



HUMAN RESOURCES STRATEGIC PLAN (2011 TO 2015)

NRHA Strategic Priority:

HEALTHY WORKPLACE

- *Striving to be an Employer of Choice*
 - *Recruiting and Retaining the best people that reflect the diversity of our region.*
 - *Building a healthy, safe, respectful and supportive work environment.*
 - *Providing opportunities for education and development to strengthen leadership in all.*

HEALTHY EMPLOYEES IN HEALTHY WORKPLACES

WORKING TOGETHER TO IMPROVE OUR HEALTH

NRHA Mission

HEALTHY PEOPLE IN HEALTHY COMMUNITIES

NRHA Vision

WORKING TOGETHER TO IMPROVE OUR HEALTH

In order to achieve our vision, NRHA has set four (4) Strategic Directions over the next five (5) years. The 2011 to 2016 Strategic Plan provides full details. The NRHA four (4) Strategic Directions are:

1. Healthy People
2. Healthy Communities
3. Healthy Workplace
4. Healthy Organization

INTRODUCTION:

The NOR-MAN Regional Health Authority (NRHA) is a progressive and supportive employer that values all of our employees throughout the organization. The Human Resources Plan (HRP) addresses the “people issues” of our organization and assists in accomplishing our strategic and operational goals in a proactive manner. The NRHA is dedicated to improving the quality of work life for our employees and the HRP will be the blueprint for continuous quality improvement and our commitment to make the NRHA an Employer of Choice.

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

1. Health Plan and Strategic Plan
2. Worklife Pulse Survey
3. Focus Group Discussions (Management & Employees)
4. NRHA Worklife Quality Scorecard
5. Canadian Human Resources Benchmarking Survey
6. CCHSA Recommendations
7. Identified Human Resource Trends
8. Manager HR Strategic Planning Sessions – May 2010
9. Employee Strategic Planning Sessions – Fall 2010

The HRP should be viewed as a strategic plan for the human resource initiatives of the organization and recognized for the ability to change as needs of the organization and employees change.

WHAT ARE THE OBJECTIVES OF THE HRP?

1. Identify current and future staffing demographics/requirements
2. Identify recruitment initiatives
3. Promote succession planning
4. Identify continuing education strategies
5. Identify retention strategies

6. Identify employee services strategies
7. Identify occupational health and safety strategies
8. Ensure human resource initiatives are consistent with the Health Plan and Strategic Plan
9. Become an Employer of Choice

WHO IS THE HUMAN RESOURCES TEAM?

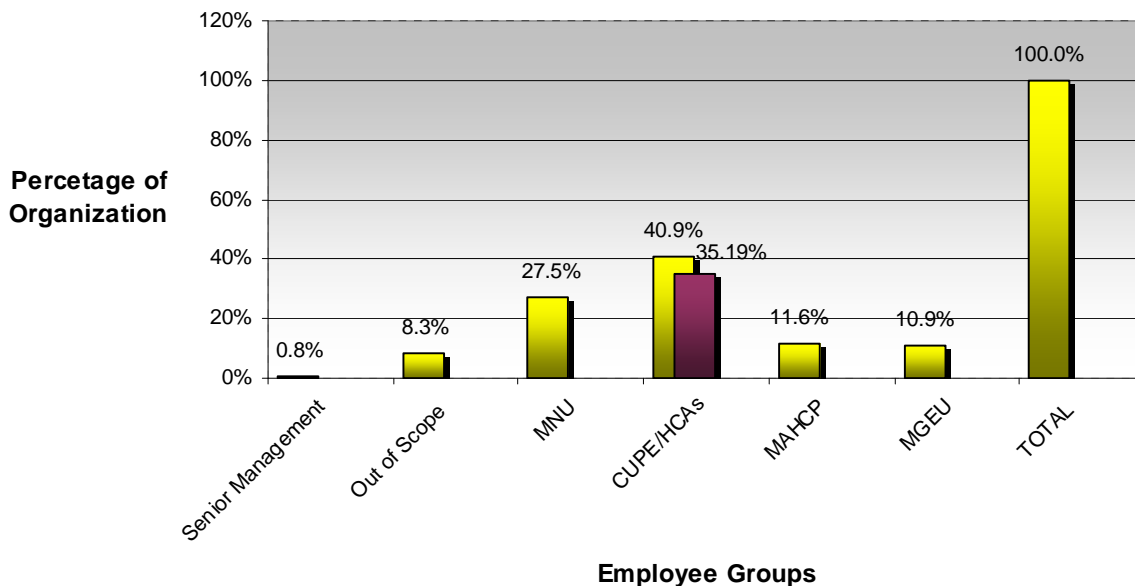
The NRHA was incorporated in April 1997 and in 1999 a regional structure was developed for Human Resources in the region. The current structure is:

