



GOAL 1

Delivering safe care through appropriate staffing

This is where
patients come first.

Rationale:

Like most hospitals, we are operating within a highly competitive labour market where we experience difficulty in recruiting and retaining qualified and experienced healthcare professionals. Having the appropriate number of staff and physicians to care for patients each day is critical to deliver high quality service to patients and to sustain a safe and rewarding workplace.

Did you know?



Since April 1, 2018 we have hired just under 350 new staff members ranging from leadership to frontline roles.



Since April 1, 2018 160 new permanent full or part time positions have been created.



In 2018-19, our average number of days to fill an open position was 39 days.

2018-2020 Planned Improvements

- Leverage our recruitment strategy to ensure BCHS is recognized as an employer of choice.
- Optimize the professional mix and the ratio of full-time to part-time staff to ensure appropriate relief staffing and reduce overall turnover.
- Redesign the Centralized Resource Pool to act as an entry point into BCHS and to enhance support to specialty areas.
- Adopt new time and attendance software to enable staff to better balance work/life commitments.

Metrics and Target

Measurement	2018-20 Target
Reduce average days to start	55
Reduce vacancy rate	5%
Reduce turnover rate	<8%



GOAL 2

Creating a healthy and safe work environment

Rationale:

Certain professions, including healthcare workers, are at greater risk of experiencing violence in the workplace due to a variety of factors including increasing patient acuity, operating within a 24-7 environment, and the need for appropriate staffing levels. A safe working environment for staff, volunteers and physicians leads to a safe care environment for patients, families and caregivers. Working together, BCHS will foster a culture of physical, psychological and cultural safety where everyone feels accepted and respected.

**Tied to Quality Improvement Plan (2018-19 and 2019-20)

Did you know?



Over 800 staff, physicians and volunteers will have been trained in violence prevention and de-escalation.



Over 950 staff, physicians and volunteers were vaccinated with the flu vaccine to help prevent outbreaks in our hospital.

This is where
health and safety matters.

2018-2020 Planned Improvements

- Provide violence training to staff, physicians and volunteers in high risk areas.
- Implement a formal process for reporting violence incidents through Parklane.
- Implement a patient flagging system/process for identification of violent behavior.
- BCHS will improve the reporting of incidents of violence by 10%, and provide documented evidence of follow-up with affected staff within 24 hours of any incident.

Metrics and Target

Measurement	2018-19 Target	2019-20 Target
Reduce # of violent incidents that result in lost time	5 (or less)	5 (or less)
# of reported violent incidents	70	Improve the reporting of incidents by 10%



GOAL 3

Becoming a learning organization

Rationale:

Staff and physicians want to practice to the best possible standard and patients want to know they are coming to a hospital that values education and training. This is why we will redesign our education programs to become a learning organization dedicated to continually offering training and development to all of those who work at BCBS.

Did you know?



48.1% of BCBS respondents to the 2018 Transformational Survey believe they have access to learning resources and professional development needed to do their job well.



Companies that increase employee competence using continuous education have the most satisfied employees.



This is where
your education pays off.

2018-2020 Planned Improvements

- Create a leadership education and training program that engages medical leaders, departmental chiefs and administrative leaders.
- The leadership framework will incorporate compassionate leadership skill building and leveraging effective change management strategies.
- Enhance both corporate and clinical orientation, and transition process for new hires
- Create a central education and training fund for staff
- Transition and launch of new Learning Management System

Metrics and Target

Measurement	2018-20 Target
Central Education Fund	Launch fund
Leadership Framework	Launch of program



GOAL 4

Ensuring staff are well enough to work

Rationale:

Compassion fatigue can impact all of us. Physicians, nurses and staff often forgo taking care of themselves as they take care of others. Balancing wellness is an important part of being able to deliver safe care. BCHS will renew its wellness strategy by offering opportunities to BCHS physicians and staff while helping those who become sick to return to work safely and quickly.

Did you know?



BCHS employees have unlimited, free access to health and wellness resources including counselling, online tools, lifestyle resources/ planning and much more.



BCHS staff have Monday – Friday access to meet with an Occupational Health Nurse for wellness assessments and education.



This is where
compassionate care happens.

2018-2020 Planned Improvements

- Create a roadmap for an organization wellness program.
- Review and amend attendance awareness programs to ensure clarity in process and focus on unsupported sick time.
- Increase engagement with leadership in holding employees accountable to adhere to related policies and procedures.
- Create an attendance manual for leadership with resources and FAQ's.

