



# *Nova Scotia's* **TOP EMPLOYERS** **2011**



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# Nova Scotia's Top 15 Employers 2011

**Now in its fifth year, Nova Scotia's Top Employers is an annual competition organized by the editors of Canada's Top 100 Employers.**

**This special designation recognizes the employers in Nova Scotia that lead their industries in offering exceptional places to work.**

**The project is unique in that it is the only editorially based competition that recognizes exceptional workplaces in Nova Scotia.**

Employers are evaluated by the editors of Canada's Top 100 Employers using the same eight criteria as the national competition: (1) Physical Workplace; (2) Work Atmosphere & Social; (3) Health, Financial & Family Benefits; (4) Vacation & Time Off; (5) Employee Communications; (6) Performance Management; (7) Training & Skills Development; and (8) Community Involvement. Employers are compared to other organizations in their field to determine which offers

the most progressive and forward-thinking programs.

Employers apply for the Nova Scotia's Top Employers competition through the Canada's Top 100 Employers application process. For this year's national project, Mediagroup editors examined the recruitment histories of over 75,000 employers across Canada that it tracks for its popular job search site, Eluta.ca.

From this initial group, Mediagroup invited 10,000 of the fastest-growing employers to apply, plus another 2,500 companies and organizations in industries its editors wanted to examine more closely. Employers completed an extensive application process that included a detailed review of their operations and HR practices.

More than 2,750 employers started this year's application process.

## Admiral Insurance Services Inc.

*Admiral Insurance Services Inc. provides automobile insurance products and services.*

Halifax NS

- offers a variety of great financial benefits, including a profit-sharing plan, year-end performance bonuses and a defined contribution pension plan
- starts new employees at three weeks vacation, increasing it to four weeks after five years on the job
- encourages ongoing employee education with in-house and online training programs as well as tuition subsidies for courses at outside institutions
- offers employee referral bonuses when employees successfully recommend a new candidate to the company

## Bluewave Energy Limited Partnership

*Bluewave Energy Limited Partnership is a petroleum distribution company with 60 branch locations across Canada.*

Dartmouth NS

- makes their profit-sharing available to all employees, so everyone can share in the company's success
- offers tuition subsidies for courses at outside institutions and offers a variety of in-house and online training programs
- provides free memberships to their onsite fitness facility, complete with treadmills, yoga classes and shower facilities for bicycle commuters
- offers maternity leave top-up payments (to 95% of salary for 6 weeks) for new mothers and health benefits during their leave



## Capital District Health Authority

*Capital District Health Authority (CDHA) provides health services to residents in the Halifax Regional Municipality and western Hants County.*

Halifax NS

- offers employees peace of mind about their retirement savings through the stability of a defined benefit pension plan
- depending on their position, employees can take advantage of a variety of flexible work options, including variable scheduling, telecommuting and the option to move to part-time work prior to retirement
- is committed to employee wellness, providing healthy cafeteria options, a religious observance room, and a nap room for physicians and residents who need a break from a busy day
- a healthcare leader that supports employees who are new mothers with maternity leave top-up payments (to 93% of salary for 17 weeks) and offers parental leave top-up benefits to new fathers and adoptive parents (to 93% of salary for 10 weeks)

## CBCL Limited

*Founded in 1952, CBCL Limited is an employee-owned consulting engineering firm that operates in Atlantic Canada.*

Halifax NS

- encourages ongoing employee development with tuition subsidies for courses related to their position, subsidies for professional accreditations, in-house training programs, mentoring programs, and career planning services
- provides compassionate top-up payment (to 100% of salary for 1 week) to employees who are caring for a family member
- lets employees share in the company's success with a profit-sharing plan and year-end bonuses available to all employees
- and helps employees prepare for retirement through phased-in retirement work options and a defined benefit pension plan

## Clearwater Seafoods Limited Partnership

*Clearwater Seafoods Limited Partnership is a deliverer of premium seafood, including scallops, lobster, Arctic surf clams, cold water shrimp, Argentine scallops, and crab.*

Bedford NS

- supports ongoing training and education with tuition subsidies for courses at outside institutions, in-house training and career planning services
- helps employees plan for retirement through a phased-in retirement work options, retirement planning assistance and matching RSP contributions
- offers employees a compassionate leave top-up payment (to 100% for 3 weeks) for employees caring for an ill family member
- depending on the position, employees can take advantage of a variety of alternative work options, including flexible hours, telecommuting and shortened work weeks

