



## **Human Resources Plan (2006 – 2010)**

“Finding the right person for the right career at the right time”

“Investing in the human resources at NRHA”

The **Mission** of the NOR-MAN Regional Health Authority is:

*Working Together to Improve our Health*

The **Vision** of the NOR-MAN Regional Health Authority is:

*Healthy People in Healthy Communities*

## **Introduction:**

The NOR-MAN Regional Health Authority (NRHA) recognizes that our most valuable resource is human resources, our employees. The Human Resources Team is charged with the responsibility of monitoring current and future demands for health care professionals within the organization and ensuring that a comprehensive plan is established. Managers at all levels of the organization must have the ability to lead the organization through change to ensure success and excellence.

The NOR-MAN Regional Health Authority is dedicated to improving the quality of work life for our employees and the HRP will be the blueprint for continuous quality improvement.

The HRP is developed in consultation with the Human Resources Continuous Quality Improvement Team (HR CQI) and the following resources are utilized:

1. Strategic Plan/Health Plan
2. Employee Staff Satisfaction Survey
3. HR CQI Quality Improvement Plan
4. NRHA Worklife Quality Scorecard
5. Canadian Human Resources Benchmarking Survey
6. CCHSA Recommendations
7. Identified Human Resource Trends

The HRP should be viewed as a strategic plan for the human resource needs of the organization.

## **Objectives of the Human Resources Plan:**

The HRP will achieve the following objectives:

- Identify current and future staffing demographics
- Identify recruitment initiatives
- Promote succession planning
- Identify continuing education strategies
- Identify retention strategies
- Identify employee services strategies
- Identify occupational health and safety strategies
- Identify employee/labour relation strategies
- Ensure that all human resource initiatives are consistent with the Health Plan and the Operational Plan.
- Become an Employer of Choice.

## **The Human Resources Team:**

The NRHA is a relatively new organization which was incorporated in April 1997. In 1999 the regional Human Resources Team started to be formed. In 2000 the position of Recruitment Officer was created and in 2005 the position of Workplace Safety & Health Officer was created. The current structure of the team is:

- Executive Director
- Human Resources Officer North
- Human Resources Officer South
- Regional Benefits Coordinator (0.8 EFT)
- Regional Recruitment Officer
- Workplace Safety & Health Officer North (0.5 EFT)
- Workplace Safety & Health Officer South (0.5 EFT)

## **Planning & Responsibility:**

Human Resource planning is a forecasting activity and it is a critical responsibility of managers.

Effective human resource planning includes the following four processes:

1. Forecasting availability of internal and external applicants (supply).
2. Forecasting future human resource needs (demand).
3. Planning and implementing human resource programs to balance supply and demand.
4. Monitoring and evaluating the HRP.

## **Forecasting Internal/External Human Resource Availability:**

There are two sources of supply for human resources: internal and external. Internal supply refers to the current employees who can move throughout the organization and are able to meet future needs. External supply consists of people from outside the organization that are in the labour market.

In order to effectively plan for future vacancies, the organization must be able to identify the needs. The Staffing Requirements form (Appendix A) will project the staffing requirements for a five-year period. Managers will be responsible for completing this form and submitting to human resources. The staffing numbers identified will form the basis for recruitment strategies.

To determine the internal supply of candidates, management must conduct a skills inventory of current staff. Once the skill sets have been identified, management will then be able to consider succession planning and applicable continuing education needs for employees. Appendix B identifies an Employee Skills Inventory form. This form can be adapted to fit the needs of each area. Upon identification of the number of potential internal candidates the organization will have, the number of required external candidates can be determined.

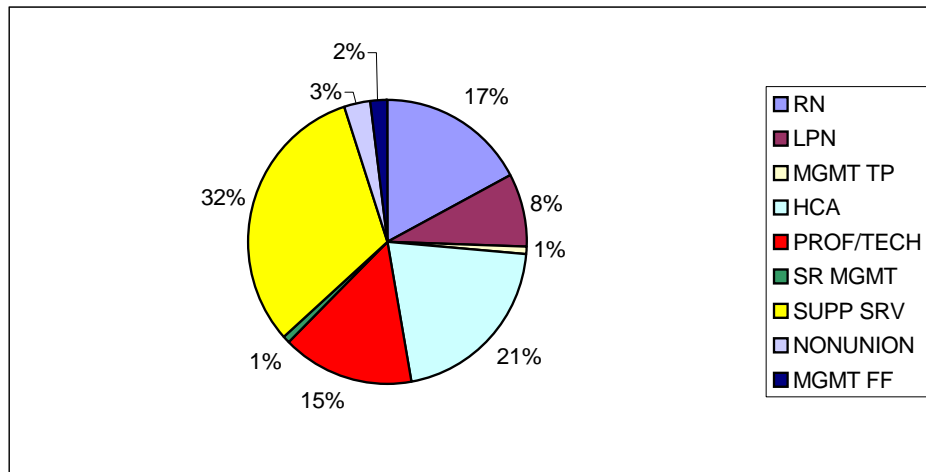
## I. Staffing Demographics

For the purposes of determining the projected retirements for the NOR-MAN Regional Health Authority, age 55 was used as the age of retirement.

