



2023-2028  
**SOCIAL WORK  
RECRUITMENT &  
RETENTION STRATEGY**

*Led by the New Brunswick  
Association of Social Workers*

**WINTER 2023**

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## EXECUTIVE SUMMARY

Social workers are regulated health professionals who respond to the needs of individuals, families, groups, and communities across New Brunswick. Working from a person-in-environment perspective, they understand individual challenges and experiences within the broader social context. Looking at how family, community, legal, social, spiritual, economic, and other systemic influences impact well-being, they work to address any barriers that may exist. Social workers work with vulnerable populations in schools, hospitals, government departments, correctional facilities, and more, providing essential services, including counselling and protection services.

Social workers are highly in demand, with social work being identified as a top profession in need of a recruitment and retention strategy in New Brunswick. Since the start of the COVID-19 pandemic, the demand for social workers has increased and we're already seeing and feeling a shortage here in the province. If significant steps aren't taken, it's expected that the future shortage of social workers will be far greater than was originally projected. Social workers were essential before the pandemic, crucial during the pandemic and now, more than ever, social workers are in critical demand.

The New Brunswick Association of Social Workers (NBASW) regulates the social work

profession in New Brunswick, with the dual mandate of protecting the public and promoting excellence in social work practice. As the regulator, the NBASW strives to reflect the values of social work, provide ethical leadership, and instill public confidence.

Concerned with the current and future gap of social workers in the province, the Association led a Social Work Recruitment and Retention Strategy Steering Committee in the development of a 5-year Action Plan. The Committee, composed of key stakeholders including representatives from various government departments, health authorities, schools of social work, colleges, unions, and more, worked together to identify the key actions required to successfully recruit and retain social workers in New Brunswick in the coming years.

To inform the Strategy, the Association surveyed its members in Spring 2022, to identify what specific challenges they're facing in their daily jobs. The survey found that social workers are already feeling the effects and being short-staffed, due to the job vacancies that exist. Social workers are feeling burnt out and expressed a need for support if they are to remain in the profession, long-term.

Together, the Committee identified key actions and initiatives to be undertaken to

recruit and retain provincial social workers. With the aim of insuring that there is an adequate workforce in place in the coming years to meet service demands, seven Key Performance Indicators (KPIs) were identified. These represent the seven pillars of the Strategy, which are further subdivided into the two categories of General KPIs (1-4) and Specific KPIs (5-7).

General KPIs are the overarching strategic goals and actions to aid in the recruitment and retention of social workers, across organizations and areas of practice. The four general KPIs include Recruitment, Retention, Role, and Image. These pillars apply to all areas of social work practice and each major social work employer is involved in the actions related to each of these strategic pillars throughout the strategy's implementation phase.

**KPI 1: Recruitment** – With widespread vacancies seen across the province and with significant vacancies being projected for future years, we must recruit new social workers to the profession and province, to ensure there's a sufficient workforce to meet service demands.

**KPI 2: Retention** – Retaining the existing social work workforce is vital in meeting the demands for social work service, now and in the coming years. Fostering an environment that prioritizes wellness and supports, values, and properly compensates social workers for their work is vital to retaining skilled and experienced social workers, while also being critical to enticing people to pursue the profession.

**KPI 3: Role** – Social workers must be used to their full potential, across workplaces, to maximize their vital roles. This is vital in retaining existing social workers and recruiting future social workers. Optimizing the social work role will allow social workers to focus on social work-specific interventions and is expected to reduce stress while increasing job satisfaction.

**KPI 4: Image** – The perception people hold of the social work profession directly influences how those working within the profession are treated, as well as the rate at which people recommend and consider the pursuit of the profession. Fostering a positive image of the profession will aid in the recruitment and retention of social workers long-term.

The social work profession is diverse and there are many areas of practice that exist. Throughout the development of the Strategy, it was found that various organizations/major social work employers are experiencing program-specific needs that must be targeted directly. For this reason, the three specific KPIs of Child Protection, Mental Health & Addiction, and School Social Work were added, representing specific pressure points in the system that require additional interventions and actions to ensure the success of the Strategy.

**KPI 5: Child Protection** – The Department of Social Development's Child Protection program is mandated to the profession of social work and is currently experiencing extreme staffing issues province-wide. Recognizing the mandated nature of Child

Protection services, alongside the state of crisis the Department currently finds itself in, recruiting and retaining social workers in this area of practice must be addressed promptly as part of the Strategy.

