

HUMAN RESOURCES PLAN 2021

PERTH AND
SMITHS
FALLS
DISTRICT
HOSPITAL

2021-2022

Warning

Performance indicator has not met and is not statistically different from the current period.

Caution

Did not meet the current benchmark but has improved or performance has declined.

On Track

Performance indicator has met or exceeded or is not statistically different from the current period

Quality

Focus	Goal	Benchmark/Target Date	Status		Next Steps
Recruit and retain employees	Dedication to the recruitment, retention and development of our great people	<i>Maintain retention rate of 80%</i> All Hospital: 2020/21 retention rate was 97.15% Nursing only: 2020/21 retention rate was 85.12% (RN/RPN)	QTR 1	QTR 2	<ul style="list-style-type: none"> Monitor data for turnover rates of new staff Continue to provide in-house opportunities for staff training and development for staff Improve application process by moving it from Meditech to Hospital webpage to allow for greater access
			QTR 3	QTR 4	
Attendance Support Program	Remain below the OHA Average Sick Days Used per full time employee	OHA Average 11.4 FT Employee (2020/21)	QTR 1	QTR 2	<ul style="list-style-type: none"> Review OHA Attendance management program. Maintain consistency and processes across the organization Maintain sustainability of program and current successes Continue to monitor sick time. Coach/train Managers in Attendance Management Program
			QTR 3	QTR 4	
Orientation of new employees	Implement streamlined virtual orientation process	To be virtual by September 2021	QTR 1	QTR 2	<ul style="list-style-type: none"> Foster a positive experience for new employees Apply virtual orientation process that encompasses all aspects of pertinent organizational information for new staff Manager attend virtual orientation to present for their departments Streamline a process that is efficient, effective and observable
			QTR 3	QTR 4	

Healthy Workplace Environment	Continue to support employee engagement that will enhance a positive work environment	Continue to support employee engagement initiative activities when not restricted by Covid	QTR 1	QTR 2	<ul style="list-style-type: none"> Wellness committee participation Recognizes and reward high performance results, such as Long Service, Excellent Attendance Build upon opportunities that arise to foster the relationships and trust between employees and managers Support EAP education initiatives that are facilitated by PSFDH
			QTR 3	QTR 4	
Performance Appraisal Completion	To create an online process that would allow the employee and Manager to complete their Performance Appraisals	Process to be completed by January 2022	QTR 1	QTR 2	<ul style="list-style-type: none"> Review and/or revise current Performance Appraisal policy/procedure & questions Reduce timeframe for PA's from 3 years to 2 years Improve process that would enhance completion time of Performance Appraisals by creating on-line fillable forms for both staff & managers Tracking data to ensure efficiency
			QTR 3	QTR 4	
Accreditation	To prepare HR standards for Accreditation (May 2022)	Meet all HR ROP (Required Organizational Practices) with 100% compliance	QTR 1	QTR 2	<ul style="list-style-type: none"> Establish a team of HR, including additional stakeholders Review 2017 HR standards & ROPs & risk assessment to identify gaps Develop a review plan to include review of all HR policies, procedures, job descriptions Develop an action plan & identify who is responsible for the work Ongoing team meetings to ensure that work plan targets, reviews are on target for completion for survey
			QTR 3	QTR 4	

<p>Management Onboarding</p>	<p>To develop an onboarding guide to support managers to understand necessary HR process/programs</p>	<p>Process to be implemented by Q4</p>	<p>QTR 1</p>	<p>QTR 2</p>	<ul style="list-style-type: none"> • Monthly updates/reminders (HR Knowledge Bites) to Managers to keep them informed on current HR trends • Create fillable online employee action forms to better streamline changes • Create an onboarding guide/package relevant to Managers • Regular cadence of 1:1 meetings set up with Managers to enhance HR support • Meet with new managers for HR orientation/overview of CBAs, HR policies & programs
			<p>QTR 3</p>	<p>QTR 4</p>	

Operations

Focus	Goal	Benchmark/Target Date	Status		Next Steps
Members of Management Team	Continue to monitor succession planning for potential leaders within our organization	Annual Review	QTR 1	QTR 2	<ul style="list-style-type: none"> Distribute succession planning documents to Managers to identify & select high potential employees Human Resources to review documents & schedule meeting(s) with each manager for discussions regarding the process.
			QTR 3	QTR 4	
Patient and Family Centered Care	<p>To include PFAC members as appropriate in selected HR processes.</p> <p>Continue to embed PFAC philosophy within Human Resources</p>	PFAC member to review policies and procedures of respected committees (4). Human resources to attend 2 PFAC meetings per year	QTR 1	QTR 2	<ul style="list-style-type: none"> Ensure PFAC philosophy is included in our HR policies where appropriate Review opportunities for PFAC member attendance Focus on PFAC initiatives in Human Resources Review strategies for PFAC Imbed philosophy in all job descriptions
			QTR 3	QTR 4	
Develop Thank you Process for Staff	Recognize Staff (with cards & cookies)	Implement program in September 2020	QTR 1	QTR 2	<p>Thank You Cards:</p> <ul style="list-style-type: none"> Manager & SLT completes "Thank You Card" to recognize 2 staff monthly HR tracks/-mails Thank you cards to employee home address <p>Department Cookie Day:</p> <ul style="list-style-type: none"> Develop quarterly schedule by department for cookies as a thank you. SLT completes thank you card for staff & manager delivers thank you card & cookies to their department
			QTR 3	QTR 4	

Labour Relations

Focus	Goal	Benchmark/Target Date	Status		Next Steps
Grievances	Proactively discuss and resolve issues, related to grievances.	80% of grievances resolved prior to proceeding to arbitration.	QTR 1	QTR 2	<ul style="list-style-type: none"> Resolve labour disputes and issues at the lowest possible level Promote managerial knowledge with ongoing education and support to avoid operational disruptions and build upon a foundation of mutual interest where possible Minimize grievances through open dialogue and ongoing communication strategies
			QTR 3	QTR 4	
Working Relationships	Maintain effective relationships with unions. ONA, OPSEU, CUPE	Participate in labour management meetings as scheduled	QTR 1	QTR 2	<ul style="list-style-type: none"> Establish effective communication patterns Open dialog with unions (standing weekly 1:1 meetings with CUPE to discuss issues as they arise with a view to reducing grievances) Invite CUPE to participate in accommodation meetings Enabling an environment where there is dignity and respect in every interaction we have HR all hands with all unions to discuss HR matters and overview of various items Include HR presentation to annual Better Safe Than Sorry (mandatory all staff training) CUPE CA expires Sept. 2021 - negotiations – Fall 2021
			QTR 3	QTR 4	
CUPE Negotiations	Complete negotiations for new local CA	Local CA expires September 2021	QTR 1	QTR 2	<ul style="list-style-type: none"> Meetings with Managers with CUPE staff to prepare for negotiations Review current local CA & prepare Hospital submission for bargaining Collaborate to resolve negotiation barriers
			QTR 3	QTR 4	

ONA Negotiations	Local CA rolled over	Expiry: June 2022	QTR 1	QTR 2	<ul style="list-style-type: none"> • Maintain working relationship (including bi-monthly labor management meetings) • Collaborate to resolve negotiation barriers • Continue to build and establish working relationships • Local contract ratified & rolled over to June 2022
			QTR 3	QTR 4	