on an advisory committee that is helping to guide a community research project of being led by Quadrangle NL that will explore 2SLGBTQIA+ Access to Healthcare in NL. Quadrangle NL is the only solely mandated province-wide 2SLGBTQIA+ charity of the province of Newfoundland and Labrador, offering several hybrid-style programs that reach across the province and into remote and rural regions. This research project involves a province-wide survey and evaluation to help better understand 2SLGBTQIA+ healthcare in Newfoundland and Labrador and will include the perspectives of 2SLGBTQIA+ individuals, healthcare students (BScN and MD), and healthcare providers (RN, NP, and MD).



Phoenix Garden Volunteers: Supporting Health at Her Majesty's Penitentiary |

Rochelle Baker serves as a volunteer with the Phoenix Garden Program which provides arts-based education and supports for incarcerated individuals at Her Majesty's Penitentiary in St. John's. She is also serving on a sub-committee that includes mental health professionals and educators who are working in consultation with the provincial Minister of Justice on the development of user-friendly accessible resources to support people on entry into, and on release from, the HMP correctional facility.

Healthy Built Environment Working Group

The Building Healthy Communities Collaborative (BHCC), co-chaired by Pablo Navarro, Senior CHRSP Research Officer, comprises representatives from the provincial government, the health system, and Memorial University, as well as planners and community representatives. BHCC received funding from the Department

of Health and Community Services to develop an online platform that will support communities in creating and maintaining healthy built environments at the local level. BHCC contracted with Level Up Consulting to build the platform, and hosted them on an extensive field trip to Newfoundland and Labrador. The project is on-going.

City of St. John's Environment and Sustainability Experts Panel

This year, Pablo Navarro completed his tenure on the City of St. John's Environment and Sustainability Experts Panel, which was responsible for assisting the City's progress in environmental and sustainability issues. The Experts Panel provides expertise, opinion, and perspective about environmental and sustainability matters as they relate to the City of St. John's energy intensity, greenhouse gas emissions, adaptation resilience, and overall environment.

Basic Income Forum: "Let's Talk about a Basic Income for Newfoundland and Labrador"

Pablo Navarro and Joshua Smee, Executive Director of Food First NL, co-hosted a provincial forum on the concept of establishing a basic income model: "Let's Talk about a Basic Income for Newfoundland and Labrador" on September 29, 2022. Forum partners included Choices for Youth, the Community Sector Council, End Homelessness St. John's, and the Social Justice Co-op. The event was funded by Memorial University's Office of Public Engagement through an Accelerator grant. The Honorable Leah Gazan, Member of Parliament, Winnipeg Centre, Manitoba, Sister Elizabeth Davis, Co-Chair of Health Accord NL, and the Honorable John Abbott, Minister of Children, Seniors, and Social Development, Government of Newfoundland and Labrador, gave keynote addresses. The Forum hosted a panel discussion on Basic Income in Atlantic Canada: Progress and Opportunities, with panelists: Mandy Raining Bird, Atlantic Summit Organizing Committee, Kristen Lowitt, Lead - Basic Income: The Case for the Fisheries, Bruce Knox, Lead-Basic Income: The Case for Municipalities, and Steven Wolinetz, Professor Emeritus in Political Science at Memorial University and member of the Religious Social Action Committee of NL. A second panel discussion on the Ontario basic income pilot project included: Tom Cooper, Director, Hamilton Roundtable for Poverty Reduction, Chloe Halfpenny, Co-Chair, Basic Income Canada Youth Network, Jodi Dean, Former Recipient of the Ontario Basic Income Pilot Project, Dan Meades, Coordinator, Transition House Association of Newfoundland and Labrador, and Elaine Power, Professor, Queen's University. A total of 291 people registered for the day-long virtual forum. All registrants received a follow-up package, including links to the presentations and supporting printed materials.

Newfoundland and Labrador Provincial Harm Reduction Committee

Pablo Navarro was invited to sit on the Provincial Harm Reduction Committee, a group whose purpose is to oversee the province's Take Home Naloxone Program, work with the AIDS Committee of Newfoundland and Labrador's Safe Works Access Program, and to inform and advocate for on-going harm reduction approaches in Newfoundland and Labrador.

