



# Workplace Success Plan 2018-2020

Brant Community Healthcare System recognizes delivering great care starts with creating an attractive and rewarding working environment. Our Workplace Success Plan identifies measurable steps we will take towards providing a better experience for everyone.

To ensure we remain accountable to ourselves and our community, BCHS is pleased to issue a quarterly update on our Workplace Success Plan priorities.

**This is where**  
your ideas are valued.

## GOAL 1

### Delivering safe care through appropriate staffing

Having the appropriate number of staff and physicians to take care of patients is critical to deliver high quality service and to sustain a safe and rewarding workplace.

#### Recently we have:

- Launched new marketing and branding material
- Revised the process for internal job transfers to facilitate faster placement
- Launched new onboarding material

#### Measurement

1. Reduce average days to start

2. Reduce vacancy rate

3. Reduce turnover rate

	2018-20 Target	2018-19 Year End	2019-20 Year to Date
1.	55	63	
2.	5%	6.42%	
3.	<8%	9.21%	

## GOAL 2

### Creating a healthy and safe work environment

A safe working environment for all BCHS members leads to a safe care environment for patients, families and caregivers.

#### Recently we have:

- Trained over 800 staff through the Safe Management Group
- Over 121 incidents have been reported with follow up within 48 hours
- Physicians now have access to submit workplace violence or harassment reports

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

#### Measurement

1. Reduce # of violent incidents that result in lost time

2. Number of reported violent incidents

	2018-19 Target	2018-19 Year End	2019-20 Target	2019-20 Year to Date
1. 5 (or less)		4	5 (or less)	
2. 70		136	Improve the reporting of incidents by 10%	

## GOAL 3

### Becoming a learning organization

We will redesign our education programs to become a learning organization dedicated to continually offer training to those who work at BCHS.

#### Recently we have:

- Provided Indigenous Cultural Safety training
- Provided ongoing leadership development forums
- Reduced the number of e-learning modules assigned to staff

Measurement		
1. Central Education Fund		
2. Leadership Framework		
2018-20 Target	2018-19 Year End	2019-20 Year to Date
1. Launch fund	Draft policy and procedure	
2. Launch program	In development	

## GOAL 4

### Ensuring staff are well enough to work

BCHS will renew its wellness strategy by offering opportunities to physicians and staff while helping those who become sick to return to work safely and quickly.

#### Recently we have:

- Launched monthly wellness information emails
- Hosted a wellness lunch and learn
- Revitalized our wellness website content and resources

Measurement		
1. Organizational Wellness Program roadmap		
2. Decrease average number of sick days		
2018-20 Target	2018-19 Year End	2019-20 Year to Date
1. Create roadmap by September 2019	In development	
2. <12 days	12.88	

## GOAL 5

### Embracing the contributions of volunteerism

As the heart of BCHS, we will grow our volunteer service to offer greater opportunities for volunteers to contribute.

#### Recently we have:

- Created a new volunteer role for hand hygiene researchers
- Introduced the staff partnership award
- Expanded pet therapy to the Willett inpatient unit
- Connected with Conestoga College Brantford

Measurement		
1. Number of volunteers recruited		
2. Number of volunteer hours		
2018-20 Target	2018-19 Year End	2019-20 Year to Date
1. 80	79	
2. 42,000 hours	44,828.75	

## GOAL 6

### Equitable compensation and benefits

To recruit and retain staff, BCHS wants to offer our hardworking staff a competitive, fair and equitable compensation and benefit package.

#### Recently we have:

- Established a list of hospital comparators for compensation analysis
- Provided non-union, non-executive employees a cost of living increase
- Launched the SEIU Pay Equity maintenance review

Measurement		
1. Launch SEIU pay equity maintenance project		
2018-20 Target	2018-19 Year End	2019-20 Year to Date
1. Review all SEIU positions, and complete 100% of job questionnaires by October 2019	Steering committee meetings have begun to develop plan for maintenance project	

## GOAL 7

### Retaining talent through recognition and rewards

To continually motivate physicians and staff to deliver great care, we will revitalize recognition events and rewards throughout the year.

#### Recently we have:

- Hosted a Staff Recognition event with food, live music, prizes, and more
- Celebrated National Employee Appreciation Day with food, drinks and prizes

Measurement		
1. Managerial Rounding		
2. Recognition events		
2018-20 Target	2018-19 Year End	2019-20 Year to Date
1. Launch managerial rounding	In development	
2. Host recognition events	Since October 2018, we have had 3 successful events	

## GOAL 8

### Partnering with physicians

BCHS is committed to building a work environment where staff and physicians are working collaboratively within inter-disciplinary teams.

#### Recently we have:

- Recruited 27 new physicians in a variety of specialty areas so far for 2018-19 fiscal year.

Measurement		
1. New recognition program		
2. Physician engagement scores		
2018-20 Target	2018-19 Year End	2019-20 Year to Date
1. Launch program	In progress	
2. Improve by 10%		