**KPI 6: Mental Health and Addiction** – Healthcare service provision is the responsibility of New Brunswick’s two Regional Health Authorities, the Horizon and Vitalité Health Networks. With ever-growing population health needs, areas of mental health and addiction have been identified as having particular needs that must be specifically addressed to maximize the role of social work within the healthcare system and to ensure the well-being of New Brunswickers.

**KPI 7: School Social Work** – School social workers have been introduced into New Brunswick schools and play an important role in supporting students to optimize their learning, achievement, and well-being. A focus must be made to enhance and expand the role of social work within the school system, to support students and foster an equitable and inclusive learning environment.

The NBASW thanks everyone who has been involved in the development of the Strategy to date and looks forward to continuing the vital work of supporting social workers and bolstering the social work profession in New Brunswick over the next five years.

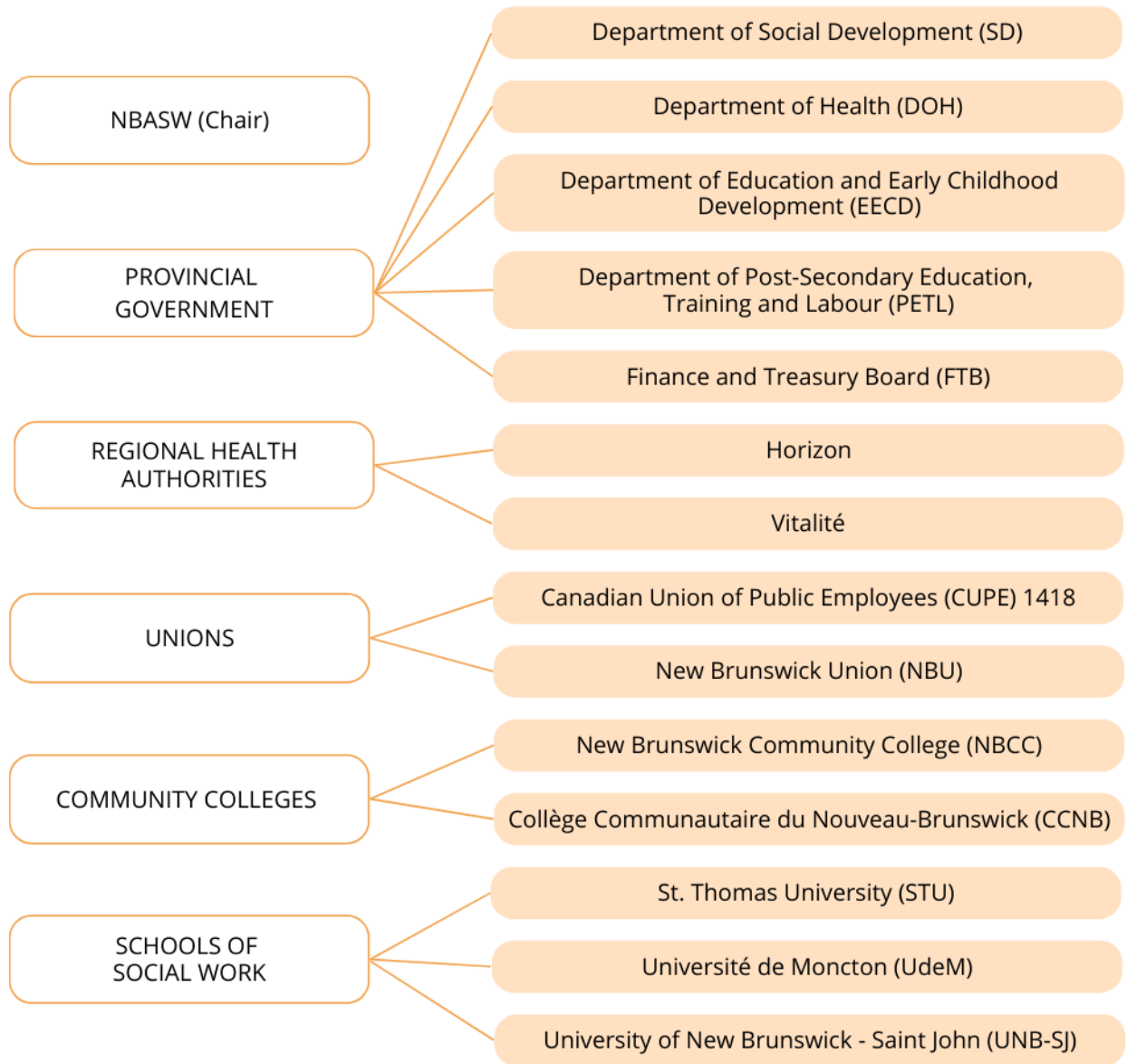
## ACKNOWLEDGEMENTS

The New Brunswick Association of Social Workers (NBASW) first wishes to thank its members, the social workers of New Brunswick, for the critical work that they do every day. It is often a difficult job but, more and more, social workers are being recognized for their vital role in the well-being of New Brunswickers.