Transition House Association of Newfoundland and Labrador (THANL) Research Project

NLCAHR entered into a partnership with the Transition House Association of Newfoundland and Labrador (THANL) to carry out research on the data frameworks of violence against women (VAW) shelters in the province, including practices for data collection, analysis, and use. The study will: document and analyze current practices; assess the needs of VAW shelters, including data capture and management, training, and change management practices; uncover potential solutions for harmonizing data frameworks; and provide an evaluation framework and logic model. Research partnership leads are Pablo Navarro, Senior Research Officer, NLCAHR, Dan Meades, Provincial Coordinator, THANL, and Dana Warren, Subject Matter Expert, Precipice Counselling and Consulting. The research team anticipates completing this project by March, 2024.

Mental Health Research Canada

NLCAHR partnered with Mental Health Research Canada (MHRC) to produce an end-of-funding report for the MHRC funding initiative that supported research into the impacts of the COVID-19 pandemic on children, youth, and families. Pablo Navarro collaborated with research teams from British Columbia, Saskatchewan, Ontario, and New Brunswick to summarize their research activities,

Faculty of Medicine Strategic Planning: Wellness and Wellbeing Committee

Pablo Navarro serves as a staff representative on the Faculty of Medicine's Wellness and Wellbeing Committee which aims to build awareness about activities and strategies that will support the wellness and wellbeing of faculty, staff and learners within the Faculty of Medicine.

The National Collaborating Centre for Environmental Health: Healthy Built Environment Forum Champions

The National Collaborating Centre for Environmental Health developed an online discussion forum to enhance networking and to foster linkages among Healthy Built Environment (HBE) practitioners, policy-makers, and researchers. Research evidence has established HBE as a critical influence on human physical, mental and social health. As a result, public health agencies and educational institutions across Canada have incorporated HBE into their mandates and curricula as part of their efforts to improve population health outcomes. Pablo Navarro was invited to participate and is one of two members from Newfoundland and Labrador to serve in this forum.

CASCADES Summer Institute on Climate Change and Health | The Centre's Director, together with Senior CHRSP Research Officer Pablo Navarro worked throughout Spring of 2023 to develop plans for the inaugural 2023 CASCADES Summer Institute on Climate Change and Health taking place at Memorial University in June of this year. CASCADES is led by the University of Toronto Centre for Sustainable



Health Systems, in partnership with the Healthy Populations Institute at Dalhousie University, the Planetary Healthcare Lab at the University of British Columbia, and the Canadian Coalition for Green Health Care to support Canada's healthcare community to

transition towards an environmentally sustainable (net zero carbon emission) and resilient health system. Memorial University is one of 11 hubs across Canada bringing together graduate students, medical students, practitioners and experts to examine the challenges posed by climate change and to think about possible ways the health system can change to reduce its environmental impact.

Statistics Canada Research Data Centre, Memorial University | Dr. Rick Audas is the Academic Director of the Statistics Canada Research Data Centre, Memorial University. The Research Data Centre houses a wide variety of Statistics Canada data sets, which can be made available to researchers, free of charge, with approved projects.

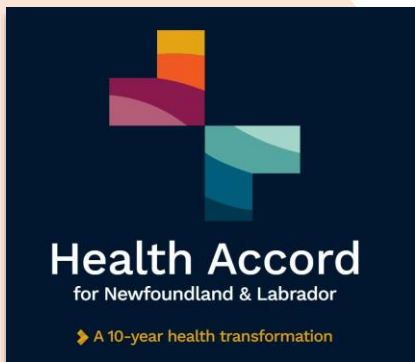
Master's of Applied Health Services Research (MAHSR) Program | Dr. Rick Audas is the Memorial University Academic Lead for the Master's of Applied Health Services Research (MAHSR) program. This degree is jointly offered by University of New Brunswick, University of Prince Edward Island, Saint Mary's University and Memorial University.

Undergraduate Medical Curriculum at Memorial University | Dr. Audas is the Undergraduate Curriculum Liaison in the undergraduate medical program for The Division of Community Health and Humanities and a member of the management team of Phase 3 of the undergraduate medical program.



