

# Susan Stevens, BSW, MEd, RSW, CHE, EXTRA Fellow

Halifax, Nova Scotia

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**PROFILE STATEMENT:** Social worker, policy maker, university professor, health systems leader, workplace educator. Susan is known for her ability to deliver innovative solutions in the complex and ever-changing health and social service landscape. She is an effective communicator noted for being able to inspire and engage audiences. She has front-line service delivery, education, Board, procurement, finance, communications, project management, patient engagement, quality improvement, research, policy and planning experience. She brings strong analytical skills, a commitment to continuous quality improvement and a passion for equity, diversity, inclusion, reconciliation, and accessibility. She believes in the transformative nature of education to better the lives of people everywhere.

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## Academic Experience

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<b>Adjunct Professor</b> Department of Family Studies and Gerontology Mount Saint Vincent University – Halifax, NS	2015 - 2025
<b>University Professor</b> (part-time) Department of Family Studies and Gerontology Mount Saint Vincent University – Halifax, NS	1999 - present
<b>Adjunct (Scholar)</b> Medical Research Graduate Program, Faculty of Graduate Studies Dalhousie University – Halifax, NS	2020-2024
<b><u>PhD Thesis Committee, Dalhousie Medical School</u></b> <i>Associations between social vulnerability, health outcomes and use of health outcomes and use of health care resources in community dwelling older adults</i>	2020 - present
<b><u>Graduate Thesis Committees, Mount Saint Vincent University</u></b> <i>A Comparison of the Manitoba Primary Caregiver Tax Credit and the Nova Scotia Caregiver Benefit</i>	2013
<i>Assessing the Physical Environment in Adult Day Programs for Persons with Dementia</i>	2012
<b><u>Undergraduate Courses Taught</u></b> Care Policies FSGN 3450 DS Case Management FSGN 4480 Contemporary and Professional Ethical Issues in Aging and Families FSGN 3401 Interpersonal Communications CHYS/FSGN 3327 Introduction to Gerontology FSGN 1101 Policies on Families and Aging FSGN 4433 Social Policy in Long Term Care FSGN 3346 Strategies for Planned Change FSGN 3345	2021, 2023 2023 2016, 2019-2024 2024 2014, 2015, 2018 2009 2004, 2007 2011-2024

## **Graduate Courses Taught**

Care Policies GFSG 6650 DS	2021
Case Management GFSG 6650	2023
Program Design in Adult Education	2002
Adult Education Methods	2001, 2002
Research Perspectives in Adult Education	2001
Practicum in Adult Education	1999 – 2001

## **Curriculum Development**

Case Management FSGN 4480/GFSG 6650 On campus	2023
Contemporary and Professional Ethical Issues in Aging and Families FSGN 3401 Online	2019
Strategies for Planned Change FSGN 3345 Online	2019

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## **Microcredentials Education Experience**

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<b><i>Developer &amp; Instructor, Case Management Fundamentals</i></b> (21-hour program) Mount Saint Vincent University Microcredentials	Fall 2023
<b><i>Developer &amp; Instructor, Continue Caring</i></b> (8-hour program) Mount Saint Vincent University Microcredentials	Fall 2023
<b><i>Developer &amp; Instructor, Philosophy of Care Module</i></b> (3-hours) Dalhousie University Certificate of Leadership in Continuing Care Administration	2021-2024

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## **Workplace Education Experience**

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<b><i>Instructor, Transformational Leadership 1</i></b> (40-hour program) Workplace Education Initiative, Department of Labour, Skills, & Immigration	Winter 2024
<b><i>Instructor &amp; Developer, Performance Management</i></b> (40-hour program) Workplace Education Initiative, Department of Labour, Skills, & Immigration	Spring 2024

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## **Career Progression**

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<b><i>Owner &amp; Facilitator</i></b> Wyndrock Hill Consulting - Halifax, Nova Scotia	2024 – present
<b><i>Senior Director, Continuing Care</i></b> Nova Scotia Health Authority - Halifax, Nova Scotia	2015 – 2023
<b><i>Director, System Planning, Continuing Care Branch</i></b> Department of Health & Wellness – Halifax, Nova Scotia	2011 – 2015
<b><i>Director, Standards &amp; Policy Development, Continuing Care Branch</i></b> Department of Health – Halifax, Nova Scotia	2004 – 2011

<b>Senior Policy Analyst</b> Department of Health – Halifax, Nova Scotia	2001 – 2004
<b>Care Coordinator</b> Home Care Nova Scotia, Department of Health – Halifax, Nova Scotia	1996 – 2001
<b>Family Support Coordinator</b> Halifax Association of Community Living – Halifax, Nova Scotia	1993-1996
<b>Assistant Settlement/Orientation Worker</b> Metropolitan Immigrant Settlement Association – Halifax, Nova Scotia	1993
<b>Caseworker</b> <b>Family Benefits, Department of Community Services – Lower Sackville, Nova Scotia</b>	1989 – 1992

