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| To: | Members of the Long Term Care Committee of Management |
| Committee Date: | November 12, 2019 |
| Subject / Report No: | LTCR-CM-44-19 |
| Title: | Update re: LTC Task Force on Unfilled Shifts |
| Prepared by: | Amanda Healy, Task Force Facilitator (Acting POA Manager) |
| Reviewed by: | Kim Wingrove, CAO & Jennifer Cornell, Director of LTC |
| Lower Tier(s) Affected: | N/A |
| Status: | Recommendation adopted by Committee as presented per Resolution CM58-19; Endorsed by Council November 14, 2019 per Resolution CC93-19 |

Recommendation

1. **That Report LTCR-CM-44-19 regarding an update on the Long-Term Care Task Force's accomplishments on unfilled shifts and working short be received for information.**

Executive Summary

Unfilled shifts and working short have been a persistent issue in Grey County long-term care homes and in the health sector generally. In an effort to understand the contributing factors and possible mitigations, a taskforce was struck. This report discusses:

- The Task Force – origin & purpose
- A summary of Stakeholder Engagement & Meetings
- Themes & Findings from Engagement & Corresponding Next Steps

Background and Discussion

Background

In August 2019, the management team from all three of Grey's long term care homes met to discuss implications of the decision to retain internal management of the service.

During the assessment of opportunities and challenges related to current operations, tackling the issue of unfilled shifts and working short was raised as the item with highest potential to make a difference to operations. It was agreed that a taskforce would be struck to examine the root causes and make recommendations for improvement.

Task Force Membership & Purpose

- A Task Force was created via open canvassing at each home for volunteers to participate on the Task Force.
- 3 staff members and 2 management members from each home participated – totaling 15 LTC staff with representation from various departments and unions.
- The aim of the Task Force was to:
 - Meet 1-3 times in regards to Unfilled Shifts & Working Short
 - Give a voice to the frontline re: related concerns
 - Generate ideas and shed light on opportunities for change
 - Collaborate and work together to find solutions

Stakeholder Engagement, Meetings & Consultation

The following outlines meetings and consultations that were conducted in an effort to further understand factors contributing to high call-ins and unfilled shifts from staff themselves. It was imperative to understand difficulties from staff's perspective and explore opportunities for improvement. Stakeholder consultation therefore was targeted exclusively to staff and unions with the understanding that if employee satisfaction and engagement is thriving, it in turn results in positive service for our residents.

- **August 15, 2019 – Initial Task Force Meeting**

The initial meeting of the Task Force focused on establishing expectations, creating a collaborative approach, and guiding the group through combination of reflection and brainstorming activities in an effort to complete a comprehensive review of Grey County's LTC Homes' current state, ideal future state and the gaps that exist between.

These activities focused on:

- contributing factors for call-ins, and associated impacts
 - context mapping influencing factors in the industry (P.E.S.T)
 - envisioning a future state – ideal LTC home
 - scheduling issues
 - employee experience – expectations & reality
 - analyzing & reimagining the job, tasks, etc.
 - attraction, retention and recruitment
 - feedback & recognition
 - exits (resignations, retirements and terminations)
 - reinforcing positive work environments
 - wellness and life supports – caring for our caregivers
 - anchors – what's holding us back from changing?
- **August 27, 2019 – Summary of Meeting Findings to CAO**

The initial meeting's findings were summarized and shared with the CAO (Acting Director of LTC) for review and establishment of next steps. From the initial meeting, it was decided to complete further data analysis and create a staff survey to ensure there was alignment between Task Force findings and staff as a whole, the focus of which would be scheduling and burn out.

- **September 11, 2019 – Union Representatives Meeting**

A meeting was organized by Human Resources/Labour Relations in order to ensure all staff stakeholders were informed and in agreement as to the purpose of the Task Force and future engagement efforts. The draft staff survey was shared and reviewed, in addition to high level themes from the first Task Force meeting.

- **September 15-30, 2019 – Staff Survey**

A staff survey was released to all LTC staff September 15th, closing September 30th. The SurveyMonkey was available via email, StaffStat, Point Click Care, as well as paper copy. Task Force members were instrumental in garnering staff participation – totaling 239 staff responses to the survey (95 Lee Manor; 84 Rockwood Terrace, 60 Grey Gables). The majority of the survey questions were left open-ended in an effort to truly hear the voices of staff members.

- **October 1-15, 2019 – Data, Research & Analytics**

Upon the survey closing, the next few weeks were spent analyzing the abundance of open-ended survey responses for themes and focus areas.

In addition to this, Data Analyst staff utilized computer programs to combine 2018 data from our scheduling and payroll programs to create meaningful graphics and help understand trends in regards to unfilled shifts, retention rates, demographics, etc. which will prove useful in helping evaluate future options and priorities.

- **October 17, 2019 - Second Task Force Meeting**

The Task Force had a follow-up meeting to review high-level results of the staff survey, data analysis, and highlight actionable items that related to the survey themes.

Next Steps & Action Plan

In response to the themes identified in the above consultations, the following actions are being taken by staff to formulate future recommendations to the Long-Term Care Committee of Management:

| Theme | Next Steps |
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| Workload & Burnout | <ul style="list-style-type: none"> • Evaluate options for a business case for additional help on the floor |
| Scheduling for Work-Life Balance | <ul style="list-style-type: none"> • Evaluate scheduling options for different combinations of shift lengths and numbers of shifts to see if there is possibility to allow for 2 consecutive days off |
| Guaranteed Hours & Lines | <ul style="list-style-type: none"> • Take steps towards improving work-life balance through consistency of schedules and open-up guarantees for part-time staff to reduce the need for secondary employment |
| Collective Agreement Language | <ul style="list-style-type: none"> • Integrate survey responses & Task Force's recommendations into 2020 negotiations |

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| Culture & Staff Relations | <ul style="list-style-type: none"> • Explore options for increasing exposure of different staff cohorts to one another to increase understanding and teamwork (FT vs PT; days/evenings/nights; staff vs management; departments, etc.) • More training and collaborative problem-solving |
| Recognition & Retention | <ul style="list-style-type: none"> • In collaboration with the Wellness Committee, institute Peer Recognition Program • Explore further options for retention programs and spreading positivity |
| Childcare | <ul style="list-style-type: none"> • Share survey summary of shift-worker childcare needs with Economic Development and Childcare Services for Regional feasibility evaluation |
| Wellness Supports | <ul style="list-style-type: none"> • Share survey summary of stress relievers and Task Force priorities with Wellness Committee Chairs for implementation |
| Operational Supports | <ul style="list-style-type: none"> • Share survey summary of operational requests to Managers for comment. • Explore enhancements for access to communication and technology |

Legal and Legislated Requirements

As per the Guide to the *Long-Term Care Homes Act, 2007* and Regulation 79/10

Section 31 – Nursing & Personal Support Services - A written staffing plan is required for the nursing and personal support services programs. The staffing plan must:

- Provide for a staffing mix consistent with residents’ assessed care and safety needs and that meets the requirements set out in the LTCHA and the Regulation;
- Set out the organization and scheduling of staff shifts;
- Promote continuity of care by minimizing the number of different staff members who provide nursing and personal support services to each resident;

Financial and Resource Implications

None with this report. After further research and development, action plans and business cases for identified themes will be formalized and reports with associated financial implications will be brought forward for consideration.

Relevant Consultation

- Internal – CAO, Director of LTC, Task Force, Human Resources.

Appendices and Attachments

None.