Destination Excellence Implementation Steering Team | Destination Excellence 2018-2023 is the Faculty of Medicine's strategic plan, designed with an important goal in mind—achieving excellence in education, research and engagement with the communities with whom we serve and partner. As part of Destination Excellence, the faculty's vision for the future and strategic directions and goals are articulated in its mission statement: *Through excellence, we will integrate education, research and social accountability to advance the health of the people and communities we serve.* The Faculty has established short and

long-term priorities and has been implementing them. The implementation process has included iterative engagement with faculty, staff, learners, alumni, the University, and community partners. Rochelle Baker serves on the Destination Excellence Implementation Steering Team and was a member of the committee's Social Accountability Team.



Health Accord NL- Social Determinants of Health Committee |

Health Accord NL was created in November 2020 to re-imagine the NL healthcare system to best deliver services to meet the needs of people in communities across the province. It is mandated to deliver a 10-Year transformation of the health system with short, medium, and long-term goals to create a system that better meets the needs of Newfoundlanders and Labradorians. The Accord is made up of six working committees: Social Determinants of Health, Community Care, Hospital Services, Aging Population, Quality Health Care, and Digital Technology. Senior CHRSP Research Officer, Pablo Navarro served on the Social Determinants of Health Committee.

Canadian Agency for Drugs and Technologies in Health (CADTH) | The Centre continues its productive partnership with CADTH at the local level, through consultation with CADTH's provincial liaison officer, and nationally, through participation in CADTH's annual conferences.



Canadian Health Services and Policy Research Alliance (CHSPRA) | The Centre's Interim Director, Dr. Rick Audas serves on the executive of this national organization that was developed under the leadership of CIHR's Institute for Health Services and Policy Research (IHSPR). CHSPRA involves partners, stakeholders, health services/policy research leaders with the aim of bringing greater collaboration and coordination to health services policy research activity and investment in Canada and optimizing the relevance and impact of IHSPR investments in high priority areas of pan-Canadian interest. This

Alliance provides an important vehicle for advancement of the Pan-Canadian Vision and Strategy for Health Services and Policy Research.

The COVID-19 Evidence Network to Support Decision-making (COVID-END) | The COVID-19 Evidence Network to Support Decision-making (COVID-END) is a time-limited network that brings together more than 50 of the world's leading evidence-synthesis, technology-assessment and guideline development groups around the world. COVID-END helps those supporting decision-making about COVID-19 to find and use the best available evidence (i.e., to support the evidence-demand side of the pandemic response); and it helps researchers to avoid waste by reducing duplication in and better coordinating the COVID-19 evidence

syntheses, technology assessments and guidelines being produced (i.e., to support the evidence-supply side of the pandemic response). Given the work that NLCAHR has been producing to support evidence-informed decision making about COVID-19, our Senior CHRSP Research Officer, Pablo Navarro was invited to join the COVID-END network.



National Alliance of Provincial Health Research Organizations (NAPHRO) | Dr. Rick Audas represents NLCAHR as a member of NAPHRO, a voluntary association of provincial health research funding organizations. NAPHRO provides a forum to share ideas, communicate lessons learned, and define opportunities for collaboration with respect to issues and challenges

confronting the health research enterprise across the country. The Alliance meets in person twice a year and by teleconference three times a year, to share information and identify potential opportunities for working collaboratively on common issues.

Additionally, Tyrone White sits on the NAPHRO Impact Assessment Group. This group includes representatives from each of the provincial health research funding organizations and CIHR and has been developing and implementing tools that assess the bibliometric and econometric impacts of provincial health research funding. These tools are intended to inform decision makers and research communities about the returns on research funding investments at the academic level and in terms of their benefits for Canadian society at large.



The National Collaborating Centre for Environmental Health Healthy Built Environment Forum Champions

The National Collaborating Centre for Environmental Health developed an online discussion forum to enhance networking and to foster linkages among Healthy Built Environment (HBE) practitioners, policy-makers, and

researchers. Research evidence has established HBE as a critical influence on human physical, mental and social health. As a result, public health agencies and educational institutions across Canada have incorporated HBE into their mandates and curricula as part of their efforts to improve population health outcomes. Pablo Navarro was invited to participate and is one of two members from Newfoundland and Labrador to serve in this forum.