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## Education

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EXTRA Fellowship, Healthcare Excellence Canada	2018
Executive Leadership Development Program, Public Service Commission	2007 – 08
Policy Analysis for Government Managers, Public Service Commission Dalhousie University	2005
Project Management	2002, 2003
Master of Education in Adult Education, Dalhousie University	1994 - 95
Bachelor of Social Work (cum laude), Dalhousie University	1988 - 93

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## Professional Licenses, Credentials & Awards

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Queen Elizabeth II Platinum Jubilee Award 2023
Teaching Excellence Award Part-time Faculty MSVU 2022
Canadian College of Health Leaders Bluenose Chapter Award for Leadership & Innovation 2019
Certified Health Executive, Canadian College of Health Leaders
EXTRA Fellow, Healthcare Excellence Canada (formerly Canadian Foundation for Health Improvement)
Nova Scotia Association of Social Workers, Registered Social Worker, License #478 (retired)

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## Volunteer Work

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Health Management Forum Journal, Editorial Board Member	2022 – present
ElderDog Canada Inc., Vice-Chair	2014 - 2016
Disabled Persons Commission, Commissioner	2013 - 2015
Braemount Condominium Corporation, Board Member & President	2008 – 2010
Braemount Condominium Corporation, Board Member & Secretary	2006 – 2008
Braemount Condominium Corporation, Board Member	2004 – 2006
St. John Ambulance Therapy Dog Program, Parkstone Nursing Home Volunteer, Halifax	2006 – 2007
Nova Scotia Association of Social Workers, Professional Development Committee, Member	1995 – 2000
Metropolitan Immigrant Settlement Association, Board Member	1994 -1998
World Council of Churches, Young Women's Festival, Suva, Fiji, Canadian Delegate	1994
Canada World Youth - Ghana Work Partner Program, Ghana, West Africa, Adult Educator	1992
World Council of Churches, Geneva, Switzerland, Youth Steward Program, Canadian Delegate	1990

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## Scholarly Presentations & Publications

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**Stevens, S.** (2024). *A look at home care clients over time: Insights for case management*. Presentation at the Northwood Research Symposium.

Macdonald, M., Weeks, L., Langman, E., Roach, S., MacNeil, M., Caruso, J., Tricco, A., Pham, B., Straus, S., Mishra, S., Isaranuwachai, W., Cormack, G., Grossman, M., Yakubovich, A., Mojibafan, A., Ignaczak, M., Leid, C. Watt, J., **Stevens, S.**, Khan, T., Curran, J., Moody, E., & Rodrigues, R. (2024). Recent innovations in long-term care coverage and financing: A rapid scoping review. *BMJ Open*, *14*, e077309. Doi:10.1136/bmjopen-2023-077309.

Barber, B., Weeks, L., Steeves-Dorey, L., McVeigh, W., **Stevens, S.**, Moody, E., & Warner, G. (2021). Hospital to home: Supporting the transition from hospital to home for older adults. *Canadian Journal of Nursing Research*, *0*(0), 1-14. DOI: 10.1177/08445621211044333

Mah, J. C., **Stevens, S. J.**, Keefe, J. M. & Rockwood, K. (2021). Social factors influencing utilization of home care in community-dwelling older adults: a scoping review. *BMC Geriatrics*, *21*, 145. <https://doi.org/10.1186/s12877-021-02069-1>

Keefe, J.M., Funk, L., Knight, L., Lobchuk, M., Macdonald, M., Mitchell, L., Rempel, J., Warner, G., **Stevens, S.** (2020). Home care clients: a research protocol for studying their pathways. *BMC Health Services Research*, *20*, 535. <https://doi.org/10.1186/s12913-020-05363-7>

Yu, Z., Gallant, A., Cassidy, C. Boulos, L., Macdonald, M. & **Stevens, S.** (2020). Case management models and continuing Care: A literature review across nations, settings, approaches and assessments. *Home Health Care Management & Practice*, 1-12. DOI:10.1177/1084822320954394

Stevens, S. & Keefe, J. (2019). *How approaches to care shape the pathways of older home care clients*. Presentation at the Canadian Association for Health Services Policy and Research Annual Conference.

Macdonald, M., Weeks, L., Keenan, G., Iduye, S. Luciano, S. & **Stevens, S.** (2019). *The development of continuing care client and caregiver satisfaction surveys* [poster presentation]. Presentation at the Canadian Association for Health Services Policy and Research Annual Conference.