Thank you to Laurie Bourque and Mitch Verrier of Kensington Associates for

facilitating the development of this Strategy, your guidance has been vital in this work.

Lastly, thank you to all the organizations and individuals (Appendix A) involved in the Recruitment and Retention Strategy Steering Committee. The time and dedication that has been put into developing the Strategy does not go unnoticed. The NBASW is thankful for your ongoing commitment and looks forward to continuing to work with the Committee throughout the implementation phase of the Strategy.



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## Message from the President

Social workers play a vital role in society. Committed to supporting the well-being of all individuals and protecting the most vulnerable in our society, social workers provide vital services to the citizens of New Brunswick.

Social workers are on the front-line every day, working in a variety of fields such as healthcare, mental health and addictions, child and adult protection, long-term care, education, non-profit organizations, policy, and more. Social workers work with some of New Brunswick's most vulnerable populations and forever strive for a better, more equitable society. One where every citizen is well and can reach their full potential.



*Géraldine Poirier Baiani, RSW  
NBASW President*

The profession of social work has been identified as the second highest in need of a recruitment and retention strategy in our province, with a pre-pandemic workforce projection suggesting there could be a shortage of 272 workers by 2030. Since this projection, the COVID-19 pandemic has resulted in an increased demand for social work services and a social work shortage is already being felt across the province. We believe the social worker shortage is already here and that, if major steps aren't taken, the future shortage will be much greater than was originally projected.

To address the significant shortage that is anticipated, the New Brunswick Association of Social Workers (NBASW) has been leading the development of Social Work Recruitment and Retention Strategy. The Strategic initiatives outlined in this report form the basis of the Strategy and will inform the Strategy's actions for the next five years. By working together, the Strategy aims to ensure that citizens have access to social work services as needed, now and in the years to come.

To develop this strategy, the Social Work Recruitment and Retention Strategy Steering Committee was struck. Composed of key stakeholders representing employers, unions, educational institutions, and government, this group has worked to identify issues, gaps, trends, and opportunities to develop the Strategy outlined below.

The past years have been difficult. As COVID-19 ran rampant through our hospitals, long-term care facilities, schools, and elsewhere, social workers kept coming up as heroes right next to Nurses, Doctors, and hospital workers. The recent Social Work Month theme "Social Work is Essential" couldn't have been more accurate. Thank you to all social workers for your vital work and ongoing commitment to the profession.



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Géraldine Poirier Baiani, RSW  
NBASW President

## NBASW Role & Mandate

### Who We Are

The New Brunswick Association of Social Workers (NBASW) is an organization representing over 2,200 social workers province wide. Its role is the promotion of excellence in social work practice and the protection of the public.

The NBASW's regulatory authority is legislated by the *New Brunswick Association of Social Workers Act* (2019). The Association is also governed by its bylaws. The Association promotes quality professional social work services to the population of New Brunswick.

The NBASW works to promote the profession of social work through education to members and the public, as well as through advocacy and social action initiatives. As the professional voice of social workers in New Brunswick, the Association strives to advance the interests of the profession and provide support to members

### Our Mandates

The NBASW's mandates include Protecting the Public and Promoting Excellence in Social Work.



The NBASW is a member of the Canadian Association of Social Workers (CASW), the Association of Social Work Boards (ASWB), and the Canadian Council of Social Work Regulators (CCSWR).



## Challenges & Opportunities

### Social Work Demand

Over the past few decades, the need for social workers has expanded and, based on the pre-pandemic demand for service, it has been projected that by 2030 there will be a shortage of 272 social workers in New Brunswick, resulting in a tangible gap in services. With population needs rising since the start of the COVID-19 pandemic, there has been increasing demand for social work services across sectors. It is believed that the future gap will be even greater than originally forecasted if significant steps aren't taken. In fact, we believe the social work shortage is already here, with widespread vacancies being seen across the province.