Metrics and Target

Measurement	2018-20 Target
Organizational Wellness Program Roadmap	Create roadmap by September 2019
Decrease average number of sick days	<12 days



GOAL 5

Embracing the contributions of volunteerism



This is where
we care for our community.

Rationale:

Volunteers are the heart of BCHS. Contributing over 50,000 hours each year, volunteers play a key role in physician and staff work experience as well as the patient experience. To that end, we will grow our volunteer service to offer greater opportunities to contribute as well as recruit the next generation of volunteers.

2018-2020 Planned Improvements

- Provide clarity of the volunteer's role to staff to maximize volunteer utilization.
- Partner with staff to create volunteer roles in departments not currently served.
- Enhance relationships with local colleges and universities to increase student volunteer recruitment.

Did you know?



Volunteers at BCHS support patients and families in 58 different roles throughout the organization.



People and Resources Navigator Volunteers provided assistance with wayfinding and discharge to 8,854 individuals last year.

Metrics and Target

Measurement	2018-20 Target
# of volunteers recruited	80
# of volunteer hours	42,000 hours



GOAL 6

Fair and equitable compensation and benefits

Rationale:

BCHS is located within a highly competitive labour market with many other hospitals located within a 30-minute drive. To assist in recruiting and retaining staff, BCCHS needs to offer our hardworking staff a competitive, fair and equitable compensation and benefit package.

Did you know?



BCCHS has close to 200 unique jobs which work together to serve patients in Brantford and the surrounding community.



The Healthcare of Ontario Pension Plan (HOOPP) is a defined benefit pension plan which is fully funded at 122%. This means for every \$1 owed to members for pension payments, HOOPP has \$1.22 in the pension fund.



This is where
everyone is treated with respect.

2018-2020 Planned Improvements

- Benchmark benefit packages annually to ensure health and dental benefits are competitive and reflective of the market.
- Establish a board/executive approved compensation philosophy and guidelines to ensure internal equity and consistency in day-to-day salary administration.
- Establish guidelines and a regular accrual of pay equity liability for each employee group.
- Provide non-union, non-executive employees an economic cost of living increase.
- SEIU Pay Equity Maintenance Review, which includes a complete review of all job questionnaires.

Metrics and Target

Measurement	2018-20 Target
Launch SEIU pay equity maintenance project	Review all SEIU positions, and complete 100% of job questionnaires by October 2019



GOAL 7

Retaining talent through recognition and rewards

Rationale:

Every day we hear from patients about the great efforts of our staff. In order to continually motivate physicians and staff to deliver great care and retain their services it's important to recognize these efforts. At the same time, we are a growing, diverse community that needs to recognize the importance of cultural diversity in order to be aware of and honour our people.

Did you know?



At our October 2018 recognition event we had over 700 staff, physicians and volunteers attend.

This is where
your ideas are valued.

2018-2020 Planned Improvements

- Celebrate and foster a culture of recognition whereby staff and teams are recognized for going above and beyond.
- Establish a corporate committee with a focus on workplace culture initiatives which will be measured through organizational culture surveys.
- Launch managerial rounding on staff whereby leaders will promote spontaneous appreciation for their teams regularly.
- Create recognition toolkits for leadership to promote regular employee recognition.

Metrics and Target

Measurement	2018-20 Target
Managerial Rounding	Launch managerial rounding
Recognition Events	Host recognition events



GOAL 8

Partnering with physicians

Rationale:

Hospitals with improved outcomes have highly engaged physicians who lead organizations in focusing on quality and patient safety. BCHS is committed to building a work environment where staff and physicians are working collaboratively within interdisciplinary teams.

This is where
you make a difference.

2018-2020 Planned Improvements

- Complete chief and medical director recruitment.
- Complete medical manpower plans for all clinical services.
- Renew physician onboarding and orientation process.
- Build a physician wellness and recognition program.
- Build a physician leadership training module.
- Enhance attendance of physicians at department and medical staff association (MSA) meetings.
- Improve communication from MAC to all physicians.

Did you know?



BCHS has recruited 27 new physicians in a variety of specialty areas so far for the 2018-19 fiscal year.

Metrics and Target

Measurement	2018-20 Target
Recognition Program	Implementation of new program
Physician engagement scores	Improve scores by 10%