## Colchester East Hants Health Authority

*Colchester East Hants Health Authority is a provider of a wide range of inpatient, outpatient and satellite services to 73,000 residents of Colchester County and the Municipality of East Hants.*

Truro NS - supports employees who are new mothers with maternity leave top-up payments (to 93% of salary for 17 weeks)

- extends parental leave top-up benefits to employees who are new fathers (to 93% of salary for 10 weeks), or adoptive parents (to 93% of salary for 12 weeks)
- employees can take advantage of an independently operated onsite daycare facility when they are ready to return to work, with priority given to children of employees
- offers new employees three weeks of paid vacation, moving to four weeks after five years on the job





# Nova Scotia's Top 15 Employers 2011

## Doctors Nova Scotia

*Doctors Nova Scotia is the professional association representing all physicians in the province, and is one of the oldest medical associations in Canada.*

### Dartmouth NS

- provides employees with a wide range of alternative work arrangements including flexible work hours, telecommuting, 35-hour work week (with full pay), shortened work week (fewer hours with less pay), and a compressed work week
- offers employees compassionate top-up payment (to 95% of salary for 6 weeks) while caring for a family member
- starts employees at three weeks vacation allowance in addition to six personal paid days off
- helps employees save for retirement with generous contributions to a defined benefit pension plan
- offers maternity leave top-up payments to new mothers, fathers and adoptive parents (to 95% of salary for 17 weeks)

## Farmers Cooperative Dairy Ltd.

*Farmers Cooperative Dairy Ltd. produces, distributes and markets dairy and related products across Atlantic Canada.*

### Halifax NS

- encourages ongoing employee development through tuition subsidies (up to 100% of tuition) for courses taken at outside institutions
- helps employees prepare for retirement with retirement planning assistance services and a defined benefit pension plan
- offers maternity and parental leave top-up payments (to 75% of salary for 12 weeks) for new mothers, fathers, and adoptive parents
- helps employees balance their working and personal lives through a variety of alternative work options, including flexible scheduling, reduced summer hours, telecommuting, compressed and shortened work week options

## Guysborough Antigonish Strait Health Authority

*The Guysborough Antigonish Strait Health Authority (GASHA) provides healthcare services to residents in Antigonish, Guysborough, the Strait area, Richmond and southern Inverness County.*

### Antigonish NS

- offers maternity leave top-up payments (to 93% of salary for 15 weeks) for new mothers as well as health benefits that extend through their leave
- new mothers also have the option to extend their maternity leave into an unpaid leave of absence
- also provides parental leave top-up payments for new fathers and adoptive parents (to 93% of salary for 15 weeks)
- maintains a designated meditation room for employees who need quiet time or religious observances throughout the day
- offers succession and retirement planning assistance and supports employees with the stability of a defined benefit pension plan

## High Liner Foods Inc.

*High Liner Foods Inc. processes and markets ready-to-eat seafood and frozen pasta products under the High Liner, Fisher Boy, Gina Italian Village and Floresta brands.*

### Lunenburg NS

- offers employees a range of alternative work arrangements including flexible work hours, telecommuting, and reduced summer hours
- encourages ongoing employee development with tuition subsidies, subsidies for professional accreditation, and in-house and online training programs
- provides parental leave top-up payments for new mothers, fathers and adoptive parents (to 70% of salary for 12 weeks)
- helps employees prepare for life after work with retirement planning assistance and phased-in work options when nearing retirement -- and supports retirees with a defined contribution pension plan

## IMP Group Limited

*IMP Group Limited is a privately owned group of companies operating in an impressive range of industry areas, including: aerospace, aviation, airline, healthcare, industrial marine, information technology, hospitality and property development.*

### Halifax NS

- offers academic scholarships to children of employees (to \$1,500)
- a leading Maritime employer that continues to bring high-value and skilled jobs to the region and the country -- creating over 240 new jobs last year
- helps employees save for retirement through a defined contribution pension plan, with matching employer contributions up to 5% of salary
- encourages ongoing employee education and development with tuition subsidies (up to 100%) and subsidies for professional accreditations