With the ever-increasing demand for social work services, coordinated efforts must be made to resolve the current and future social work shortage. It is clear that a Recruitment and Retention Strategy is necessary to ensure access to social work services, both now and for years to come. We can't afford to wait. **Social workers were essential before the pandemic, crucial during the pandemic and now, more than ever, social workers are in critical demand.**

### Social Work Role

Over the past few years we've seen loved ones lost to diseases, families kept apart for extended periods of time, and feelings of fear and isolation at an all-time high. Many jobs were lost or disrupted and, while the economy is on the mend, the future looks much less certain for some than it did a few years ago. All around, stress levels have been elevated and everyone has been challenged in coping with it all.

The stress and uncertainty of the past few years has exacerbated pre-existing issues and has increased the demand for social work services across sectors, with social workers working closely with people experiencing mental health and addiction issues, poverty and homelessness, abusive and unhealthy interpersonal relationships, and more. Across roles, social workers work with some of society's most vulnerable people, during their most challenging times.

Social workers take a person-in-environment approach and recognize that people are both influenced by their environments and influence their environments. Applying critical skillsets in a variety of contexts, social workers are regulated health professionals who respond to the needs of individuals, families, groups, and communities across New Brunswick. They look at how family, community, legal, social, spiritual, economic, and other systemic influences impact well-being and work to address any barriers that may exist. They work with vulnerable populations in schools, hospitals, government departments, correctional facilities, and more, providing essential services including counselling and protection services.

The jobs of social workers are difficult, stressful, and sometimes heartbreaking. Every day, social workers are hard at work protecting those in need and increasing the well-being of New

Brunswickers. Social workers are found in a variety of settings, ensuring New Brunswickers get to the root cause of their issues and helping them cope with and overcome the challenges they are facing, often in the face of difficult and stressful situations. No one is more aware of the impact the pandemic is having on people’s lives than social workers. Society now, more than ever, needs social workers.

## Social Workers Need Support

To ensure the Recruitment and Retention Strategy is effective in meeting the needs of social workers, the NBASW [surveyed members in the Spring of 2022](#). The survey resonated with members and had a 37% response rate, resulting in data that has a high degree of confidence and is generalizable to provincial social workers,



across workplaces. Survey findings confirmed the existing province-wide social work shortage and highlighted specific areas where the shortage is most prevalent, such as the area of Child Protection. The survey found that most respondents have experienced unmanageable stress over the past year, with almost half nearing or experiencing burnout. Respondents identify stress and burnout as key issues that may lead them to consider leaving their jobs, something that would result in an even greater social work shortage if not immediately addressed.

The information provided by this survey has been used to inform the Recruitment and Retention Strategy, as outlined below, while also providing baseline data from which the efficacy of the Strategy can be evaluated throughout its implementation.

Social workers work in a variety of different roles, across departments and organizations. Due to the variations that exist in the field, it can be difficult for the public to have a clear understanding of what social workers do every day. However, in the wake of the pandemic, people are becoming increasingly aware of the vital nature of social work and the important work social workers do across roles. In addition to increased public awareness, we are now also seeing widespread support for a Social Work Recruitment and Retention Strategy to be in place, and a recognition of how important this Strategy is to actively act upon.

Social work is a hard profession, made exponentially harder by the additional barriers social workers face in their roles, such as a lack of staffing and resources. Social workers must be properly supported to carry out their respective mandates and be able to stay in the profession long-term. Together, with the help of governments, our partners, and with the public’s support, we look forward to forging a path that continues to strive for wellness in our communities while also improving working conditions for NBASW members.

## NBASW’s Vision, Mission & Values

### Our Vision

The NBASW envisions a professional organization that reflects the values of social work, provides ethical leadership, and instills public confidence.

### Our Mission

The NBASW is an association that protects the public and promotes excellence in social work practice.

### Our Values

The NBASW identifies the five core values of Integrity, Respect, Diversity, Competence, and Confidentiality.