- Executive Director of Human Resources
- Labour Relations Officer
- Human Resources Officer
- Recruitment Officer
- Benefits Coordinator
- Ability Manager/Workplace Safety & Health Coordinator
- Human Resources Clerk (0.5 FTE)

CURRENT WORKFORCE ANALYSIS (at time of writing)

- 1004 employees across the region
- Average employee age is 43.2
- Average years of service per employee is 10.8
- Turnover rate is 12.3%

Regional Staffing Profile - 2010



FORECASTING HUMAN RESOURCE NEEDS

There are two sources of supply for human resources: internal and external. Internal supply refers to 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.

Managers are responsible for forecasting activity and anticipated human resource needs based on that activity. When a Manager determines a human resource need, a Finance Staffing Requisition Form is completed outlining the business case for the new/additional resources.

To determine the internal supply of potential candidates, Managers must conduct a skills inventory of current employees. Once the skill sets have been identified, Managers can consider succession planning and continuing education needs of our employees. Appendix A identifies an Employee Skills Inventory form. This form can be adapted to fit the unique needs of each area.

A key identifier in forecasting human resource needs is anticipated voluntary separations from employment which include general turnover and retirements.

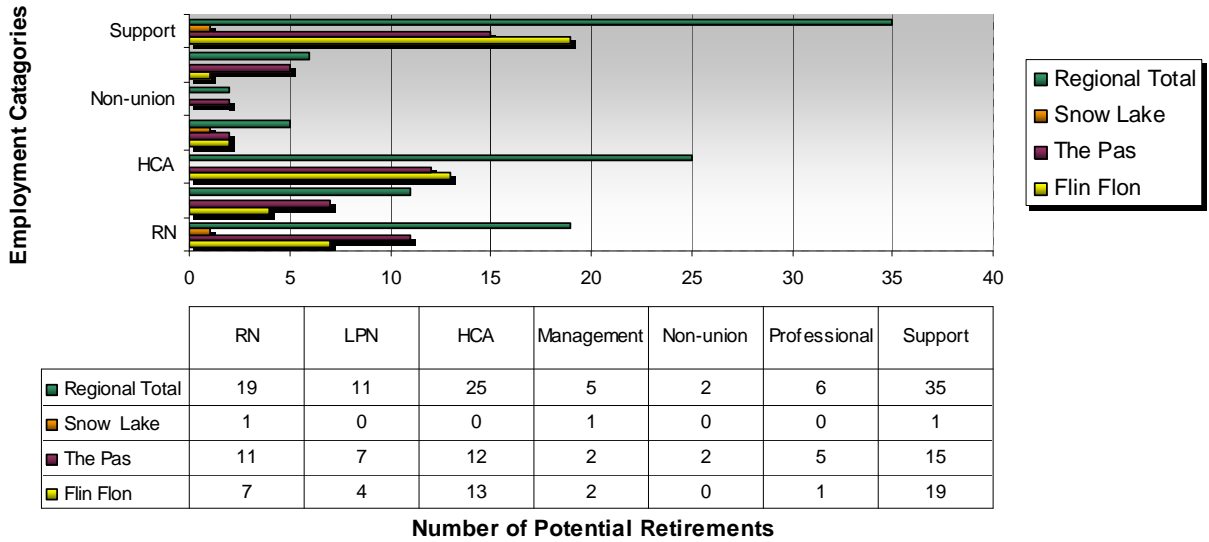
General Turnover Rates: Over the past 5 years our average voluntary turnover rate has been 11.48%. This means that approximately 115 employees leave our organization of an annual basis.