## Keane Canada, Inc.

*Founded in 1965, Keane Canada, Inc. is mid-sized, US-based IT firm offering application, infrastructure and business process outsourcing services.*

### Halifax NS

- helps employees prepare for life after work through retirement planning assistance and phased-in retirement work options for those nearing retirement -- and encourages employees to save along the way with matching RSP contributions
- rewards employees with generous bonuses (to \$2500) when they refer someone successfully hired by the company
- provides an adoption assistance benefit to employees who are adopting a child (to \$3000) as well as manages an academic scholarship program for employees with older children pursuing post-secondary education
- a longstanding information technology company that have been creating IT careers for decades and just happens to be located in one of Canada's most liveable cities, only steps away from Halifax's lively harbourfront and historic Citadel Hill







# Nova Scotia's Top 15 Employers 2011

## Pictou County Health Authority

*Pictou County Health Authority provides medical and rehabilitation services to over 48,000 residents of Pictou County, as well as regional programs to the larger population of northeastern Nova Scotia.*  
New Glasgow NS

- helps employees prepare for not coming to work with retirement planning assistance services and follows-up with the stability of a defined benefit pension plan
- offers employees who are new mothers maternity top-up payments (to 93% of salary for 15 weeks) and parental leave top-up for new fathers and adoptive parents (to 93% of salary for 10 weeks)
- invests in ongoing training and development with tuition subsidies for courses at outside institutions, subsidies for professional accreditations, financial bonuses for course completions, and a variety of in-house and online training programs
- starts employees at three weeks vacation allowance, moving to four weeks after 5 years on the job -- in addition to five personal paid days off each year

## Trihedral Engineering Limited

*Trihedral Engineering Limited develops proprietary monitoring and control software applications used in a variety of industrial applications, including water and waste water treatment, oil and gas, manufacturing, power generation, broadcasting, food and beverage, marine, flood control, and airport baggage handling applications.*  
Bedford NS

- is an industry leader, giving new employees three weeks of paid vacation time and increasing it to four weeks after just three years on the job
- is a professional engineering firm that offers a comfortable work environment, complete with a business casual dress code and even lets employees bring pets to work when needed
- supports ongoing employee development through tuition subsidies for courses at outside institutions, in-house training programs and subsidies for professional accreditations
- a small employer that offers a health plan that provides full coverage to employees' family members as well as year-end performance bonuses and a share purchase plan

## Workers' Compensation Board of Nova Scotia

*WCB Workers' Compensation Board of Nova Scotia / WCB promotes safe work practices and the provision of fair benefits to workers.*  
Halifax NS

- offers parental leave top-up payments for new mothers, fathers and adoptive parents (to 93% of salary for 17 weeks)
- lets new mothers extend their maternity leave into an unpaid leave of absence
- supports alternative work options, including flexible hours, a formal earned days-off program, and an earned days off program
- help employees plan for life after work with retirement planning assistance and offer employees peace of mind with the stability of a defined benefit pension plan and a health plan that extends through their retirement (with no age limit)
- offers tuition subsidies for courses at outside institutions and offers employees a variety of in-house and online training programs







## Introducing One Of Nova Scotia's Top Employers

# 2011

### Trihedral values fairness and variety

By Melanie Furlong

The Bedford-based developer of the Human Machine Interface (HMI) software that monitors the generators for Ontario Power Generation and controls the recipe process for The Moosehead Brewery has been named one of Atlantic Canada's Top Employers of 2011 for the fifth year in a row.

Luc Ouellet, a project engineer at Trihedral, was excited his company again made the list.

"It means I made a good decision," says Ouellet. "I've been here for 10 years, but this is my first engineering job out of school. The only thing I have to compare it with is hearsay from friends and colleagues who work in



other places. Based on that, I think we have it pretty good."

Ouellet enjoys working at Trihedral because he finds his managers very approachable.

"It's a very fair place to work. There's not a lot of politics and the owners and managers are very approachable as well. If you have a problem, they'll listen to you and they actually do care."

On top of that they are well compensated.

"They take care of supper if we're working after hours and things like that. You really feel appreciated when you're putting a big effort out. For me, that's my biggest reason for working here.



They express appreciation if you're having a rough week or putting in a lot of hours."

