

To:	Chair and Members of the Long Term Care Committee of Management
Committee Date:	November 23, 2021
Subject / Report No:	LTCR-CM-26-21
Title:	LTC Recruitment and Retention Update
Prepared by:	Jennifer Cornell, Director of Long Term Care, Jennifer Moreau, Director of Human Resources
Reviewed by:	Kim Wingrove, Chief Administrative Officer
Lower Tier(s) Affected:	

Recommendation

1. **That report LTCR-CM-26-21 regarding a Long-Term Care Recruitment and Retention update be received for information.**

Executive Summary

For many years, staffing levels have persistently been a struggle in all healthcare sectors. In 2019, Grey County's Long Term Care department created the LTC Task Force on Unfilled Shifts to understand contributing factors and find possible solutions to assist our three care communities with optimizing staffing complement, recruitment, and retention of team members. The task force members included frontline and leadership team members. By October 2019, themes and next steps were identified and focused on scheduling for work life balance, recognition and retention, workload and burnout, childcare, and collective language concerns. The task force was paused due to the pandemic. It is important to highlight that efforts on these topics are ongoing. Many strategies are underway and are highlighted in this report. It is important to acknowledge that the health sector, in particular long-term care, continues to face a critical shortage of skilled and qualified workers.

In early October the Ministry of Long Term Care announced three new funding investments in the 2021-22 fiscal year that supports the ministry's commitments outlined in "[A better place to live, a better place to work: Ontario's long-term care staffing plan](#)" This investment supports increasing staffing levels for Registered Nurse (RN), Registered Practical Nurses (RPN), Personal Support Workers (PSW) and Allied Health Professionals, as well as an investment in education and training of staff in LTC homes.

Updates

Statistics

Recruitment - New Hires (January 1 - October 31, 2021)

Name of Home	PSW	CSA	RPN	RN	Dietary	Programs	Environmental
Grey Gables	20	8	2	0	2	3	1
Lee Manor	32	27	2	1	5	1	2
Rockwood Terrace	24	15	10	0	2	0	2
Total	76	50	14	1	9	4	5

Terminations (January 1 - October 31, 2021)

Name of Home	PSW	CSA	RPN	RN	Dietary	Programs	Environmental
Grey Gables	11	3	1	0	3	0	1
Lee Manor	13	4	4	0	6	3	6
Rockwood Terrace	18	9	9	0	0	0	3
Total	42	16	14	0	9	3	10

Number of Interviews (January 1 - October 31, 2021)

Name of Home	PSW	CSA
Grey Gables	30	13
Lee Manor	53	56
Rockwood Terrace	40	31
Total	123	100

The above reflect the interviews conducted by the HR Generalist as focused recruitment for PSW and CSA. Home leaders continue to conduct department specific interviews and recruitment.

Recruitment & Retention Efforts

Colour It Experience

The Mission of Grey County Long Term Care is to Help You to Colour Your Life Your Way. This is a culture shift from the medical institutional model of care to a wholistic, person centred, relationship focused model of care and services. We have been on this path of change since 2014 and were recognized provincially with a Culture Change Award in 2015. The Colour It Your Way Promise is described below and can be applied to both the resident and the staff member experience. In a time where there is great competition for skilled and caring healthcare workers, the work experience that is offered to staff is what will ultimately support staff retention.

Helping You to Colour Your Life Your Way!

Community

Oppportunity

Leadership

Organizational Quality & Safety

U are the Centre of All We Do

Relationships

Integrity

Together for Tomorrow

Wellness and Operational Supports

We strive to support current employees with educational leave of absences to further their healthcare education by offering flexible scheduling. E.g., Care Support Assistants (CSA) going back to school for PSW, PSWs in Nursing programs, etc. This year we have noticed an increase in the number of staff are willing to work weekends and holidays during their leaves.

Additionally, each year the homes recruit new students and welcome back students who work during their summer break. These are Registered Nursing or Registered Practical Nursing students who work as PSWs. This year, we conducted a student exit survey to gather feedback and to learn more from students going back to their studies.

Areas of improvement with our orientation program have been identified and the new program will be released in the new year, offering enhanced Colour It Your Way language, additional education related to communications, mental health, healthy workplace, understanding dementia and the introduction of our Colour It Coaches to improve the overall experience.

New employee experience surveys have been developed and will be released in the new year at 3 intervals: 1 month, 3 months and 6 months of employment. This data will be used to evaluate the orientation process and make the appropriate adjustments to ensure we are meeting the needs of new employees. These surveys will inform our ongoing engagement efforts.

Work continues with “Stay Interviews” this approach is aimed at new employees to check in on how their first few months have gone, how orientation went and provides valuable feedback on our onboarding process to continually improve our processes to retain valuable human resources.

Exit surveys continue to be conducted on employees leaving Grey County LTC to provide insight as to why staff are leaving. This data will help us improve our processes for future and current staff.

Innovative Scheduling

Creative scheduling has been introduced in collaboration with our union partners to promote work life balance which offers consistent staffing:

- Permanent and temporary 12-hour shifts
- Employing Full Time 8 shift lines with benefits, created more permanent full-time positions within our current staffing model.
- “Weekend Warrior/Angels” positions that addressed weekend coverage. This position was offered both internally and externally, with comprehensive benefits

Leadership Training and Support

As part of our strategic planning the Colour It Mentorship Team (CMT) and each home’s leadership team participated in three “Colour It” sessions led by a consultant from Growing Leadership. These sessions provided an opportunity to deepen the teams understanding of the Colour It vision and promise so that we can enhance the experience we provide for our residents, families, and staff.

