

# Nursing Recruitment and Retention Strategy

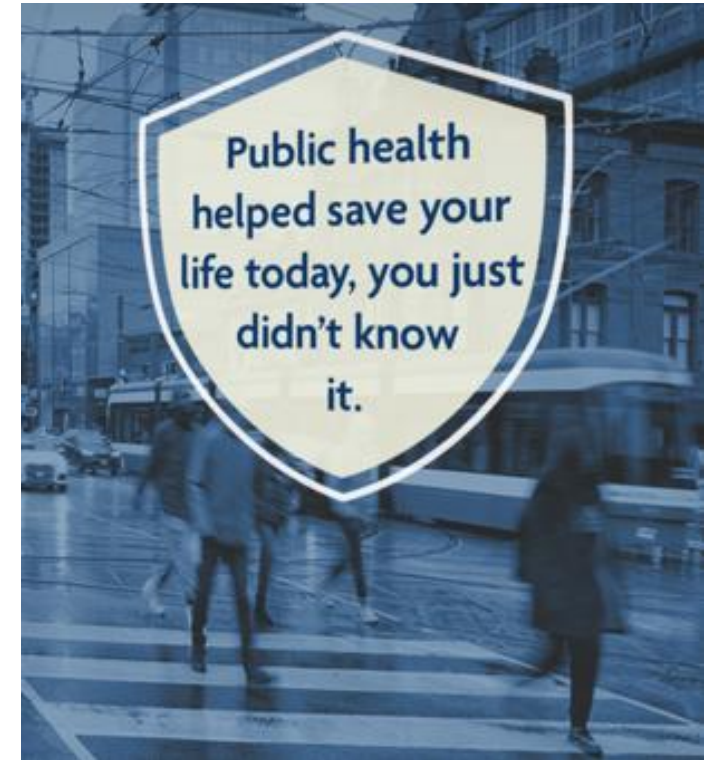
Board of Health

June 1, 2026

Joanne Figliano-Scott, Chief Nursing Officer and Director of Community Health & Well-being  
Myuran Palasandiran, Director of Operations and Business Services

# Nursing at Toronto Public Health

- Overview of Nursing at Toronto Public Health
- Key nursing workforce trends at Toronto Public Health
- Nursing Recruitment and Retention Strategy



# Nursing Retention & Recruitment Strategy

- TPH has developed a Nursing Recruitment and Retention Strategy.
- The strategy is organized across six pillars.



Monitor Nursing Workforce



Promote Public Health Nursing to Future Nursing Professionals



Recruit Nurses to work at Toronto Public Health



Onboarding and Mentorship



Recognition and Celebration



Strengthen Strategic Nursing Partnerships

# Nursing Roles at TPH

## Public Health Nurse

- Registered Nurses with a Bachelor of Science in Nursing
- Lead assessment, planning, and delivery of programs
- Work with complex individual, family and changing community health needs
- Practice with high independence and decision-making responsibility
- Focus on population health, prevention and system-level impact

## Registered Practical Nurse

- Registered Practical Nursing with a Practical Nursing Diploma
- Provide direct care and clinical services
- Work with stable and predictable health needs
- Work collaboratively, seeking support as client needs become more complex
- Focus on client care in structured clinical and community settings



## Shared Roles

- Deliver public health programs and services
- Promote health and prevent disease
- Support emergency response and community well-being

# Current Landscape: Recruitment and Compensation

Health human resource pressures exist across the broader healthcare systems

- Strong recruitment outcomes at Toronto Public Health

Compensation for TPH's public health nurses is led through a collective bargaining process

- Recent investments have been made towards public health nursing compensation.
- In 2025, collective bargaining led by the City of Toronto (Corporate Labour Relations) with CUPE Local 79, led to a 17.9% total increase over four years, including a 6.14% wage increase in 2025 for Toronto's public health nurses.