The NOR-MAN Regional Health Authority currently employs approximately 932 employees (as at March 2006) throughout the region in a variety of professions. The number of employees have been grouped as follows:

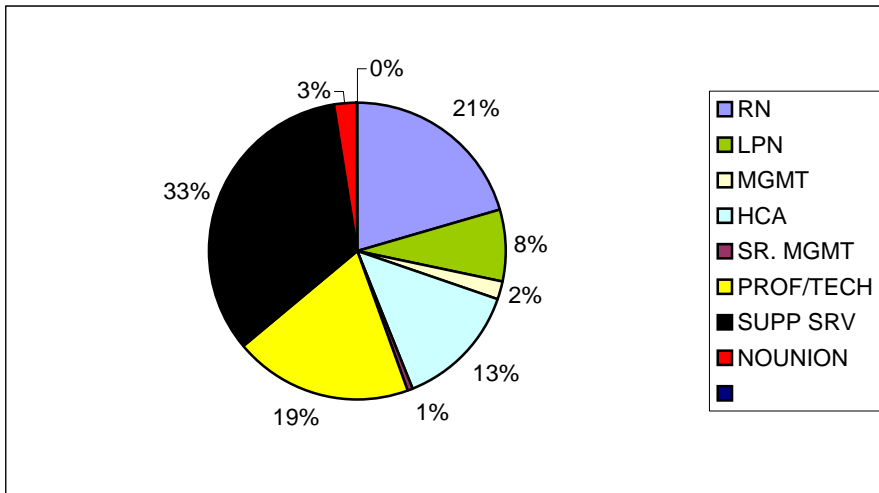
➤ Registered Nurses	160
➤ Licensed Practical Nurses	77
➤ Health Care Aides	191
➤ Professional/Technical	143
➤ Support Staff	297
➤ Management FF/SL	19
➤ Management TP	9
➤ Non-union support	27
➤ Senior Management	9

### Regional Staffing Profile – All Staff



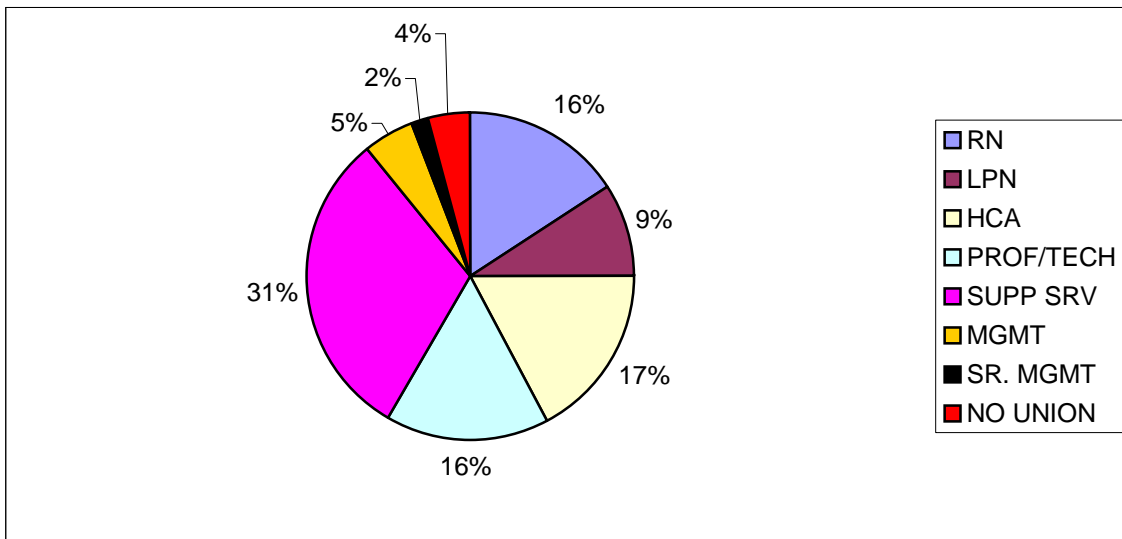
### The Pas Site Staffing Profile – All Staff

