

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. 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, policy and planning experience. She brings strong analytical skills, a commitment to continuous quality improvement and a passion for continuing care/health policy and leadership to every aspect of her work. Susan is a compassionate leader and champion of patient and family engagement and patient/staff safety. She is passionate about equity, diversity, inclusion, reconciliation, and accessibility work.

Academic Experience

Adjunct Professor 2015 – 2025

*Department of Family Studies and Gerontology
Mount Saint Vincent University – Halifax, NS*

University Professor (part-time) 1999 – present

Mount Saint Vincent University - Halifax, NS

Adjunct (Scholar) 2020-2021

*Medical Research Graduate Program, Faculty of Graduate Studies
Dalhousie University – Halifax, NS*

PhD Thesis Committee, Dalhousie Medical School

*Associations between social vulnerability, health outcomes and use of health outcomes
and use of health care resources in community dwelling older adults* 2020 – present

Graduate Thesis Committees, Mount Saint Vincent University

*A Comparison of the Manitoba Primary Caregiver Tax Credit and the Nova Scotia Caregiver
Benefit* 2013

Assessing the Physical Environment in Adult Day Programs for Persons with Dementia 2012

Undergraduate Courses Taught

Care Policies FSGN 3450 DS 2021

Case Management FSGN 4480 2023

Contemporary and Professional Ethical Issues in Aging and Families FSGN 3401 2016, 2019-23

Introduction to Gerontology FSGN 1101 2014-15, 2016, 2018

Strategies for Planned Change FSGN 3345 2011-2022

Policies on Families and Aging FSGN 4433 2009

Social Policy in Long Term Care FSGN 3346 2004, 2007

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 Learning	2019
Strategies for Planned Change FSGN 3345 Online Learning	2019

Professional Experience – Healthcare Leadership

Senior Director, Continuing Care April 2015 – August 2023
Nova Scotia Health Authority – Halifax, Nova Scotia

Director, System Planning – Continuing Care Branch 2011 – 2015
Department of Health & Wellness - Halifax, Nova Scotia

Director, Standards & Policy Development – Continuing Care Branch 2004 - 2011
Department of Health - Halifax, Nova Scotia

Career Progression

Department of Health, Halifax, NS
Senior Policy Analyst, Policy, Planning and Legislation Branch 2001-2004
Care Coordinator, Continuing Care Branch 1996-2000, 2001

Mount Saint Vincent University, Halifax, NS
Research Project Coordinator, HIV/AIDS in the Meshwork, School of Education 2000-2001

Halifax Association for Community Living, Halifax, NS 1993-1996
Family Support Coordinator

Metropolitan Immigrant Settlement Association, Halifax, NS
Assistant Settlement/Orientation Worker 1993

Department of Community Services, Lower Sackville, NS
Family Benefits Caseworker 1989-1993

Education

Psychologically Safe Leadership (3 certificate programs), University of New Brunswick	2023
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	1995
Bachelor of Social Work (cum laude), Dalhousie University	1993

Professional Licenses, Credentials & Awards

Queen Elizabeth II's Platinum Jubilee Medal 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

Community Involvement

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

Scholarly Presentations & Publications

Macdonald, M., Weeks, L.E., Langman, E., Caruso, J., Tricco, A.C., Pham, B., Straus, S., Mishra, S., Isaranuwatchai, W., Cormack, G.V., Grossman, M. R., Yakubovich, A., Mojibafan, A., Ignaczak, M., Leid, C., Watt, J., **Stevens, S.**, Khan, T., Curran, J., Moody, E. (accepted). *Patient partners in a rapid scoping review of long-term care initiatives: An evaluation of partner engagement* [Poster presentation]. Canadian Association on Gerontology Annual Scientific and Educational Conference 2023, Toronto, ON, Canada.

Keefe, J., Stevens, S., Macdonald, M. & Burke, R. (2022). *Home care policy profile: Nova Scotia*. Nova Scotia Centre on Aging, Mount Saint Vincent University.

Guthrie, D., Williams, N., Beach, C., Buzath, E., Cohen, J., Declearcq, A., Fisher, K., Fries, B., Goodridge, D., Herman, K., Hirdes, J., Seow, H., Silveira, M., Sinnarajahl, A., **Stevens, S.**, Tanuseputro, P., Taylor, D., Vadeboncoeur, C., & Wityk Martin, T. L. (2022). A multi-stage process to develop quality indicators for community-based palliative care using interRAI data. *PLoS ONE*, 17(4): e0266569. <https://doi.org/10.1371/journal.pone.0266569>

Mah, J., Rockwood, K., **Stevens, S.**, Keefe, J. & Andrews, M. (2022). Do interventions reducing social vulnerability improve health in community dwelling older adults? A systematic review. *Clinical Interventions in Aging*, 2022(17), 447–465. https://www.dovepress.com/articles.php?article_id=74406

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*. 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]. 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*. 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 45th 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 given at the Canadian Home Care Association Annual Conference.

Stevens, S. (2002). *Knowledge Management: A Critical View*. Presentation given 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 given at the Nova Scotia Association of Social Workers' Annual Conference.

Research Projects

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) (April 2018- April 2024). Project Grant: Fall 2017: 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, MJ., Mitchell, L., Warner, G.

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., Hoeben, 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) (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: Stadjudar, K., Armstrong, P., Armstrong, H., Bourgeault, I., Aubrecht, K., Hoeben, 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.

Canadian Institutes of Health Research (CIHR). Project Grant. Translating Research in Elder Care (TREC) – Phase 3. (2018- 2023) (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.

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., Isaranuwatthai, 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) (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.

Canadian Institutes of Health Research (CIHR). Developing and testing quality indicators for palliative care using existing data. PI: Guthrie, P. Co PIs: Cohen, J., Declercq, A., Fisher, K. Goodridge, D., Hirdes, J., Seow, H., Silveria, M., Tanuseputro, P. Knowledge Users: **Stevens, S.**, Baxter, S., Binkle, H., Paris, C., Riske, A., Taylor, D., Wityk, Martin, T.

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.

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.**

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.**

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 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.**