Anticipated Retirements: For the purpose of determining anticipated retirements for the NRHA, we used the average age of 55 and have looked forward to the next 5 years (2011 to 2015). It is important to note that these numbers are projections only and not an indication of actual retirement notices received. To assist in planning, approximately 14% of projected retirements actually do retire. The graphs below represent projected retirements in each category

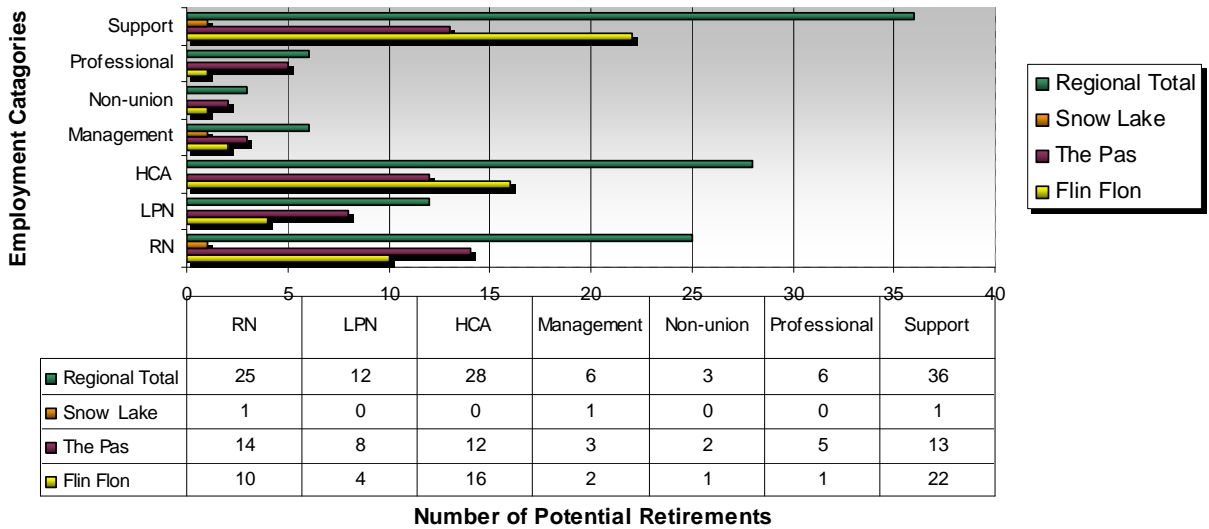
and are accumulative, therefore, previous year retirements would need to be deducted from the year under review.

Below we have projected our anticipated retirements from a regional prospective and site.