➤ Registered Nurses	86
➤ Licensed Practical Nurses	32
➤ Health Care Aides	56
➤ Professional/Technical	81
➤ Support Staff	140
➤ Management	9
➤ Sr. Management	3
➤ Non union	11



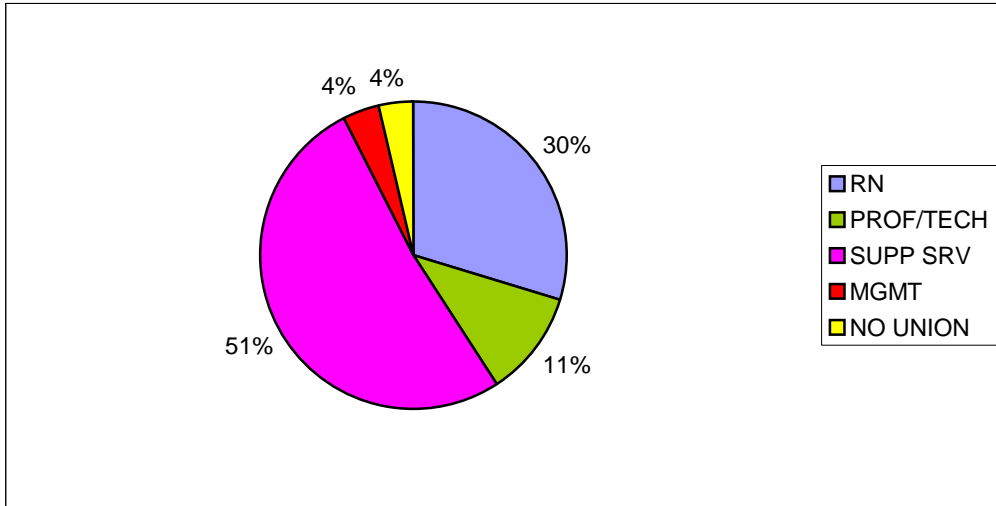
**Flin Flon Site Staffing Profile – All Staff**

- Registered Nurses 58
- Licensed Practical Nurses 33
- Health Care Aids 63
- Professional/Technical 59
- Support Staff 112
- Management 19
- Sr. Management 6
- Non union 15



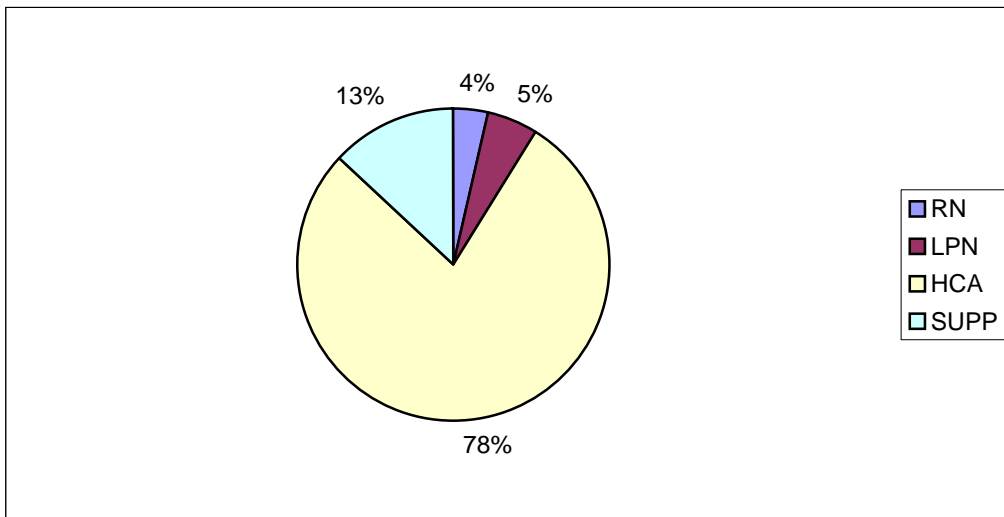
**Snow Lake Site Staffing Profile  
(except out-of-scope which are included in Regional Profile)**

- Registered Nurses 8
- Professional/Technical 3
- Support Staff 14
- Management 1
- Non union 1