## Recruitment & Retention Strategy

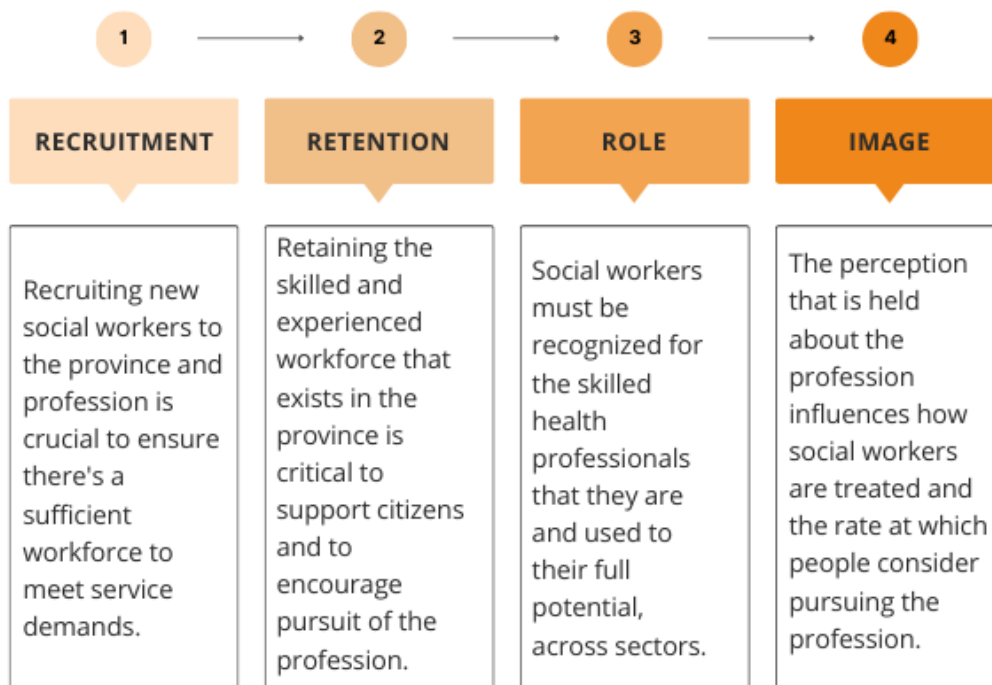
Over the next five years, actions and initiatives will be undertaken to recruit and retain provincial social workers. This will be done to ensure that there is an adequate workforce in place in the coming years to support communities and meet the needs of New Brunswickers.

The following key performance indicators (KPIs) highlight the seven pillars of the Strategy, which are further subdivided into the two categories of General KPIs (1-4) and Specific KPIs (5-7).

### General KPIs (1-4)

The General KPIs are the overarching strategic goals and actions to aid in the recruitment and retention of social workers, across organizations and areas of practice. There are four General KPIs which include Recruitment, Retention, Role, and Image. These pillars are generalizable and are considered vital to retaining existing social workers and recruiting new social workers to the province and profession.

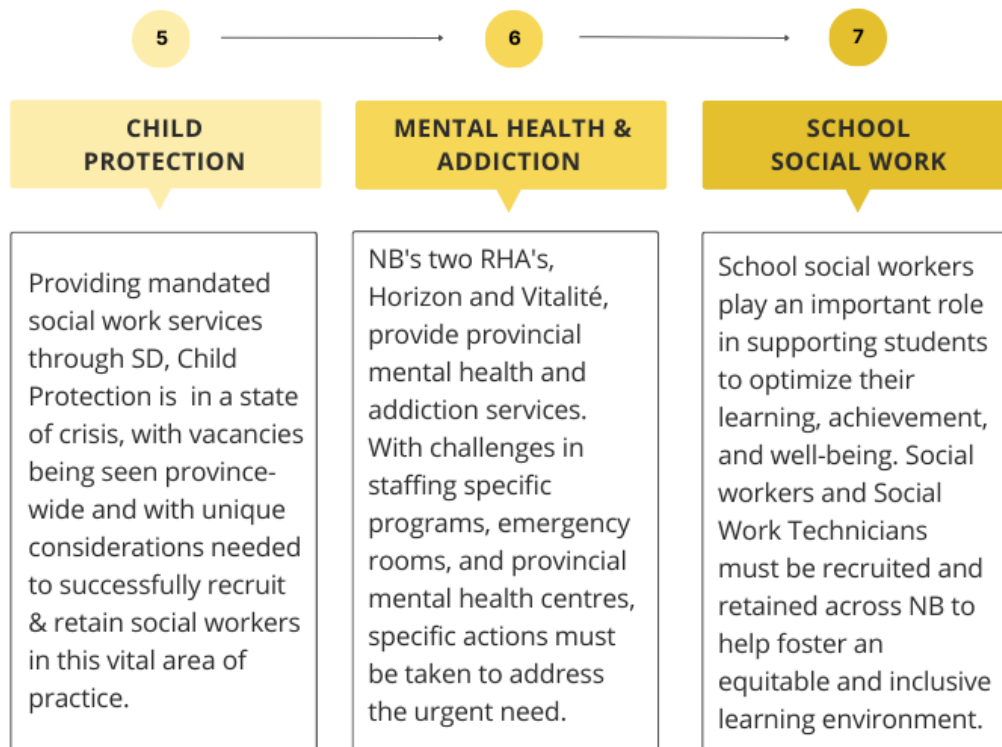
The Strategy is designed to encompass the wide variety of social work roles that exist and the first four pillars apply to all areas of social work practice, with each major social work employer being involved in the actions related to each of these strategic pillars and goals throughout the Strategy’s implementation phase.



