

To: All Staff, Professional Staff, Learners and Volunteers
 From: Adam Vinet, Executive Vice President, Patient Experience & Chief Nursing Executive
 Date: November 8, 2021
 RE: **Staffing Project to Improve Staff Experience – Update**

I am excited to update you on the progress that we have made with our work on the Staffing Project and to give you an indication of our plans for the coming weeks and months.

As you are aware, over the past few months we have met with stakeholders in order to better understand the challenges that our staff experience when it comes to scheduling and staffing. One of the most prominent themes that we identified is that the increasing demand on the Staffing Office exceeds the current capacity to cover the large number of vacant shifts. Staffing Clerk workload has increased, driven by a combination of increased sick leave (up 11% from 2020-21 to 2021-22 year-to-date) and staff vacancies. Senior Leadership has heard your concerns. Effective immediately, 1.4 FTE will be added in the Staffing Office to support current workload and earlier replacement of shifts.

Through consultation, several additional change ideas have been identified and classified into short term activities that will result in some rapid improvements. In addition, a number of major projects will be undertaken that will take longer to complete but will have a greater impact on our ability to schedule and staff units more effectively.

Below is a list of the initiatives that are in progress or will commence in the near future.

	Opportunities/Activities
Major Projects	Automation: Automate staff scheduling functions & staff call-in processes.
	Acuity Tool: Choose and implement a real-time acuity tool and leverage tool to assess current patient acuity and inform staffing requirements at start of every shift.
	Review and redefine scope of NRT (Spring Hire, Unit Care Aides, Nursing Float Pool)
	Future Forecasting: Develop consistent methodology for assessing patient demand and comparing to current and future expected staff capacity.
Short Term Activities	Increased Staffing Clerks by 1.4 FTE: To support immediate and future call ins.
	Vacancy Report: Develop an accurate methodology for measuring staff vacancies by department in real time. Ensure applied organization wide.
	Trial of alternate scheduling model: Begin with clerks on one unit to determine if feasible to implement on other units.
	Identify and Implement co-designed synergized solutions in collaboration with the staffing clerks to improve internal scheduling efficiencies.
	Resource Development: Develop supplemental tools to support the interpretation and understanding of scheduling processes, including clarity regarding individual roles and responsibilities, and timelines.
	Review and adjust master rotations where needed based on areas of highest need.

MEMO

The project team is excited to progress this important work and will be including front line staff in the planning and implementation of these initiatives. In order to measure if the initiatives will have an impact on your day-to-day workload, engagement, and satisfaction, a short survey will soon be distributed.

I acknowledge that implementing some of these initiatives will take time and may not address the immediate pressures that you are currently facing. I encourage you to have conversations with your colleagues, managers, union leaders, or any one of the project team members. We will find the most success through collaboration and supporting each other.

For more information, please contact a member of the Staffing Project Planning Team:

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