**Regional Home Care Staffing Profile (Direct Service Workers)**

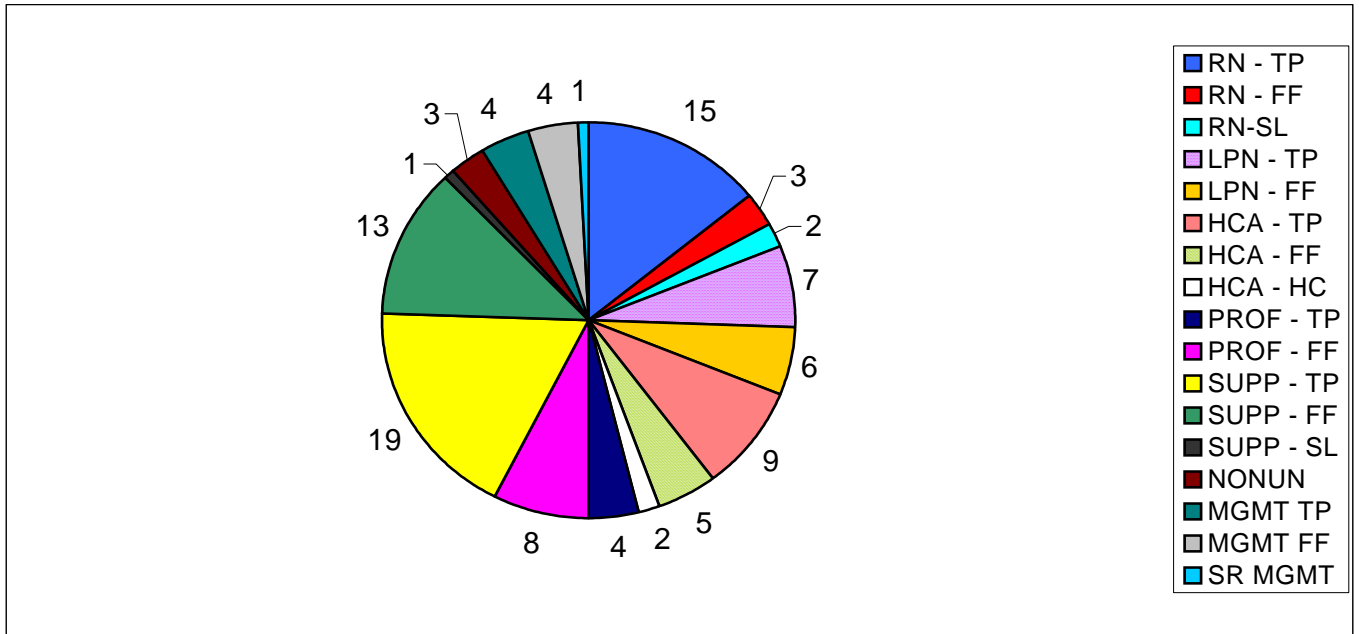
- Registered Nurses 8
- Licensed Practical Nurses 12
- Health Care Aids 74
- Support Staff 29



## FORECASTING RETIREMENTS:

To assist the NRHA with human resource planning, we have forecasted a projection of the number of retirements we may have over the next 5 years. It is important to note that these numbers are only projections and are not an indication of retirement notices that have been received.