Another benefit for Ouellet is the diverse nature of the work itself.

"A busy week for me can involve doing anything from designing a power industry demo, to writing code for a Supervisory Control and Data Acquisition (SCADA) application, to speaking publicly about the different things I do. One day, I can be eating pizza at a Lunch & Learn session here in Bedford and the next day I could be giving a training course in the City of Sacramento. Our VTS software includes tools for many different industries. This gives me the luxury of working on some very interesting and diverse projects."

Founded in 1986, Trihedral is a tech-

nical leader in the field of monitoring and control software with offices in Bedford, Nova Scotia; Aberdeen, Scotland; and Orlando, Florida.

Trihedral attracts and maintains a skilled and motivated team of engineers and programmers with competitive salaries, benefits, a stock purchase plan, as well as a supportive work environment that includes a pool table, outdoor barbecues, and offices with windows overlooking scenic Bedford Basin.

Ouellet says the company looks for smart people with good technical skills, creativity and the initiative to go out and develop great ideas that help our customers.

"They must be able to mix well with others, too. We have a family atmosphere here."



**With over 24 years of proven installations, Trihedral is a Bedford-based developer of HMI and SCADA software for mission-critical monitoring & control applications installed globally.**

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## Introducing One Of Nova Scotia's Top Employers

# 2011

### Clearwater recognizes valuable resource

By Donna D'Amour

**T**he name Clearwater is synonymous with the finest quality sustainable seafood.

Locals will remember when the company started in 1976 as a local lobster distributor and can appreciate the success it has achieved in becoming a globally recognized leader in the seafood industry.

Over the years Clearwater has expanded to include operations in Atlantic Canada, the United States, the United Kingdom, Argentina, China and Japan while holding onto its core values which includes respect for the employees who help it succeed.

The company continues to invest in growing its business and its people. This could be one reason why Clearwater Seafood Limited Partnership was named once again as one of Nova Scotia's Top 15 Employers.

"Winning this award is a testament to the quality of our people," says Clearwater CEO, Ian Smith.

"Our continued success through the difficult times of the global economic downturn is a direct result of the spirit and efforts of our employees, who are dedicated to Clearwater's mission of Sustainable Seafood Excellence. Winning this award will help us to continue to attract and retain the best talent in



Chris Benoit, Assistant Manager Retail Store, Bedford, Nova Scotia.



Captain Lloyd Williams of the Atlantic Guardian, Frozen at Sea Scallop vessel, Lunenburg, N.S.



Ida Scott, Lobster Labourer, Pierce Fisheries, Lockeport, N.S.



Alice Tam - General Manager Sales Asia - Shanghai, China.

the industry"

In a recent company survey, employees said they like working for Clearwater for the team spirit, good company benefits, ability to balance work and family life, safe working environment, support from management, and advancement opportunities.

"This is a place you don't want to leave because you keep learning and growing. People are interested in your ideas, so you can make things happen — this is so motivating," says a Clearwater, Bedford office employee.

An employee at Clearwater's Pierce fisheries operation in Lockeport appreciates the benefit programs, "Clearwater has good benefits such as RRSP and Blue Cross, which is important to me."

A member of the Lunenburg Fleet says, "I have worked for Clearwater on deck for more than 20 years. It's a tough job, but what I like about it is that you are treated fairly and if there are complaints, then management is prepared to listen. You can't ask for more than that."

A Factory Scallop Vessel crew member says what he likes about his Clearwater job is, "Great vessels. Full of good ideas to make scalloping easier, safer and better."

A Halifax Airport retail store employee says, "Management trusts employees to get their jobs done without hovering over them."

And the feeling of job satisfaction and pride in the workplace carries on in other countries.

A UK sales office employee says, "The people, products and ethics set us apart from other companies in the industry."

Clearwater develops its people as it harvests its seafood, with care and planning, research and investment, cultivating and embracing opportunities for optimum growth.

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## Introducing One Of Nova Scotia's Top Employers

# 2011

### Doctors Nova Scotia provides healthy, happy workplace environment

By Donna D'Amour

At Doctors Nova Scotia, they practise what they preach, according to Kevin Chapman, director of health policy and economics.