Macdonald, M. Yu, Z., Cassidy, C. & **Stevens, S.** (2019). *Case management models and continuing care: A literature review*. Presentation at the Canadian Association for Health Services Policy and Research Annual Conference.

Stevens, S., Hamilton, G., Bonner, K. & Baker, P. (2018). *There's no place like home - Meeting the needs of Nova Scotia's aging population*. Presentation at the CAGP-CCSMH Annual Scientific Meeting.

Stevens, S. (2016). *Reversing the tide: How the NSHA is using evidence to reduce waitlists for long term care*. Presentation at the 45<sup>th</sup> Scientific and Educational Meetings of the Canadian Association on Gerontology.

Stevens, S. (2016). *Reversing the tide: Reducing long term care waitlists in Nova Scotia*. Presentation at the Nova Scotia Centre on Aging Our Future is Aging Conference.

Stevens, S. (2012). *Personal alert assistance program – Does it prolong stay at home?* Presentation at the Canadian Home Care Association Annual Conference.

Stevens, S. & Etter, L. (2010). *Working together works – Nova Scotia's home care on Reserves project*. Presentation at the Canadian Home Care Association Annual Conference.

Stevens, S. (2004). *Quality improvement in Continuing Care*. Presentation at the Canadian Home Care Association Annual Conference.

Stevens, S. (2002). *Knowledge management: A critical view*. Presentation at the Canadian Association for the Study of Adult Education Atlantic Region Annual Conference on Organizational Learning.

Stevens, S. (1999). *Social work and new technology*. Presentation at the Nova Scotia Association of Social Workers' Annual Conference.

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## Research Projects

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Canadian Institute for Health Research (CIHR) (April 2023 - March 2027). Project Grant: *An underrepresented, undervalued workforce: Understanding and supporting quality of work life in long-term care*. (CIHR: \$2,103,752; Health PEI: \$10,000, Nova Scotia Health Authority: \$10,000; Newfoundland & Labrador Centre for Applied Health Research: \$100,000). Nominated Principal Applicant: Keefe, J.; Principal Applicants: Audas, R., Estabrooks, C., Tomblin Murphy, G.; Co-Applicants: MacKenzie, A., McArthur, C., Norman, K., Weeks, L., Wilson, R.; Collaborators: Andrew, M., Boudreau, D., Duff, R., MacDougall, A., Norton, P., O'Keefe, J., **Stevens, S.**, Waddleton, D., Weir, J.

Canadian Institutes of Health Research (CIHR) (2018-2024). Project Grant: *How approaches to care shape the pathways of older adult home care clients*. (CIHR request: \$1,135,000). Keefe, J. (Principal Applicant). **Stevens, S.** (Principal Applicant). Co-Is: Donaldson, J., Funk, L., Graves, K., Lobchuk, M., MacDonald, Marilyn, MacDonald, Martha, MacDonald, M.J., Mitchell, L., Warner, G.

Canadian Institutes of Health Research (CIHR) (2018-2023). Project Grant. *Translating Research in Elder Care (TREC) – Phase 3*. (CIHR request: \$5,795,000). Keefe, J.; Estabrooks, C.A. (NPI), Schalm, C. (Co-PI), Anderson, C., Anderson, R., Berta, W., Bostrom, A.-M., Boudreau, D., Chamberlain, S., Clement, F., Cook, H., Cranley, C., Cummings, G., Dacombe Dewar, L., Davidson, H., Dearing, J., Doupe, M., Easterbrook, A., Forbes, H., Ginsburg, L., Goodarzi, Z., Gruneir, A., Hoben, M., Holroyd-Leduc, J., Keefe, J., Kelly, R., Knopp-Sihota, J., Lanham, H., Lo, T., McBain, K., Meng, J., Nesari, M., Norton, P.G., Poss, J., Reid, C., Sheppard, I., Squires, J., **Stevens, S.**, Sutherland, J., Taylor, D., Teare, G., Trinidad, G., Wagg, A., Weeks, L., Wheler, B., Mann, J., Visockas, A.-M.