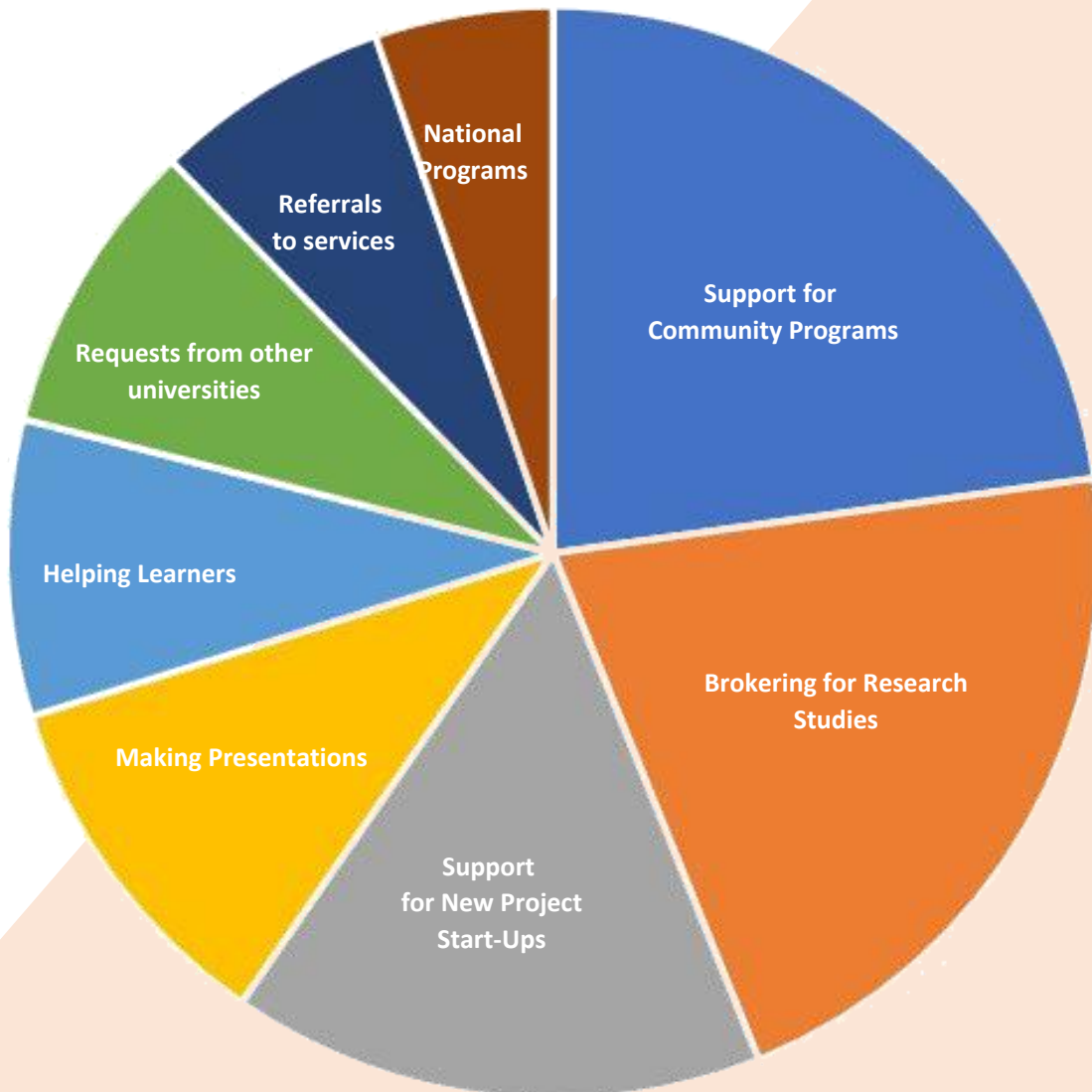
Strategy for Patient-Oriented Research (SPOR)

Evidence Alliance | NLCAHR, as an organization that produces evidence syntheses for its health system partners, is a member of the SPOR Evidence Alliance, a partnership between researchers, patients, healthcare

providers, policymakers, and other decision makers who are committed to building a Canadian health system that is increasingly informed and improved using best available evidence and innovations uncovered by the health research community. The Alliance is jointly funded by the Canadian Institutes of Health Research and 41 public agencies and organizations across Canada to create a collaborative research environment that is centred on patients and health system decision-makers as part of the Strategy for Patient-Oriented Research initiative.