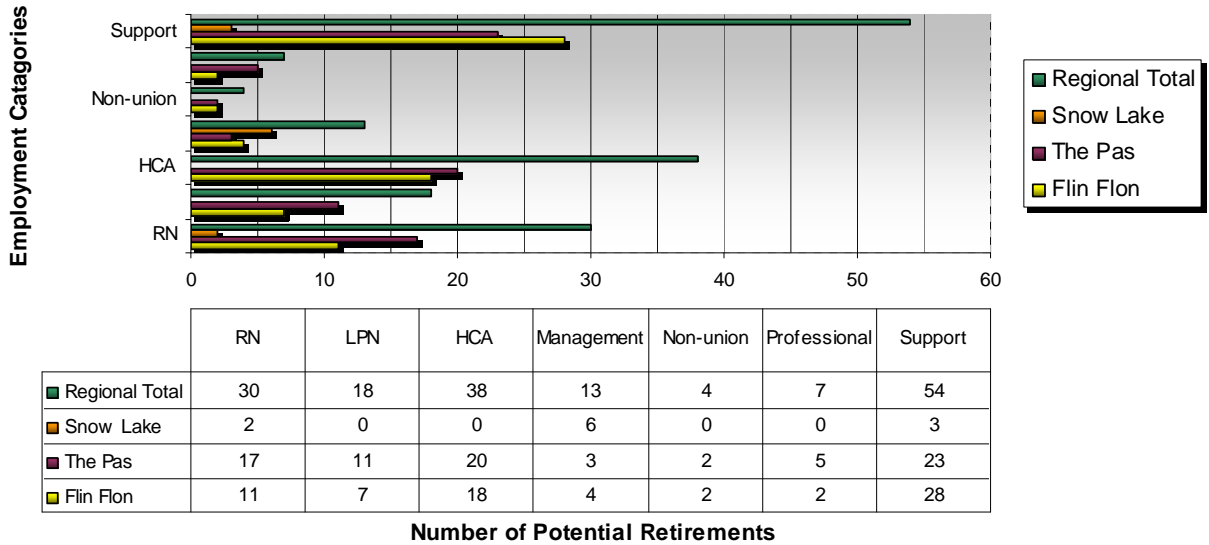
Regional Retirement Profile - 2011



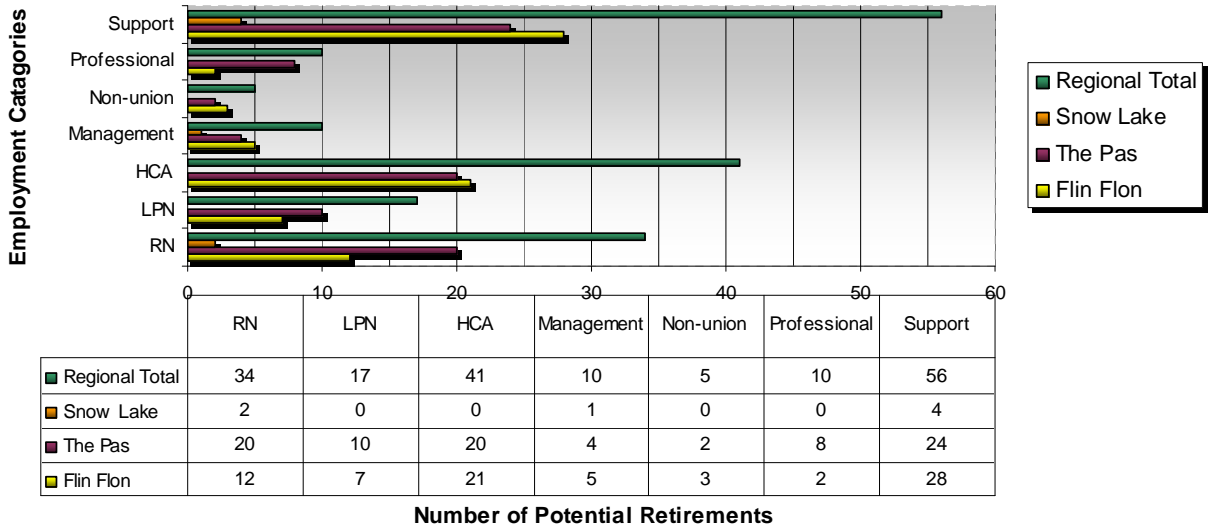
Regional Retirement Profile - 2012



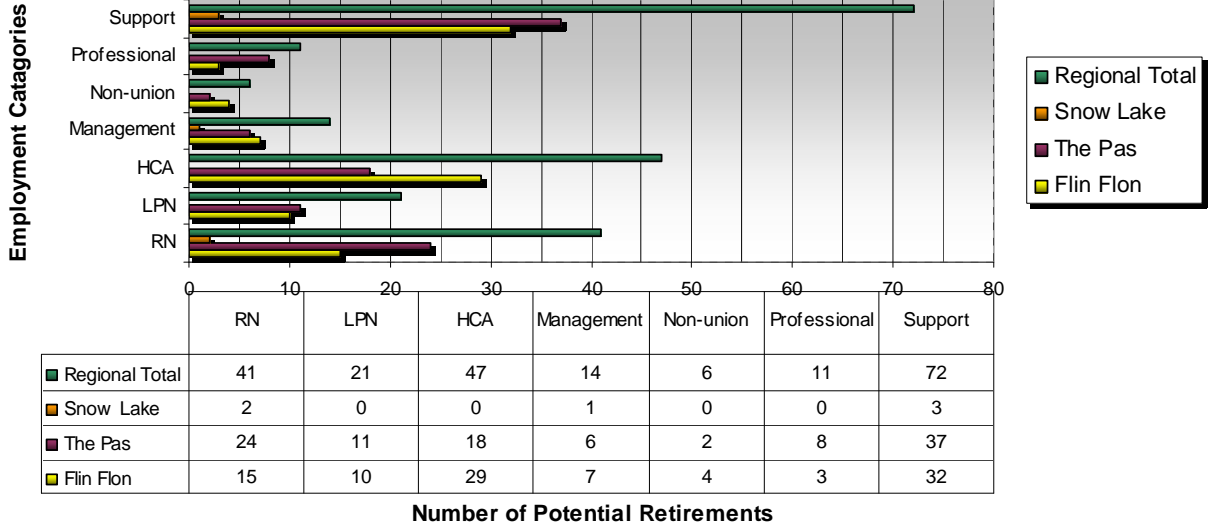
Regional Retirement Profile - 2013



Regional Retirement Profile - 2014



Regional Retirement Profile - 2015



**NRHA Strategic Priority:
Recruiting & Retaining the best people that reflect the diversity of our region**

RECRUITMENT

Priority	Work Plan
Advertising	<ul style="list-style-type: none"> • Research web based advertising resources (Facebook, YouTube, Professional Associations) • NRHA Video – put on YouTube • Update NRHA web site Career Section • Develop on-line application process
Student Sponsorships & Bursaries	<ul style="list-style-type: none"> • Review current program • Request for partnerships (i.e. TPHC Foundation, MMF, Employment & Training)
Contact with Educational Facilities	<ul style="list-style-type: none"> • Update PowerPoint presentation • Update information manual in schools • Work with Office of Rural & Northern Health (ORNH) on promotional items
Summer Student Programs	<ul style="list-style-type: none"> • Each year identify opportunities for summer student employment opportunities to create awareness of health care careers. • Request dedicated budget for summer student program. • Apply for the ORNH Home for the Summer Program as available.
Student Practicum/clinical placements	<ul style="list-style-type: none"> • Actively participate in accepting students into our organization.
Employee Referral Program	<ul style="list-style-type: none"> • Develop an Employee Referral Program for the organization
Job Descriptions	<ul style="list-style-type: none"> • Review all job descriptions for currency
Interview/Selection Process	<ul style="list-style-type: none"> • Develop formal interview/selection process which includes screening for interviews, scoring of interview guides and documentation.
Recruitment Visits	<ul style="list-style-type: none"> • Organize recruitment visit for interview, tour of facilities, tour of committee, introductions as appropriate. • Maps available of the facilities. • Welcoming Committee – NRHA promotional items
NRHA Web Site	<ul style="list-style-type: none"> • Add links to the various community web sites
Child Care	<ul style="list-style-type: none"> • Explore possibility of partnerships for child care facility
Internship Program	<ul style="list-style-type: none"> • Create formal program – dietician, medicine, apprenticeships

<i>Physician Recruitment</i>	<ul style="list-style-type: none"> • The Regional Physician Recruitment Executive Assistant coordinates physician recruitment activities. • Activities include but are not limited to: <ul style="list-style-type: none"> - Liaison with University of Manitoba Medical Student Program and Northern & Remote Resident Program. - Partnership with Office & Rural and Northern Health. - Attendance at job fairs - Participation in IMG/MLPIMG Programs - Attendance at Family Medicine conferences