Nova Scotia Health Research Fund (April 2021 – June 2022). *The unsung heroes: Long term care staff's quality of work life*. (\$97,421). PI: Keefe, J. Co-A's: Estabrooks, C., **Stevens, S.**

Canadian Institutes of Health Research (CIHR) (2015-2021). *Ehealth Innovations Grant. Caring near and far: A multi-province investigation of remote monitoring technologies connecting community-based older adults and their care team*. PI: Donelle, L. Co PI: Regan, S. Team Members: Battisini, B., Bauer, Blanchard, P., Borycki, E., Burnett, B., Coleman, S., Figueiredo, L., Forbes, D., Ganong, L., Gaudet, A., Hock, J., Isaranuwachai, W., Kerr, M., Koso, C., Likpatrick, T., Loyola, M., McCluskey, K., McGowan, J., Milak, G., Mueller, C., Peters, P., Ruptash, T., Sangster Gromely, **Stevens, S.**, Sullivan, A., Thornton, A., Warner, G., Whitehead, J., Zecevic, A., Zwarenstein, M. Client Advisory Group: Bork, S., Langdon, N., MacDonald, A., Murray, N., Vanderheyden, R.

Canadian Institutes of Health Research (CIHR) (2019-2021). *Optimizing hospital-to-home transitional care to promote functioning in older persons with dementia in rural communities*. PI: Fox, M. Co-Is: Brooks, D., Burpee, C., Durocher, E., Elias, B., Fox, M. Hunter, K., Kelly, N. Macdonald, M., MacDonald, M., MacLeod, A., MacLeod, J., McNeil, D., Murray, C. A., Rydall, M., Sidani, S., Skinner, M., **Stevens, S.**, Sutton, W., Wagg, A., Weeks, L.

Canadian Institutes of Health Research (CIHR) (May 2016- April 2020). Team Grant: *Late Life Issues. Seniors-adding life to years (SALTY)*. (CIHR Request: \$1,397,931; AIHS Partner Funds: \$200,000, Alzheimer Society of Canada Partner Funds: \$37,500, MSFHR Partner Funds: \$200,000, NSHRF Partner Funds: \$200,000). PI: Keefe, J.; Co-PI: Estabrooks, C.; Co-Is: Andrew, M., Armstrong, H., Armstrong, P., Aubrecht, K., Berta, W., Bourgeault, I., Braedley, S., Burge, F., Cloutier-Fisher, D., Daly, T., Gruneir, A., Hoben, M., Marshall, E., McGregor, M., Norton, P., Poss, J., Stajduhar, K.; PKU: Cook, H.; KUs: English, P., Grabusic, C., Hillmer, M., Schalm, C., Silvius, J., **Stevens, S.**, Taylor, D., Teare, G.; Clinical Lead: MacDonald, L.; Lead Patient/Family Representative: Fifield, H.; Collabs: Findlay, E., Forbes, F., Janz, T., Kjørven, M., lePair, Y., Lynam, C., Mann, J., Nicol, J., Norman, K., Waugh, J.

Canadian Institutes of Health Research (CIHR) (2017-2019). Institute of Health Services and Policy Research. *Health System Impact Fellowship. What does a person and family centred approach to challenging behaviours in dementia look like in practice at the service delivery level? A partnership to support research informed continuing care policy in Nova Scotia*. Supervisors: Keefe, J.; **Stevens, S.** Fellow: Aubrecht, K.

Nova Scotia Health Research Foundation (NSHRF) (November 2018 – November 2019). *Informing the development of transitional care in Nova Scotia with multiple health conditions and their caregivers*. PI: Weeks, L. Mentor: Macdonald, M. Co-Is: Martin-Misener, R.; Warner, G., Kelly, N. Gibson, R., MacDonald, M. **Stevens, S.**

Nova Scotia Health Research Foundation (NSHRF) (August 2017-August 2018). Development and Innovative Grant: *The experiences and perceptions of unpaid caregivers providing care for community-dwelling adults with dementia: A qualitative systematic review*. (\$15,000). Co-A: Macdonald, M., Keefe, J., **Stevens, S.**

Dalhousie University Operating Grant (June 2017-May 2018). *The experiences and perceptions of unpaid caregivers providing care for community-dwelling adults with a dementia: A systematic review*. (\$5,000). PA: Macdonald, M.; Co-A's: Keefe, J., Martin-Misener, R., Weeks, L. Helwig, M.; Collab.: **Stevens, S.**

Canadian Institutes of Health Research (CIHR) (2015-2016). Team Grant Development: *Late life issues LOI. Seniors – adding life to years (SALTY)* (\$45, 465). PI: Keefe, J., Co-PI: Estabrooks, C.; Clinical Lead- McGregor, M.; Patient/family Representative- Fifield, H; Co-Is: Stajudar, K., Armstrong, P., Armstrong, H., Bourgeault, I., Aubrecht, K., Hoben, M., Sawatzky, R., Berta, W., Moorhouse, P., Mallery, L., Sims-Gould, J., Daly, T., Norton, P., Ginsburg, L., Cummings, G.; Knowledge Users- Taylor, D., Cook, H., **Stevens, S.**, Janz, T., Nicol, J., Kjørven, M.