### Regional Retirement Profile – 2006

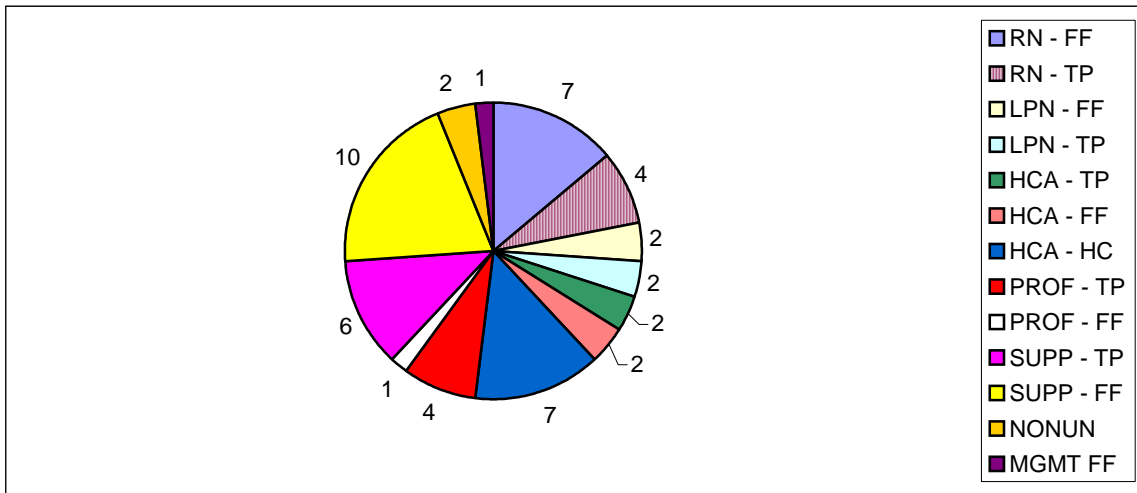


RN - TP	15
LPN - TP	7
HCA - TP	9
PROF - TP	4
SUPP - TP	19
NONUN	3
MGMT TP	4

RN - FF	3
LPN - FF	6
HCA - FF	5
PROF - FF	8
SUPP - FF	13
MGMT FF	4

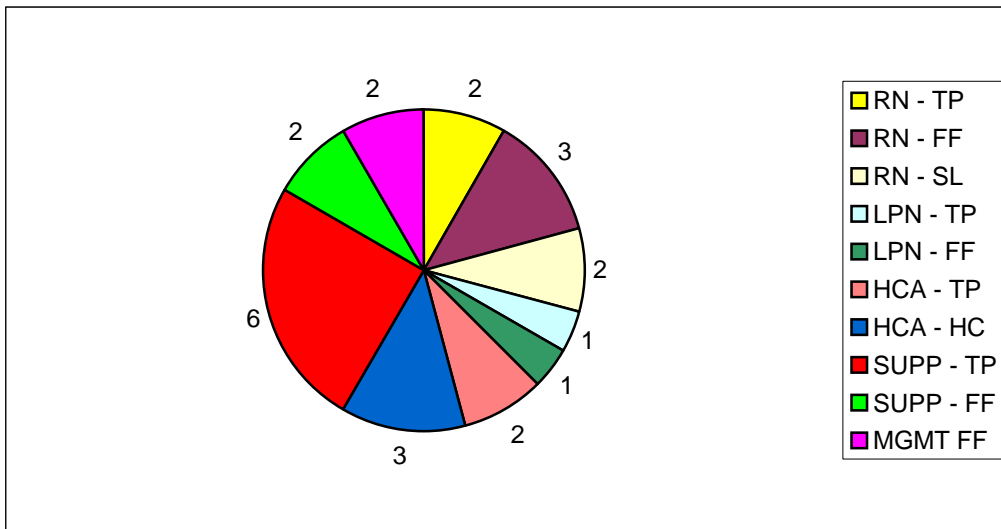
RN-SL	2
HCA - HC	2
SUPP - SL	1
SR MGMT	1

## Regional Retirement Profile – 2007



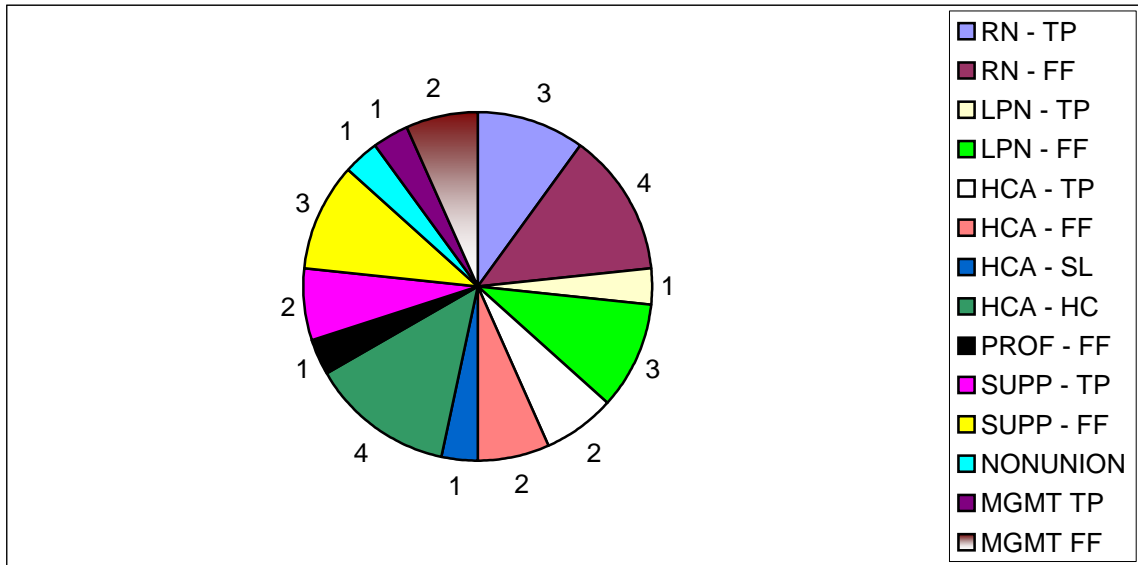
RN - FF	7	RN - TP	4		
LPN - FF	2	LPN - TP	2		
HCA - TP	2	HCA - FF	2	HCA - HC	7
PROF - TP	4	PROF - FF	1		
SUPP - TP	6	SUPP - FF	10		
NONUN	2	MGMT FF	1		

