



# 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.

#### This year we have:

- Filled 743 vacancies, including 298 new hires
- Launched monthly in-house job fairs
- Launched new Vacancy Reporting Tracker accessible to leadership
- Secured vendor for Time and Attendance system - Logibec

#### 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 End
1.	55	63	70.1
2.	5%	6.42%	4.8%
3.	<8%	9.21%	7.20%

## 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.

#### This year we have:

- Trained 479 staff, physicians and volunteers in violence de-escalation and self-protection techniques through Safe Management
- Implemented rounding on all units to review incident reporting specific to violence and harassment
- Partnered with Public Services Health & Safety Association to complete violence risk assessments of all units - phase 1 complete
- All reported violence incidents followed up by Org Health within 24 hours
- Refreshed BCHS policy/procedure on Workplace Violence, Harassment & Disruptive Behaviour

\*\*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 End
1. 5 (or less)		4	5 (or less)	0
2. 70		136	125	133

## 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.

#### This year we have:

- Developed and launched a 30-day check in with all new hires
- Transitioned and launched new Learning Management System in Halogen
- Launched Centralized Education Fund for staff
- Secured partnership for Leadership Development & Cultural Transformation with Studer-Huron Group
- Continued to build and foster relationships with Indigenous partners

Measurement		
1. Central Education Fund		
2. Leadership Development & Cultural Transformation		
2018-20 Target	2018-19 Year End	2019-20 Year End
1. Launch fund	Draft policy and procedure	159 staff approved
2. Launch program	In development	Launched Studer March 2020

## 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.

#### This year we have:

- Launched revitalized Leadership Attendance Management manual
- Continued to offer health and wellness initiatives at both Brantford General and The Willett: Massage therapy, Yoga, monthly wellness emails and monthly wellness sessions with Homewood Health
- Revitalized all Wellness pages on website which includes a refreshed Wellness Corporate Partner list, nutritional resources and health and happiness resources
- Formed a Wellness Committee with a diverse group including frontline staff, leadership, and support staff

Measurement		
1. Organizational Wellness Program roadmap		
2. Decrease average number of sick days		
2018-20 Target	2018-19 Year End	2019-20 Year End
1. Create roadmap by September 2019	In development	Various wellness programs launched
2. <12 days	12.88	14.74

## 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.

#### This year we have:

- Launched a 30-day check in with all new volunteers
- Hosted and participated in a variety of volunteer recognition events
- Created new volunteer roles in Mental Health and Therapy Services

Measurement		
1. Number of volunteers recruited		
2. Number of volunteer hours		
2018-20 Target	2018-19 Year End	2019-20 Year End
1. 80	79	93
2. 42,000 hours	44,828.75	45,293.25

## 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.

#### This year we have:

- Created monthly newsletters highlighting mental health and resiliency resources
- Made numerous improvements to web-based forms and resources such as benefit resources, leave of absence information, and HOOPP resources
- Continued the job class documentation process for SEIU pay equity project

Measurement		
1. Launch SEIU pay equity maintenance project		
2018-20 Target	2018-19 Year End	2019-20 Year End
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	70% complete

## 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.

#### This year we have:

- Held 9 successful recognition events such as: Summer appreciation and wellness event, Winter appreciation events, candy grams and staff appreciation day giveaways
- Held 3 successful social responsibility campaigns: back to school backpack initiative, sponsoring local families in need, and a food drive
- Formed a Recognition Committee with representation from various departments and designations

Measurement		
1. Managerial Rounding		
2. Recognition events		
2018-20 Target	2018-19 Year End	2019-20 Year End
1. Launch managerial rounding	In development	Launched March 2020
2. Host recognition events	Since October 2018, we have had 3 successful events	9 successful events hosted

## GOAL 8

### Partnering with physicians

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

#### This year we have:

- Updated our 5-year Medical HR Plan for all departments
- Recruited a new Chief/Medical Director for Psychiatry
- Introduced Leadership Training for Medical Leaders and Heads of Service

Measurement		
1. New recognition program		
2. Physician engagement scores		
2018-20 Target	2018-19 Year End	2019-20 Year End
1. Launch program	In progress	In progress
2. Improve by 10%	2.84%	3.24%