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REPRESENTATIVE WORKFORCE

The NRHA is committed to creating a Representative Workforce of the clients that we serve. Our recent Community Health Assessment identified that 50% of our residents are aboriginal and of that 50%, 17% are Métis.

As reported on the Worklife Quality Scorecard, the number of employees that have self-declared aboriginal status either at time of hire or through internal surveys is 17.7 %. It is important to note that only 63.7% of employees have completed the self-declaration process. That means that 36.3% of the employees have not completed the self-declaration process. The NRHA believes that the total percentage of employees that are of aboriginal status is higher than what is statistically recorded. The percentage of new hires that have self-declared aboriginal status over the past five (5) years are as follows:

- 2010 = 25.4%
- 2009 = 22.7%
- 2008 = 17.9%
- 2007 = 13.6%
- 2006 = 14.6%

Priority	Work Plan
Cultural Awareness Training	<ul style="list-style-type: none"> • Develop Business Case to hire an Aboriginal Educator • Develop mandatory education session for employees and physicians • Participate in community events
Student Sponsorship	<ul style="list-style-type: none"> • Develop partnerships with bands to provide financial

	<ul style="list-style-type: none"> • sponsorship to students in health care careers. • Allocate dedicated funding for sponsorships • Identify target areas for training.
Culturally Sensitive Environment	<ul style="list-style-type: none"> • All renovation projects to include a culturally sensitive environment review. • Identifies areas in which spiritual ceremonies can be performed.
Aboriginal Mentorship Program	<ul style="list-style-type: none"> • Develop business case on opportunities available and funding requirements.
Self-Declaration Process	<ul style="list-style-type: none"> • Update policy • Incorporate into interview screening profile
Develop Partnerships	<ul style="list-style-type: none"> • Student sponsorships • NRHA Cultural Awareness Training • Elder Services

RETENTION

As identified in the Canadian Human Resources Benchmarking Survey, the NRHA turnover rate is 12.3% as compared to the Manitoba provincial health care average of 12.1%. The NRHA is within the provincial average in this regard. Retention of employees builds a stronger workforce that is better able to serve the needs of our clients. Retention of employees is also financially beneficial in reduced advertising and orientation costs.