NLCAHR Brokering Activities

In addition to the engagement involved in its two core programs, CHRSP and the Research Exchange Groups, the staff at the Centre work every day in a brokering role— assisting university, healthcare system, and community partners in a number of important ways. In past years, we have not formally recorded these activities; however, we have started to quantify these activities to help develop a better sense of the kinds of engagement and partnering we are routinely asked to provide and the kinds of support we offer to individuals, agencies and organizations seeking our help. The following is a brief account of NLCAHR’s Brokering Activities in Fiscal Year 2022-2023.



NLCAHR Brokering Activities:
 Support and engagement outside the core CHRSP and REG Programs
 (see following page for examples)

Who did we help this year?

The following organizations reached out to NLCAHR for brokering support this year:

BC Centre for Disease Control
 Building Healthy Communities Collaborative
 Canadian Association on Gerontology
 CBC News
 Central Health
 Choices for Youth
 Community Sector Council
 Department of Children, Seniors and Social Development Gov NL
 Eastern Health
 ElderDog Canada
 End Homelessness St. John's
 First Light
 Food First NL
 Health Accord NL
 Healthy Built Environments
 LSPU Hall
 March of Dimes Canada
 McGill University
 Mental Health Research Canada
 Memorial University Faculty and Learners
 MindFreedom International
 Mount Saint Vincent University
 National Collaborating Centre for Environmental Health
 NL Health Services
 NL Palliative Care Association
 Office of the Seniors' Advocate
 Osteoporosis Canada
 Perinatal Mental Health Alliance NL
 The Phoenix Garden Project
 Planned Parenthood NL Sexual Health Centre
 Public Health Agency of Canada
 Quadrangle NL
 Quality of Care NL
 Saskatchewan Health Authority
 SeniorsNL
 Saint Mary's University
 Single Parents Association of NL
 St. John's Social Justice Co-op
 University of New Brunswick
 Women's College Hospital Toronto
 York University
 YWCA

13 Community Programs

promoting events
 community knowledge mobilization
 participating directly as volunteers
 connecting community agencies to create coalitions
 access to program evaluations from Memorial

12 Research Studies

helping researchers find partners and funding
 helping recruit study participants
 research knowledge mobilization/ information sharing
 disseminating research findings

9 New Project Start-ups

supporting proposals for new research projects
 supporting new community projects
 brokering partnerships to establish new projects
 providing resources and knowledge mobilization
 recruiting community volunteers

6 Presentations

to university classes and learner groups
 at community, health system, and national webinars

5 Student Projects

connecting students with supervisors and mentors
 helping students access resources for research
 helping students find partners from the community
 connecting students with fellowship opportunities
 helping students recruit study participants

5 Requests from other Universities

connecting academics from outside NL with research/
 community partners in NL

4 Referrals to Health/ Community Support

individuals seeking support for their families, referrals,
 or information about health or community programs or
 services

3 National Programs

Support for national programs seeking new
 connections in NL



Finances



NLCAHR Budget

April 1 2022 to March 31, 2023

Operating Funds			
	BUDGET	SPENT	REMAINING
Salaries and Benefits	\$436,912	\$401,117	\$37,795
Operating Expenditures	\$1,100	\$2,510	\$1,410
Travel/Representation	\$0	\$0	\$0
CHRSP Consultants	\$12,000	\$6,000	\$6,000
TOTALS	\$450,012	\$409,627	\$42,385

Funding Sources:

Department of Health and Community Services: \$378,500

Memorial University of Newfoundland Faculty of Medicine: \$15,763 plus acting director's salary in-kind

Department of Children, Seniors and Social Development/Memorial University of Newfoundland, ARC-NL funding: \$15,364