# Monitoring Nursing Workforce Trends

## Strong Recruitment

- High application volumes
- Applicants (Internal 953 | External 1470)

## Stabilizing Workforce

- 107 nursing hires in 2025 (69 permanent and 38 temporary nursing positions)

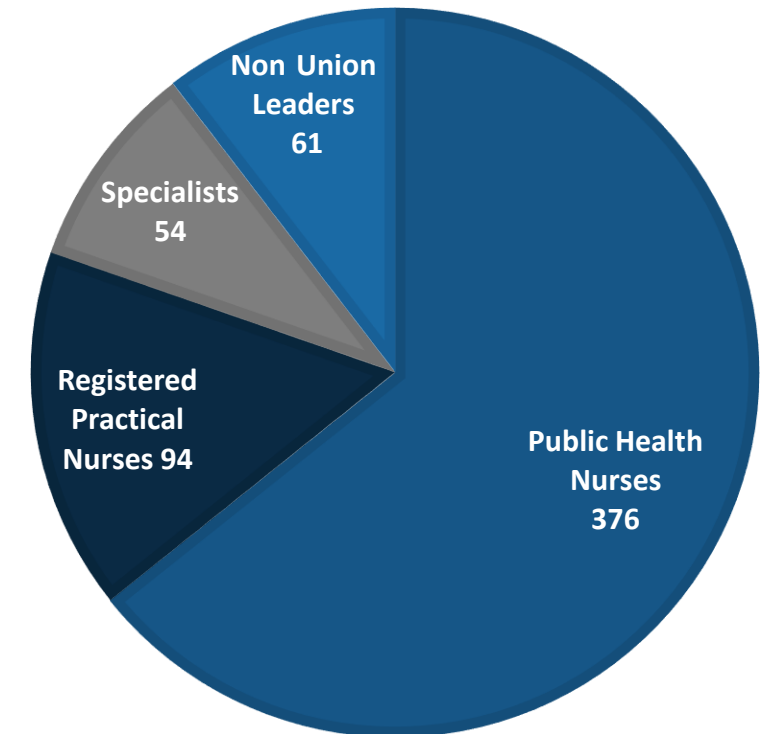
## Turnover Declining

- Public Health Nurses: 9.8% → 8.7%
- Registered Practical Nurses: 27% → 3.4%

## Preparing for retirements

- 16% of Public Health Nurses eligible to retire within 5 years
- 20% of Registered Practical Nurses eligible to retire within 5 years

NURSING WORKFORCE COMPOSITION  
(2025)