Awareness

All three care communities have sponsored targeted advertisements on Indeed and Facebook/Instagram to attract potential candidates. Ongoing posting on various healthcare job boards:

- Southwest Healthline, Health Force Ontario, YMCA, Longwood Jobs, local Colleges, etc.

Recently an advertisement campaign with Bayshore Broadcasting that focuses on recruitment at all 3 Care Communities increase awareness and reach of advertising was created.

Working with our communications department, three new videos have been released for the PSW, CSA and FSW role. These videos have been shared on Facebook and can be accessed on the Grey County web page to create interest for pursuing a career in healthcare.

Recent job fairs have been successful in recruiting staff and a Virtual LTC Job Fair was scheduled on October 20th to support recruitment efforts for all three locations, and we are currently in the process of onboarding two new CSAs.

A Referral Bonus Program has been developed for current staff to refer qualified candidates to HR for hire that provides a bonus to the employee if the candidate is successfully onboarded. This program will be introduced to staff in the new year.

Creating secondary student placement opportunities across many departments including nursing, dietary services and recreation ensures that our local students are introduced to a potential career in LTC. Secondary school co-op students are also a great way to enhance our recruitment. Two recent co-op placements have gone on to graduate from the PSW course and have now returned to work within that same care community.

A Grey County PSW Coordinator has been invited to join the Georgian College PSW Advisory Committee. This allows us opportunity to shape and support the educational needs locally and assist in influencing how we grow PWS's locally for our community.

Partnerships

Partnering with Georgian College and the YMCA continues with the Essential Skills Program that focuses on introducing individuals to healthcare through the Care Support Assistant role. This program has attracted incumbent staff and new team members to enroll and complete a micro credential certificate. The Essential Skills certificate also earns a credit towards the PSW program if they chose to further their education for this role.

To ensure all eligible applicants have an opportunity to access this free training, we communicate the enrollment process and contact information when applying for a position within our care communities.

Our three care communities referred 18 staff members to the essential skills program. 9 have successfully completed, 4 are close to completion and 13 are enrolled for the December session. 3 CSAs from Rockwood Terrace enrolled in the fully government funded PSW training through our partnership with Gates College (private career college). This program includes at online in class training, and placement will be completed on site at Rockwood Terrace.

Grey County LTC continues to partner with Georgian College to host PSW and RPN students in their clinical placements and stays in touch throughout the placement and offering employment once eligible to work in the Home

The PSW course is available at several colleges and we have expanded our PSW placements to include students from Conestoga College and Private Career Colleges. Continuing to partner with other colleges to host PSW Work Experience will assist with our ongoing recruitment. We recognize the importance of understanding staffs' career objectives and aspirations and support them to achieve their growth goals.

Union Employer partnerships

We focus on our relationship with our union partners from an interest-based perspective. We feel we are most successful when we collaborate to the benefit both the union, staff, and leadership. We seek innovative solutions, and we have the benefit of good working relationships with our union partners. This relationship is both at the local level and at the business agent level. When we are introducing new concepts, we brainstorm at labour management meetings about the potential benefits and risks. We work together to achieve improvements. We have appreciated our union partners bringing to the table innovative and solution focused ideas and strategies.

Colour it Into Tomorrow

We are implementing additional supports for our teams by adding an additional HR Generalist (12-month contract). The intent of this additional staff member is:

- Have additional time for tracking of leaves and ensuring regular and prompt check-ins of staff who are on leave and reminding of responsibilities while on leave

- Working with the leadership team at each home to create and offer modified work programs that match the functional abilities of staff, having regular check-ins with modified workers to ensure they are progressing
- Assist with the implementation of enhanced recruitment for staffing, touching base with colleges to ensure we are part of their employment pipeline (beyond Georgian College), attending career/job fairs at college and high school, connecting with any student placements who are working within our Homes to identify opportunities and connect new potential staff members with staff who we have identified as champions within our workplace that Colour it as “coaches”
- Focusing on wellness initiatives within the homes to implement low cost, high reward workplace engagement opportunities. Planning events to be rolled out at each home to continue to thank and motivate our staff. Follow-up on COVID wellness survey results to ensure we are actively working on issues identified by staff that are causing barriers to attend work during COVID.
- Assisting with the orientation of new staff from an HR perspective, ensuring “stay” interviews are scheduled with LTC staff and themes are shared with the leadership team for learning and planning, ensure we are touching base regularly with new staff to ensure they are as happy at work as we can support
- Focusing on our LTC leadership team to provide “tools” for dealing with stress, while continuing to work in the pandemic, arranging webinars, focus on wellness for this leadership group
- Ensuring that our best practice scheduling tips and techniques that we develop for one home are rolled out to all homes

Additional support will also include an Administrative Assistant (12-month contract) who support the HR Generalists, all three leadership teams and the Clinical and Quality Specialists. Both contracts are being funded by the Federal-Provincial Safe Restart Funding resulting in no budgeted levy impact for 2022.

In summary, Grey County Long Term Care welcomes the Ministry of Long Term Care’s commitment and additional funding to support enhanced care experience for our residents and staff. We remain concerned about access to health human resources locally and will continue to work with the province and our community and sector partners to find solutions and strategies to attract more staff. We remain committed to the Colour It Promise for our team members, to create a work environment that is fulfilling, meaningful and rewarding, and offers opportunity to Colour It into Tomorrow.

Appendices and Attachments

- [Personal Support Worker Video](#)
- [Food Service Worker Video](#)
- [Care Support Worker Video](#)