What they preach is educating and encouraging the general public to lead a healthy lifestyle. Chapman says the building itself is bright and airy and everyone is treated with respect.

"From the public policy side, being involved in helping physicians deliver health care is wonderful; you get a sense of self worth doing this job."

The association's focus on health promotion is extended to staff. Employees are given gym memberships as well as the time to go to the gym. It also supports personal learning which could be staff members attending university or other courses.

Doctors Nova Scotia is the professional association representing all physicians in the province. It has 3,500 members which include prac-

ticing physicians, retired physicians, medical students and residents.

Besides encouraging a healthy lifestyle, the association offers a school-based running program, keeps Nova Scotians informed on health care issues, and provides input on health care policies and legislation.

It acts as the professional voice of physicians, offers them support programs and information, negotiates physician remuneration and offers a comprehensive pension and benefits package.

"I'm proud that at Doctors Nova Scotia we're able to hire great people and then give them the freedom and tools to do great things in their job," says Doug Clarke, CEO. We all respect each other and work in an open environment. We feel comfortable in our workplace, so we can do our best work."

Jennifer Girard, a policy analyst at Doctors Nova Scotia, says, "The job

itself is very interesting. I research current topics, bring that to a physician group and they determine what the physicians' position will be on that topic."

Girard says, "People respect each other, there is an open-door policy; admin. support just as freely walks into the CEO's office as does a director. The communication is fantastic."

There is also very little turnover and staff are involved in the hiring process. One employee has worked there for 40 years.

"The workplace is where we spend a significant portion of our lives, so it's important that we can all work together. Having staff involved in the hiring process is one way we can make sure that our co-workers aren't only qualified for a position but also a good fit for the association," says Clarke.

Girard says, "Our CEO has confidence in every employee and he has



Doctors Nova Scotia staff give back with food bank drive.



Doctors Nova Scotia CEO, Doug Clarke.

created an environment in which we all thrive professionally and personally. The result is that we all are able to produce excellent work and provide great services to our physician members while maintaining a healthy work-life balance."

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## Introducing One Of Nova Scotia's Top Employers

# 2011

### Colchester East Hants Health Authority creating positive, supportive workplace

By Carol Dobson

**T**he area covered by the Colchester East Hants Health Authority (CEHHA) is not far from the sea.

It encompasses the area of this province that extends from the Lillian Fraser Memorial Hospital in Tatamagouche to the Colchester Regional Hospital in Truro to the Fundy seashore in East Hants.

Therefore, the 900-plus employees, 100-plus physicians, and the incredible team of volunteers all have some passing familiarity with the fish that swim in the waters offshore.

But, within the CEHHA, the word

'fish' has a new meaning. It represents the philosophy and foundation they are working to build around their daily activities.

The FISH! philosophy promotes four simple, interconnected practices — being emotionally present for people, tapping into individual creativity to solve problems and have fun, finding ways to contribute something positive to other people's lives, and taking responsibility for an your own attitude while you are at work.

"We share the FISH! philosophy (Be There; Play; Make Their Day and Choose your Attitude) with all new staff in orientation and make additional



**CEHHA Mental Health Services team members accept the inaugural Quality Workplace Award, sponsored by Johnson Inc. The award recognizes innovative efforts to create and maintain a healthy healthcare workplace. Left to Right: Karen Eaton, Social Worker, Mental Health Services; Mary Ellen Vaughan, Johnson Inc.; Sandra Tiller, Community Mental Health Nurse and Dianna Fortnum, Director, Mental Health Services**



**Tracey Ungar, CEHHA's Director of Human Resources (right) and Jean Morris, the district's Occupational Health Nurse and outgoing Chair of the Organizational Health Team, 'play' with the FISH! mascot in front of one of the murals developed at Colchester Regional Hospital in Truro.**

workshops available throughout the year to help staff learn how the four simple practices can have a positive impact on their life and the work they do with CEHHA," says Tracey Ungar, CEHHA's Human Resources Director.

Awesome, inspiring and thought provoking are some of the comments made about the FISH! philosophy sessions held at CEHHA.

"Our colourful FISH! murals serve as a reminder to that we are on a journey and everyone has many opportunities every shift to practice the FISH! philosophy. We have the power to build stronger relationships with the team members we work with, the customers we serve, the students we teach and the people we love."