## Regional Retirement Planning – 2008



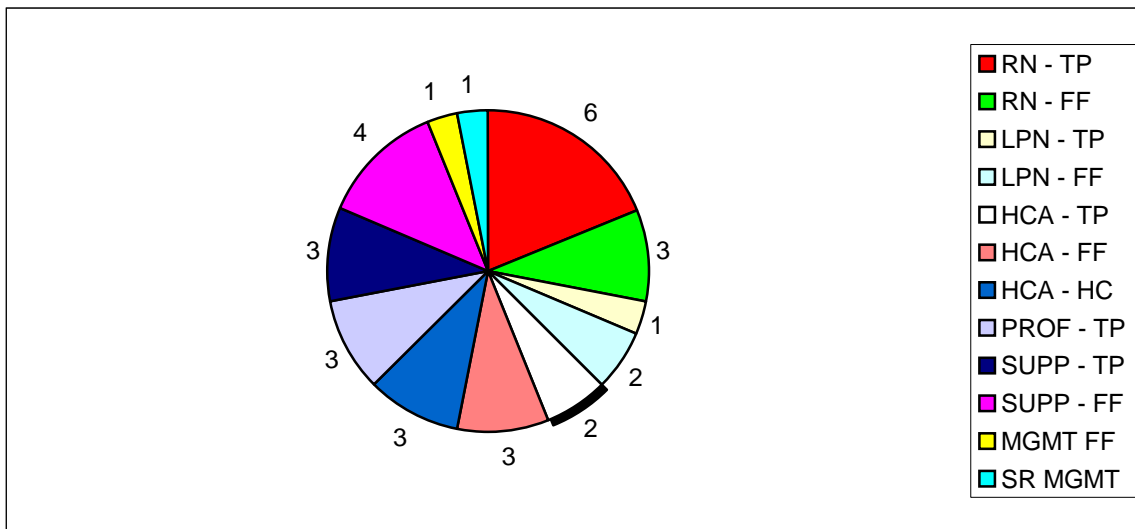
RN - TP	2	RN - FF	3	RN - SL	2
LPN - TP	1	LPN - FF	1		
HCA - TP	2	HCA - HC	3		
SUPP - TP	6	SUPP - FF	2		
MGMT FF	2				

## Regional Retirement Planning 2009



RN - TP	3	RN - FF	4				
LPN - TP	1	LPN - FF	3				
HCA - TP	2	HCA - FF	2	HCA - SL	1	HCA - HC	4
PROF - FF	1						
SUPP - TP	2	SUPP - FF	3				
NONUNION	1	MGMT TP	1	MGMT FF	2		

## Regional Retirement Planning - 2010



RN - TP	6	RN - FF	3		
LPN - TP	1	LPN - FF	2		
HCA - TP	2	HCA - FF	3	HCA - HC	3
PROF - TP	3				
SUPP - TP	3	SUPP - FF	4		
MGMT FF	1	SR MGMT	1		

## II RECRUITMENT

*Goal: The organization will have an efficient functioning recruitment and selection process to ensure the recruitment and selection of quality people to join the organization. All recruitment practices will comply with employment and human rights law.*

Across Canada there is a shortage of health care professionals. Recruitment of health care professionals has become very competitive and we must find innovative recruitment methods, especially for Rural/Northern recruitment.

The following strategies have been identified for consideration:

- i) Advertising
  - Employer brand
  - Create standard advertisement template to have consistent identity and reduce costs of advertisements
  - Increase University/College advertisement distribution
  - Research best sources of professional journals
- ii) On-site child care facility
- iii) Expand student sponsorships and bursaries
  - request partnership with TPHC Foundation
  - request partnership with other agencies (i.e. MMF)
- iv) Identify the students in our region that are pursuing education in the health care field and maintain contact throughout their education
- v) Increase contact with the high schools and promote careers in health care to the students
- vi) Continue working with Human Resources Development Corporation (HRDC) and Education and Training to provide financial assistance for health care related programs.
- vii) Continue discussions with University/College of the North (UCN) regarding a STEP (Exit) program being incorporated into the BN program (i.e. HCA to a LPN to a RN to a BN).
- viii) Continue to hire summer students to promote careers in health care.
- ix) Encourage students to complete student practicums at NRHA.
- x) Continue with Community Mentorship through the Leadership & Partnership Continuous Quality Improvement Team.
- xi) Consider an employee referral program for identified positions.
- xii) Continue partnership with Office of Rural & Northern Health (ORNH) targeting “northern” recruitment strategies.
- xiii) Continue partnership with Health Services Program Network (HSPNet) to target students in health care programs.
- xiv) Establish partnerships with various agencies for student sponsorship.
- xv) Expand the use of the NRHA web page for recruitment (i.e. advertising and on-line application process)
- xvi) Physician Recruitment & Retention Committee and Physician Resource Plan.