# Promoting Public Health Nursing to Future Practitioners



High School



Nursing  
Education



Student  
Placement



Consolidation



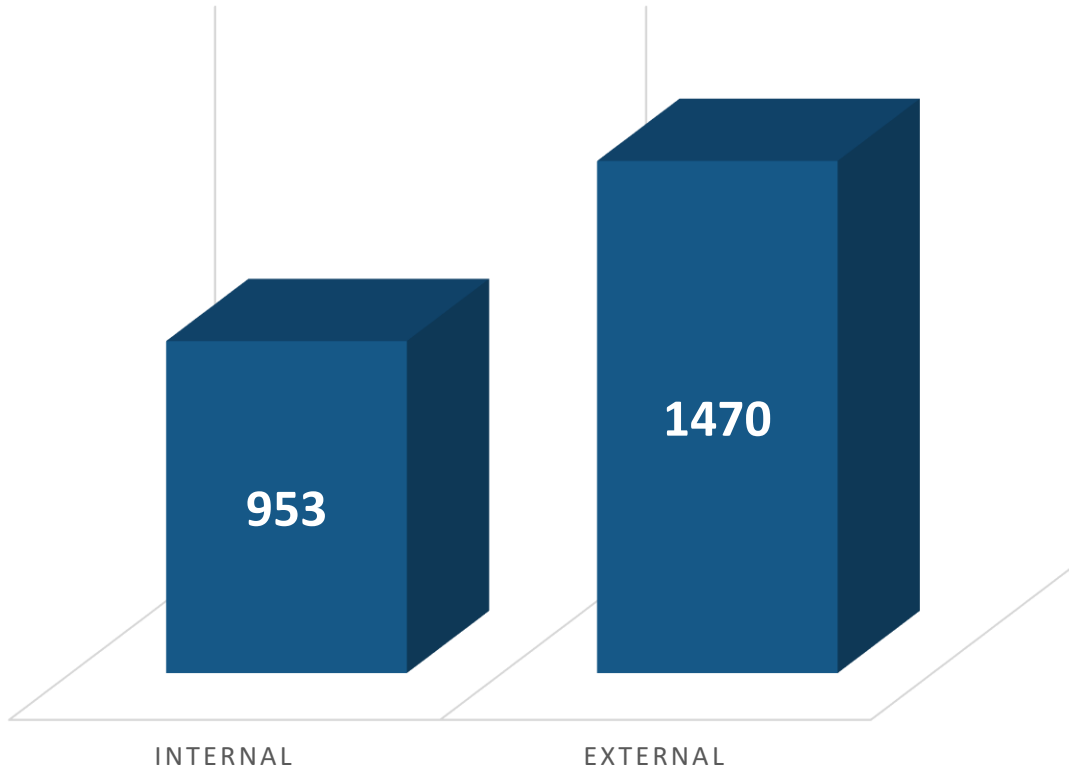
TPH  
Employment

## TPH Actions

- Increasing student placements
- Increasing consolidation opportunities
- Strengthening partnerships with academic institutions

# Recruiting Nurses to Support Program and Service Delivery

## NURSING APPLICATIONS (2025)



### Strong applicant volumes

- Over 2,400 applications received in 2025

### Targeted recruitment efforts

- Focus on recruiting French-speaking nurses

### Building candidate pools

- Supporting future workforce needs

# Strengthening Nursing Practice Through Onboarding and Professional Development

## Key Components



### **Onboarding**

Corporate and program-level orientation



### **Training**

Trauma-informed care and on-going skills development



### **Nursing Practice Council**

Promote a strong professional practice environment



### **Mentorship**

Ongoing peer and team-based support



### **Best Practice Guidelines (BPGs)**

Implementation supported through 275 trained BPG champions

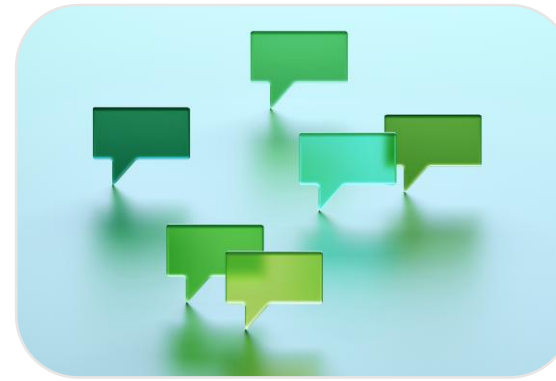
# Recognize Staff and Foster a Positive Workplace Culture



Recognition Programs



Celebrating Nursing Contributions



Staff Acknowledgement



Positive Workplace Culture

# Leveraging Strategic Partnerships to Advance Public Health Nursing Practice



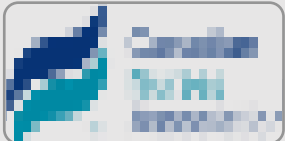
Registered Nurses Association of Ontario  
*Best Practice Spotlight Organization since 2009*



Ontario Association of Public Health  
Nursing Leaders



Community Health Nurses of Canada



Canadian Nurses Association



## Nursing Retention Toolkit:

Improving the Working Lives  
of Nurses in Canada



Office of the Chief of  
Nursing and  
Professional Practice

Transforming the Role of  
Nurses Health Human  
Resource Solutions

# Thank you

**Toronto Public Health**  
City of Toronto  
[toronto.ca/health](https://toronto.ca/health)

**Joanne Figliano-Scott**

Director, Community Health and Wellbeing;  
Chief Nursing Officer

[Joanne.Figliano-Scott@toronto.ca](mailto:Joanne.Figliano-Scott@toronto.ca)

416-338-2011

**Myuran Palasandiran**

Director of Operations and Business  
Services

[myuran.palasandiran@toronto.ca](mailto:myuran.palasandiran@toronto.ca)

416-396-4829