## Specific KPIs (5-7)

Recognizing the diverse nature of the social work profession and the many areas of practice that exist, throughout the development of the Strategy it was found that various organizations/major social work employers are also experiencing program-specific needs that must be specifically addressed as part of the Strategy. For this reason, the Strategy includes the three Specific KPIs of Child Protection, Mental Health & Addiction, and School Social Work which are further discussed below. These three areas are specific pressure points in the system that require additional interventions and actions to be properly addressed.

While these specific programs/areas of practice are identified as systemic pressure points at the time that the Strategy is being developed (Winter 2023), it is recognized that other priorities may arise throughout the implementation phase that warrant specific, focused actions. For example, the Strategy currently does not include a First Nations-specific component. Should any communities or organizations wish to be further involved in the implementation phase of the Strategy or wish to have an additional KPI added, the NBASW would be happy to work together to ensure that the necessary additions are made. The Strategic Plan is fluid and may be adjusted throughout the five years to best meet the need of social workers, organizations, departments, and communities province-wide.



## Addressing the Current Challenge in Child Protection

While recognizing the broad, inclusive, and encompassing nature of the Strategy, the Committee also recognizes the immediate crisis that exists in Child Protection, a mandated program within the Department of Social Development (SD) that aims to protect children and youth from abuse and neglect. The new legislation that governs Child Protection, the [Child and Youth Well-Being Act](#), specifies that social workers are the professionals responsible for the delivery of Child Protection services.

Child Protection is unique from other social work areas of practice, as it is specifically mandated to the profession of social work and is currently experiencing extreme staffing issues across New Brunswick. In addition to the Department seeing vacancies province-wide, it has been increasingly difficult for SD to fill vacant Child Protection positions. While some of the difficulty may be attributed to the logistical requirements of the role, such as the need for social workers to work full-time while also being on call during off-hours for days and weeks at a time, the challenging nature of Child Protection work is also a factor.

The nature of the work in Child Protection is inherently difficult, in addition to being too often dangerous. The children and youth social workers work with in Child Protection are some of society's most vulnerable populations, having overcome instances of abuse and neglect that are unfathomable to most. Social workers work to protect these children and uphold their best interests, while addressing the needs of the larger family system and navigating the constraints of the law.

*"The child welfare system must take a deep look at how to best support social workers, to allow them to do the job they are meant to do and want to do."*

New Brunswick Office of the Child & Youth Advocate's *Through Their Eyes* Report (2022)

The [2022 NBASW member survey on recruitment and retention](#) found that 96% of respondents who worked in the area of Child Protection reported vacancies in their place of work. Lack of staff and resources compounds the stress already experienced by Child Protection social workers, increasing the frequency and likelihood of them burning out and leaving the role.

Considering the logistically unique and mandated nature of Child Protection services, alongside the state of crisis the Department currently finds itself in, the Committee considered the addition of the fifth Child Protection pillar important in ensuring the Strategy is timely and effective in recruiting and retaining social workers in the area of Child Protection.

The addition of the fifth pillar aligns with the recommendations of New Brunswick's Office of the Child & Youth Advocate (CYA) which has published numerous reports over the years, each containing its own set of recommendations regarding child welfare and Child Protection. For years, the CYA has been recommending changes and investments be made in the area of child

welfare, including in the CYA [Through Their Eyes](#) report which was released in May 2022. In this report Norman Bossé, the former New Brunswick Child and Youth Advocate, is quoted saying:

*“It has been mentioned to me, not infrequently, that publicly raising concerns about the child welfare system can scare new social workers away from working in this area. I cannot agree with a claim that new social workers are better off kept in the dark about the work they will undertake – which is some of the most challenging work imaginable. The child welfare system can never improve if we all cannot face the truth”.*

As further stated in the report, “the child welfare system must take a deep look at how to best support social workers, to allow them to do the job they are meant to do and want to do.”

