



# 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:

- Filled 378 vacancies since April 1st, 2019 including 155 new external hires
- Hired 26 new staff through employee referral program since April 1st, 2019
- Created more full-time nursing positions within budget

#### 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	74.2
2.	5%	6.42%	6.2%
3.	<8%	9.21%	8.12%

## 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 388 staff and volunteers in violence de-escalation techniques
- Organizational Health rounding on units to review Parklane incident reporting process
- Launched Occupational Health & Safety competent supervisor training for all leaders
- Updated Workplace Violence, Harassment & Disruptive Behaviour policy & procedure

\*\*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)	1
2.	70	136	125	63

## 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:

- Launched Centralized Education Fund in July 2019
- Launched 30-Day New Hire check-in
- 121 student placements took place over the months of July through September

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	<b>49 applications received</b>
2. Launch program	In development	<b>Launched RFP</b>

## GOAL 4

### Ensuring staff are well enough to work

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

#### Recently we have:

- Continued to offer complimentary wellness initiatives including yoga, massage and lunch and learns
- Finalized an attendance program manual for leaders to ensure consistent and compassionate counselling
- Continue to promote organizational resources through our 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	<b>Various wellness initiatives launched in 2019 and will continue for 2020</b>
2. <12 days	12.88	<b>13.77</b>

## 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:

- Held a summer celebration in recognition of volunteers
- Developed an outline for a revised volunteer orientation

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	<b>47</b>
2. 42,000 hours	44,828.75	<b>23,764.5</b>

## 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:

- Developed a formal compensation framework and salary administration guidelines
- Continuation of SEIU pay equity maintenance information gathering sessions with employees
- Planned on-site HOOPP consultations for retirement planning (November)

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	<b>Began hosting documentation sessions</b>

## 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:

- Launched Corporate Social Responsibility efforts in the community (backpack & food drive)
- Planned upcoming corporate events for October and December

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	<b>Under review</b>
2. Host recognition events	Since October 2018, we have had 3 successful events	<b>3 events hosted since June, with more planned for the 2019 calendar year</b>

## 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:

- Chiefs of Departments are involved in both budget and capital planning processes
- Physician Leaders and Clinical Leaders are working through individual departmental reviews
- Completed draft medical HR plan
- Revitalizing corporate recognition program inclusive of physicians

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	<b>In development</b>
2. Improve by 10%	<b>2.84%</b>	<b>N/A</b>