



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.

(Q1)



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:

- Created more Regular Full-Time RN positions within existing budget
- Filled 204 vacancies since April 1st, 2019
- Hired 68 new staff through employee referral program since launch in July 2018
- Increased presence on social media to promote working for BCHS

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	82
2.	5%	6.42%	5.4%
3.	<8%	9.21%	4.28%

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 241 staff and volunteers in violence de-escalation techniques
- Organizational Health follow-up on all violent incidents reported within 24 hours
- New zero tolerance signage posted in all common areas and units

**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)	0
2. 70		136	Improve the reporting of incidents by 10%	43

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:

- Transitioned our Learning Management System to Halogen
- Launched new orientation schedule which includes a new presentation about Indigenous Cultural Sensitivity
- Collaborated with the executive team and provided an education session for medical and administrative leaders

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	In Progress
2. Launch program	In development	July implementation

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:

- Implemented free wellness initiatives of yoga and massages
- Hosted free wellness lunch and learns, with more scheduled this year
- Hosted x3 wellness and recognition events
- Regular promotion of wellness resources through Employee Assistance Program and benefit providers

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	Various Wellness initiatives underway for 19/20
2. <12 days	12.88	12.27

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 new volunteer roles
- Held an open house for volunteers to learn about the BCHS' Quality Improvement and Workplace Success Plans
- Hosted volunteer appreciation luncheon

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	20
2. 42,000 hours	44,828.75	12,045

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:

- Launched the SEIU Pay Equity project to employees and hosted open forums
- Begun to review Non-Union Salary Administration Guidelines

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	Launched the SEIU Pay Equity Project to employees

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:

- Created and distributed recognition toolkits to all leaders
- Launched first meeting of the Wellness and Recognition Committee
- Held 3 successful wellness and recognition events with approximately 492 staff, physicians and volunteers in attendance

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	Toolkits launched
2. Host recognition events	Since October 2018, we have had 3 successful events	Since June, we have hosted 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:

- Gathered data from all Department Chiefs regarding current staffing and projected needs
- Recruited 10 physicians in a variety of specialty areas since April 1st, 2019
- Introduced additional Hospital-Based Internists and Admissionist into ER

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	Program has been launched
2. Improve by 10%	N/A	Attendance at MSA up 40% since Dec. 2018.