### Addressing the Current Need in Mental Health & Addiction Services

Social workers have always played a vital role in the healthcare systems, supporting people throughout programs and hospital units and providing vital mental health and addiction services across New Brunswick. Since the beginning of the COVID-19 pandemic, health care needs have continued to skyrocket and the demand for social work services is greater than it has ever been before.

The Department of Health’s (DOH’s) 2021 [Inter-Departmental Addiction and Mental Health Action Plan](#) includes priorities in areas of resource enhancement, staffing increases, education, prevention, treatment, and more. Social workers play a role in and are vital to each of these priorities, making social work recruitment and retention a fundamental component to the success of the provincial plan.

Provincial health services are overseen by the DOH, with healthcare service provision being the responsibility of New Brunswick’s two Regional Health Authorities, the Horizon and Vitalité Health Networks. While each health authority will be involved in the first four pillars focused on recruiting and retaining social workers across the healthcare system, there are specific pressure points within the system that must be addressed, above and beyond the actions taken in the first four pillars. These additional actions must be taken



to maximize the role of social work in the healthcare system and to improve access to and enhance mental health and addiction services, to ensure the healthcare needs of New Brunswickers are met.

## Addressing the Current Need for Social Work in Schools

Recent initiatives by the Department of Education and Early Childhood Development (DEECD) have allowed school districts to implement social workers in schools, with districts implementing social workers throughout schools to meet the need of their district.

Having school-based social workers is an important component in supporting students to optimize their learning, achievement, and well-being. In using the person-in-environment perspective that is fundamental to social work and by understanding the various factors that impact behaviour, social workers work with students to support social, emotional, and academic success, while also providing support to caregivers, and connecting students and families with other resources and services as needed.

Maximizing social work at the professional and paraprofessional level across New Brunswick schools is vital in supporting educational, social, and personal well-being and in fostering an equitable and inclusive learning environment.

## Action Plan: Strategic Pillars, Goals & Actions

The Action Plan outlines the strategic initiatives that will be taken over the next five years, from 2023-2028. A reporting structure and accountability process will be developed and incorporated into the Strategy during its implementation. This will ensure that the Strategy is reviewed periodically and adapted as needed to ensure it's effective in meeting the needs of social workers, social work employers, and the citizens of New Brunswick.

### KPI 1 - Recruitment

*Recruitment is identified as a key pillar in the Strategy. With widespread vacancies seen across the province and with significant vacancies being projected for future years, we must recruit new social workers to the profession and province, to ensure there's a sufficient workforce to meet service demands.*

**Goal 1.1 - Review & Improve Hiring Practices & Policies**

**Goal 1.2 - Develop Talent Pipeline (Pathways/Professional Development Opportunities)**

**Goal 1.3 - Improve Recruitment Marketing (Strategies/Tactics)**

**Goal 1.4 - Bolster Student Supervision**



## KPI 2 - Retention

*Retention is a key pillar of the Strategy, recognizing that retaining the existing social work workforce is vital to meeting the demands for social work service, now and in the coming years. Fostering an environment that prioritizes wellness and supports, values, and properly compensates social workers for their work is vital to retaining skilled and experienced social workers, while also being critical to enticing people to pursue the profession of social work in New Brunswick.*

**Goal 2.1 - Ensure Competitiveness**

**Goal 2.2 - Bolster Workplace Supervision**

**Goal 2.3 - Formalize the Mentorship System**

**Goal 2.4 - Prioritize Wellness**

**Goal 2.5 - Improve Data Quality & Reliability**

## KPI 3 - Role

*Focusing on the role of social workers is a key pillar, as ensuring social workers are used to their full potential, across workplaces, is vital in retaining existing social workers and recruiting future social workers. Optimizing the social work role will allow social workers to focus on social work-specific interventions and is expected to reduce stress while increasing job satisfaction.*

**Goal 3.1 - Leverage skill mix and competencies**

**Goal 3.2 - Broaden scope of practice**

**Goal 3.3 - Optimize job scope/role**

**Goal 3.4 - Identify & develop synergies and partnerships**

## KPI 4 - Image

*Enhancing the image of social work is a key pillar, as the perception people hold of the profession directly influences how those working within the profession are treated, as well as the rate at which people recommend and consider the pursuit of the profession. Fostering a positive image of the profession will aid in the recruitment and retention of social workers long-term.*