"This is the fourth year we have been chosen as one of the province's top employers," says Peter MacKinnon, CEO of CEHHA.

"One of the priorities we've set as an organization is to encourage a healthy workplace," MacKinnon says. "It's important to have that as a strategic direction and we're always looking for opportunities to support that strategy and philosophy."

The FISH! program is one of a number of initiatives and programs aimed at providing a positive, supportive workplace.

Other examples include the efforts of CEHHA's Organizational Health and Social committees, on-site day care, great health and dental benefits, parental leave top-ups, their employee bursary program, long-term service awards, an employee assistance program, an award winning Mental Health First Aid program, and a referral program offering cash incentives to staff who recommend registered nurses for employment.

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## Introducing One Of Nova Scotia's Top Employers

# 2011

### Pictou County Health Authority's 80/20 program develops 'hands and heart'

By Carol Dobson

Like many areas outside of the urban core, Pictou County is endeavouring to keep its brightest and best working at home rather than losing them to the bright lights of big cities.

That is especially true among the employees of the Pictou County Health Authority. The authority is a big supporter of the county's mantra of Where Work Meets Life."

One way the authority is making this happen is its 80 / 20 program that matches up senior nurses with recent graduates.

"We say that the recent graduates come to us with their heads full of knowledge," says Pat Lee, the Health Authority's CEO. "This program gives them a chance to develop the 'hands and heart' they require as nurses. It's a way to introduce them into the culture

of nursing and the partnerships with other health care providers and patients."

Diane MacKenzie is a nurse working in the 80 / 20 program.

"When a new nurse is buddied with one of us, they get to work with us on a daily basis, so it allows us to answer their questions and provide mentoring for them," she says.

The Health Authority also employs Jessie McKay as an occupational health and safety nurse. She's been working to encourage employees to become more physically active. As a result, there are several running and walking groups as well as a dragon boat team.

"We started off with a learn to run class," she says. "We have set goals in mind; the first was to compete in the 5K section of the Johnny Miles Marathon. Since then our members have participated in a number of running events including a team that crossed the Confederation Bridge during this year's Terry Fox Run. These groups meet at different times of the day and they're made up of people from all departments so it's a great way for employees to feel connected."

For Holly LeDrew, a young laboratory technologist, being able to work in her home community is a major plus. She likes being able to live with family and practice her profession in such a supportive environment.

Recently, employees of the Health Authority with less than two years of service got together with younger employees from another of the county's major employers, Michelin, for a dinner.

It was a way to create the types of relationships that will strengthen the



Food services staff at Sutherland Harris Memorial Hospital receive their StAR (Staff Recognition and Achievement) certificate. This monthly recognition program recognizes outstanding contributions by staff to patient care.



Pictou County Health Authority's running club takes a breather after competing in the Johnny Miles Running Event in New Glasgow in June.



Pictou County Health Authority provides opportunities for students in various health professional programs to take part in interprofessional education, giving the students a better learning experience.

greater community beyond and help to retain people in Pictou County.

"It was a great evening," Lee says.

"Everyone was talking, exchanging business cards and phone numbers, and making connections."



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## Introducing One Of Nova Scotia's Top Employers

# 2011

# Guysborough Antigonish Strait Health Authority plays as a team

By Melanie Furlong

**T**he Guysborough Antigonish Strait Health Authority (GASHA) has received the distinction as one of the Top Employers in Nova Scotia for the third consecutive year.

GASHA's CEO Kevin MacDonald is very pleased.

"There are many reasons for us achieving this award, however, I know that none of them would have been possible without the commitment of our staff, physicians and volunteers," says MacDonald.

Lena MacDonald (no relation) is a nurse practitioner for GASHA's Heart Health Clinic and a member of the 12-week Community Cardiovascular Hearts in Motion (CCHIM) program. She says GASHA's one of the top employers in Nova Scotia because it's such a great place to work.

"They have great leadership at GASHA and I think that leadership trickles down from senior management to the rest of it. It allows employees in CCHIM to do their work independently because there's trust that we'll do a



good job, be critical thinkers, problem-solve and work as a team."

She credits GASHA's innovation for running the CCHIM program by forming a private-public partnership with Astra-Zeneca, the pharmaceutical company that sponsored them with money to start the program last year.