The Human Resources Team will ensure recruitment materials are available such as:

- i) Promotional material for the NRHA and the communities

- ii) Standardize career advertisements and establish an Employer Brand (catch phrase and/or mascot).
- iii) Ensure all job descriptions are current
- iv) Standardize interview selection criteria to ensure the right fit to the organization
- v) Quick response to applicants

### **III Representative Workforce Program (RWP)**

*Goal: There are six (6) goals to the program that are monitored/evaluated:*

- i) Programs to facilitate cultural awareness/relations*
- ii) Aboriginal Employment & Career Development*
- iii) Linkages to Aboriginal Workforce*
- iv) Programs to promote employment opportunities for Aboriginal people*
- v) Business initiatives designed to meet an Aboriginal Health need within the community, which may provide opportunity for Aboriginal employment*
- vi) Monitoring & evaluating of the program*

The Representative Workforce Program (RWP) is the result of a partnership between NRHA, Aboriginal and Northern Affairs and Manitoba Advanced Education & Training (Employment & Training Services Branch) that will facilitate the participation of Northerners into healthcare occupations, with the ultimate goal of developing recruitment strategies and programming to create a representative workforce.

For full program details and update reports, refer to the RWP.

### **IV Learning Environment:**

*Goal: Employees are encouraged at all levels of the organization to foster a culture of life-long learning.*

Continuous learning is important to employees at all levels of the organization. A culture of life-long learning requires a commitment on behalf of both the employer and the employee. It is recognized that employee training and education are necessary to enable employees to perform on the job with a sense of security and satisfaction.

The development of human resources in the NOR-MAN Regional Health Authority is based on the Adult Education Model, where the employer and the employee work collaboratively to identify, address and evaluate training and development needs of staff.

The types of programs that are established within the NRHA include:

1. New Hire Orientation – ensure meeting needs of employee and organization; monitor attendance compliance rate.
2. In-service Education – an ongoing program for previously trained or job qualified employees. This provides necessary, up-to-date, work related information, such as new or changing techniques, new equipment operation and new concepts.

3. External Workshops – as in in-service education, but this will specifically address the need to travel outside the region to attend educational sessions/conferences.
4. Continuing Education – offered to employees, based on the needs of the organization, utilizing educational opportunities such as workshops, institutes, seminars, internal resources and college courses.
5. Leadership Development Training – continue to expand.
6. Respectful Workplace Program - mandatory attendance for all staff.
7. Lunch & Learn sessions - offered to staff to increase participation.

Educational courses/programs that staff attend are documented in a database and managed by the Staff Education Department. This information will be used as the basis for the skills inventory of staff.

To identify training requirements, a Staff Education Needs Survey, is circulated every second year with the next survey being distributed in September 2007. The Staff Education Department will then develop a plan and budget for the educational needs of the organization.

## **V Retention Strategies**

*Goal: Retaining current staff and newly hired staff with the ultimate goal of becoming an Employer of Choice.*

The turnover rate of staff in NRHA is 13.1% as at December 31, 2005. Retaining employees allows an organization to build the knowledge base of staff, which in turn allows the provision of skilled service to our clients. Morale within the NRHA is an issue that must be addressed and everyone from management to the employees themselves must work together to combat the feelings of low morale within the organization.

The following areas for improvement have been identified for review:

- i) Review staff orientation to ensure it is meeting the needs of new staff
- ii) Initiate a mentor/buddy program for new employees
- iii) Review staff recognition program
- iv) Increase compliance for completed Performance Appraisals
- v) Foster organizational spirit (social activities, RHA promotional products, Employee of the Month, etc.)
- vi) Encourage completion of the Exit Appraisal and expand to transfers within the organization
- vii) Continue to conduct staff satisfaction surveys every two (2) years to receive feedback from staff on areas for improvement
- viii) Consider a interest free loan program for employees for the purpose of continuing education
- ix) Continue with Non-Violent Crisis Intervention training and recertifications
- x) Ensure that staff have the ability to function to the full scope of their training
- xi) Conduct job description reviews to ensure that the qualifications match the position requirements
- xii) Continue to work on developing EFT positions within the Home Care Attendant employee group.
- xiii) Offer challenging and rewarding work and opportunities for growth.
  - Expanded roles for RNs, LPNs, and others

- xiv) Continue to implement recognition activities.

## **VI Compensation & Benefits**

*Goal: Ensure positions are classified consistently and fairly and employees receive timely information and education on benefit plans.*

For the most part, compensation is set through the collective bargaining process. In relation to non-union compensation, the Provincial Human Resources Council of RHAs has initiated a bi-annual salary survey, which will be used to ensure that our non-union salaries remain consistent with the rest of the province.