### Goal 4.1 - Enhance the brand

### Goal 4.2 - Improve communication and messaging

## KPI 5 - Child Protection

*Child Protection, a program within the Department of Social Development, is mandated to the profession of social work and is currently experiencing extreme staffing issues province-wide. Recognizing the mandated nature of Child Protection services, alongside the state of crisis the Department currently finds itself in, Child Protection has been made a key pillar to ensure the recruitment and retention of social workers in this area is addressed promptly as part of the Strategy*

### Goal 5.1 - Explore workload strategies

### Goal 5.2 - Explore staffing and remuneration strategies

### Goal 5.3 - Explore support strategies

## KPI 6 - Mental Health & Addiction

*Healthcare service provision is the responsibility of New Brunswick's two Regional Health Authorities, Horizon and Vitalité Health Networks. With ever-growing population health needs, areas of mental health and addiction have been identified as having particular needs that must be specifically addressed to maximize the role of social work within the healthcare system and to ensure the well-being of New Brunswickers.*

**Goal 6.1 - Implement a collaborative care model at Restigouche Hospital Center**

**Goal 6.2 - Implement a continuity of care approach in emergency departments**

**Goal 6.3 - Enhance the collaborative care model in addiction and mental health inpatient settings across Horizon**

**Goal 6.4 - Establish a collaborative care model for child and youth inpatient mental health settings within Horizon**

## KPI 7 - School Social Work

*School social workers have been introduced into New Brunswick schools and play an important role in supporting students to optimize their learning, achievement, and well-being. To expand school social work at the professional and paraprofessional level, social workers and Social Work Technicians must be recruited and retained across the province to support students and to foster an equitable and inclusive learning environment.*

**Goal 7.1 - Implement a model to enhance School Social Work for an equitable and inclusive school system**

## Appendix A – Individuals on Steering Committee

### Kensington Associates – Facilitator

- Laurie Bourque | Lead Consultant
- Mitch Verrier | Consultant

### New Brunswick Association of Social Workers [NBASW]

- Geraldine Poirier Baiani | President
- Miguel LeBlanc [Chair of Steering Committee] | Executive Director
- Keara Grey | Social Work Consultant
- Barbara Whitenect | Canadian Association of Social Workers Representative

### Department of Social Development

- Carol Desrosiers | Assistant Deputy Minister (Acting): Client Service Delivery
- Bronwyn Davies | Assistant Deputy Minister: Children, Families and Seniors
- Denis Savoie | Regional Director
- Mary McCormack | Director: Child Welfare & Youth Services
- Jim Mehan [former member] | Assistant Deputy Minister (former); Deputy Minister (current)

### Department of Health

- Jake Arbuckle | Director: Health Workforce Planning
- Isabelle Duguay | Allied Health Professional Resource Advisor: Health Workforce Planning
- Annie Pellerin | Executive Director: Addiction and Mental Health Services

### Department of Education and Early Childhood Development

- Pierre Martin | Consultant, Human Resources
- Kim Korotkov | Director: Educational Support Services

### Department of Post-Secondary Education, Training and Labour

- Rachel Brown | Assistant Deputy Minister (Acting): Post-Secondary Education (Division)
- Pierrette Dupuis | Director, WorkingNB: Employer Services
- Natalie Gould Clowater | Program Consultant, WorkingNB: Employer Services

### Finance and Treasury Board

- Amy Beswarick | Associate Deputy Minister: Office of the Chief Human Resources Officer

### Vitalité Health Network

- Rino Lang | Assistant Vice-President: Professional Services
- Jacques Duclos [former member] | Senior Vice-President: Clinical Services (retired)

### Horizon Health Network

- Jean Daigle | Vice President: Community
- Rachel Boehm | Executive Regional Director, Co-Leader of Addiction and Mental Health



#### Université de Moncton

- Dr. Lise Savoie | Director: School of Social Work

#### St. Thomas University

- Dr. Marilyn Dupre | Director: School of Social Work

#### University of New Brunswick – Saint John

- Dr. Heidi MacDonald | Dean: Faculty of Arts

#### New Brunswick Community College

- Karen White-O’Connell | Dean: Arts, Community and Protective Services

#### Collège communautaire du Nouveau-Brunswick

- Gérald Losier | Dean: Community Services
- Julie Cyr [former member] | Dean: Health (current) Dean: Health and Community Services (former)

#### Canadian Union of Public Employees

- Gary Burris | Union Representative
- Shawna Morton | Union Representative

#### New Brunswick Union

- Lisa Watters | Union Representative