A team of physiotherapists, dietitians, registered nurses, nurse practitioners and a medical director have already facilitated the program, which originated in Capital Health, in Antigonish, Port Hawkes-

bury, Guysborough, Canso and next in Sherbrooke.

"We're seeing great results and people are learning by what we term as motivational interviewing. They're learning the concepts of healthy eating, stress management and self-management of their own health including physical activity as part of that. You're seeing them improve in fitness levels, cholesterol levels, improvement in their weight, blood pressure and all those facts. The participants see that too and it becomes another motivating factor to keep going."

The two-year

pilot project began in March 2009 and Lena MacDonald says it's allowed the team to grow and develop relationships and partners with other community members such as recreation to try to develop the sustainability of the program after the team leaves.

The team works throughout the whole district giving everyone equal opportunity and access, which is extremely important.

In addition, the team also participates in cultural awareness, which is very important as there are many different cultures within the district.

"Programs such as the Community Cardiovascular Hearts in Motion are successful because our staff are always willing to become involved with new and innovative programming which sees them reaching out to the communities who would reap the most benefits," Kevin MacDonald says.

"GASHA is a district with a mainly rural population and the CCHIM program is just one example of primary health care programming at its best."



**Guysborough Antigonish Strait  
Health Authority**

*Working Together for a Healthy Community*

## GUYSBOROUGH ANTIGONISH STRAIT HEALTH AUTHORITY

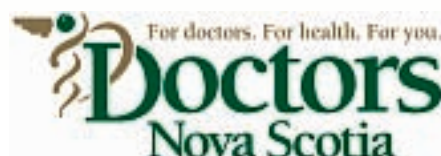
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## Introducing One Of Nova Scotia's Top Employers

# 2011

### Openness, communication keys to success at High Liner Foods

By Carol Dobson

For more than a century, Lunenburg's High Liner Foods has been processing fish in Canada and around the world.

The brand is iconic and the visage of Captain High Liner is easily recognizable in the freezer section of the local grocery store.

From its roots as W.C Smith & Company, a salt fish operation located in Lunenburg, Nova Scotia, the company has evolved into one of North America's largest marketers of prepared frozen seafood products without straying away from the home-grown values that Nova Scotia businesses espouse.

High Liner is one of the leading employers on the South Shore and part of the secret of its success is its corporate culture.

"Our success depends on how we treat our customers and how good our customer service is," says High Liner's President & CEO, Henry Demone. "The quality of the people who we work with and how well they work together is a big key to our success."

"Two things that have contributed to our success is the openness and communication in the company, from Mr. Demone on downwards," says Joanne Brown, the Vice President of Human Resources.

"Everyone knows about the strategic direction of the company, and how what they do contributes to the success of the organization. They know that they will be rewarded through the company's competitive incentive program for achievement of their goals."

Susan Rousell, Manager, Employee Programs & Retention Strategy, adds

that the company's 1,100 workers in Canada and the United States are kept informed not only of the company's short-term goals but also its long term strategies.

"That way their individual goals can be tied into the larger organizational goals," she says.

In 2010 High Liner introduced a strategic goal to implement a training and devel-



Lunenburg Operations

opment plan for the organization.

Employees have individual training and development plans that are designed to enhance their current job performance and increase their opportunities for future development.

Many new training initiatives, such as leadership development, are being rolled out internally.

Employees are also encouraged to take advantage of external developmental opportunities, including university level training.

High Liner has also captured the attention of its employees with their focus on sustainability. Employees are proud of the organization's commitment to being an industry leader in providing certified products that come from sustainable sources.

Another key to High Liner's success is its commitment to the com-

munity surrounding it.

"We're a small community so we get a lot of requests for support," Demone says. "We have a program of donating towards health care, education, and youth recreation programs."

That support ranges from scholarship programs for the children of employees, both in Canada and the U.S., bursary programs for local students, support for local sports teams and high level athletes, and local health care and recreational facilities — all ways to ensure that the company stays true to its South Shore roots.



Rum Runners Relay - High Liner Team



High Liner Foods Leadership Conference



At High Liner, we pride ourselves on providing quality, innovative and great tasting seafood products.

Our Product Development team in Lunenburg has recently created these exciting products that you can proudly share with your family.