Continue to work on the provincial strategy for wage standardization with the support union (SEIU). Goal has been set of March 2009 to achieve standard provincial salary scales.

Continue to offer employees the following:

- Benefit/Retirement Planning sessions
- Group RRSP
- Canada Saving Bonds

## **VII Employee and Labour Relations**

*Goal: There are strong relationships/partnerships built on collaboration, openness and trust.*

Approximately 91% of the NRHA workforce is unionized. There are four (4) Unions with the NRHA workplace with different collective agreements (nursing, professional/technical, community support and facility support). As well, there is a non-union group of employees.

The NRHA strives to promote positive employee/labour relations and build partnerships with the various unions.

Strategies identified for improvement are:

- i) ensure regular meetings of the union/management committees
- ii) address concerns/grievances in a timely manner
- iii) determine if non-union staff meetings are of interest to the non-union group
- iv) continue to develop regional policies and ensure that the policies are consistently applied throughout the region
- v) explore ways to ensure strong, consistent communication with employees.
- vi) identify areas impacting employee/labour relations in which managers require training and develop a plan to deliver the training.

## **VIII Leadership Development**

*Goal: The organization will strive to develop and foster a culture of transformational leadership and maximize leadership.*

The NRHA is committed to Leadership Development and recognizes that today's manager must be diverse in leadership skills and must have the ability to initiate and lead change. Monthly education session for Leaders within the organization has been implemented in 2004. In the interest of succession planning and building leaders at all levels of the organization, this program has been expanded and the leadership educational sessions are open for others to attend.

## **IX Healthy Workplace**

*Goal: The development of a wellness program that conveys the organization's values and support for employee health and incorporates the four key drivers (leadership, planning, people focus, and process management) which are key to developing and sustaining a healthy workplace.*

**Respectful Workplace Program:** A healthy culture values respect and fairness. The RHA is committed to the principles of a respectful workplace and as such is implementing a Respectful Workplace Program that will be brought to the staff by the staff. Implementation of this program will begin in October 2006.

**Workplace Safety & Health:** The NRHA is committed to a culture that values safety and health and is committed to proactive safety and health practices. There are currently five (5) Safety & Health Committees (Regional, Community, The Pas Health Complex, Flin Flon General Hospital, Northern Lights Manor and Snow Lake Health Centre). In 2004 the RHA received a provincial safety & health inspection and 30 improvement orders were issued. The organization continues to work towards full compliance of the Improvement Orders and is in the process of addressing the last five (5) outstanding improvement orders.

**Attendance Support:** It is important that all employees maintain regular attendance to ensure consistent, quality client care. The NRHA will continue to ensure initiatives are in place to support an employee's attendance, and to build a culture where regular attendance is valued. In 2001 an Attendance Management & Assistance Program was implemented. It has been identified that further Leadership training needs to be provided.

**Disability Management Program:** The NRHA acknowledges their responsibility to support employees who have a disability. Wherever possible, return to work plans will be implemented with sufficient medical documentation and follow-up as required. A draft Modified Work Program was developed in January 2006. Next step includes consultation with stakeholders (managers, unions and employees). Resources are required to effectively manage the disability program and return to work plans.

**Employee Wellness:** A committee is in place to address various Employee Wellness topics and the team develops an annual Quality Improvement Plan. This group is a sub-committee of the HR CQI Team. One of the major initiatives of this group was the implementation of a Smoke Free Workplace. Phase 1 for staff was implemented January 2005. Phase 2 will be for visitors and will be implemented in 2006. Committee recommends that this be expanded to patients with the exception of the 4 designated groups (palliative, long term care, psychiatric services and addictions).

## **Workers Compensation Benefits:**

Areas identified for improvement:

- i) Tracking WCB claims through database
- ii) Utilize Critical Job Inventory and Job Safety Analysis to develop training requirements.
- iii) Collaboration with WCB on return to work programs/volunteer activities.

## **Staff Health:**

- i) maintain partnership with Curves, to offer employees discount for gym memberships
- ii) immunization program – continue to be creative to increase immunization rates
- iii) health topic informational sessions for staff during lunch (bag lunch sessions)

## **X Human Resources Information Management System (HRIS):**

*Goal: Provide high quality service to clients and become more efficient in service delivery.*

Continue to further implement/development the Human Resources Information System (QHR).

- i) Position Control
- ii) Job Descriptions/Internal Postings
- iii) WCB Tracking
- iv) Annual Increments

## **Conclusion:**

This plan is a “living” plan and will evolve over time and will change with shifts in both internal and external resources and changes in the labour market. The HRP will guide the activities of the organization over the next five (5) years. Human Resources Planning is everyone’s responsibility and everyone must actively participate for the organization to be successful!