Priority	Work Plan
Orientation	<ul style="list-style-type: none"> • Develop comprehensive Orientation Program. • Managers to implement department orientation and complete orientation checklists. This would include new hires to the organization as well as internal transfers. • New Manager orientation program to be further developed.
Workplace Integration of New Nurses (WINN)	<ul style="list-style-type: none"> • Evaluate program for effectiveness and compliance.
Nursing Mentorship Program	<ul style="list-style-type: none"> • Evaluate program for effectiveness and compliance.
Employee Handbook	<ul style="list-style-type: none"> • Update Employee Handbook that is issued to new hires.
Recognizing Achievements	<ul style="list-style-type: none"> • Review format of Staff Recognition Evening • Promote Employee Suggestion Program • Increase promotion of Recognition Weeks • Expand current Employee of the Month Program – KUDOS Program. • Research Peer Recognition Program
Performance Management	<ul style="list-style-type: none"> • 25% of employees have a current performance

	<p>appraisal</p> <ul style="list-style-type: none"> • Performance Management system to be re-development
Foster Organizational Spirit	<ul style="list-style-type: none"> • Offer RHA promotional products • Holiday decorating contest • Fall Fun Daze • Continue to offer social activities • Continue program review of FISH Philosophy for Health Care Providers
Worklife Pulse Survey	<ul style="list-style-type: none"> • Conduct every 2 years (conducted in November 2010 – next one due November 2012) • Publish results and action items for employees • Focus group discussions as required
Succession Planning	<ul style="list-style-type: none"> • Develop program (management and non-management positions) • Build into Manager performance management system • Where possible, open Leadership training to others within the organization.
Communication	<ul style="list-style-type: none"> • Purchase Intranet • Wherever possible on-line forms • Telehealth etiquette, expectations • Cell/blackberry – etiquette, use while at work • Employee email addresses – employee education • Regional policies & procedures to become on-line resource.
Compensation/Benefits	<ul style="list-style-type: none"> • Participate in provincial collective bargaining where possible. • Participate in out of scope bi-annual salary survey as conducted by the Provincial Human Resources Council. • Improve leave of absence process and pre-paying of benefit premiums. • Improve return rate of benefit forms from new hires/internal transfers.
Employee & Labour Relations	<ul style="list-style-type: none"> • Schedule regular Union/Management Meetings with the 4 union groups (MNU, MGEU, CUPE, MAHCP). • Develop Manager training opportunities (actions will be included under Leadership Development) • Address grievances in a timely manner.
HR Practice/Policy Audit Tool	<ul style="list-style-type: none"> • Complete audit tool/self assessment to determine HR policy development requirements.



NRHA Strategic Priority:

Providing opportunities for education and development to strengthen leadership in all.

The NRHA Staff Education Services supports the needs of our employees as identified by professional regulating bodies, Accreditation Canada, Best Practice Guidelines, and Workplace Safety and Health legislation. The NRHA recognizes that all employees are leaders and wants to provide the environment for employees to be the best that they can be.

Priority	<ul style="list-style-type: none"> ● Work Plan
QHR tracking of education & certification expiry	<ul style="list-style-type: none"> ● Staff Education to input certifications and expiry dates into QHR ● Reports provided to a Manager on a monthly basis identify employees that are required to re-certify (report should be 3 months in advance).
Review Train the Trainer Program	<ul style="list-style-type: none"> ● Develop protocol for “Train the Trainer” which includes NRHA and Trainer responsibilities.
Education budget to include specified dollars for Leadership Program, Clinical Education and Non-Clinical Education.	<ul style="list-style-type: none"> ● Re-allocation of funds in current Staff Education budget. ● Consider quarterly allotment of education dollars to ensure equal access throughout entire fiscal year.
Nurses Recruitment Retention Funding (Education)	<ul style="list-style-type: none"> ● Develop policy and promote opportunities to nursing staff.
Charge Nurse Training	<ul style="list-style-type: none"> ● Develop Charge Nurse Training Program to be offered to current nurses and for new hires as part of the orientation process.
Criteria process for reviewing education requests.	<ul style="list-style-type: none"> ● Develop approval criteria guidelines
Determine required certifications throughout the organization and certifications that are an asset.	<ul style="list-style-type: none"> ● Compile information from Manager focus groups discussions. ● Review of Job Descriptions
Schedule required certifications on a regular basis	<ul style="list-style-type: none"> ● ACLS, NRP, PALS, BLS ● Transportation of Dangerous Goods ● Annual calendar prepared in advance of upcoming training sessions
Schedule required safety and health training on a regular basis	<ul style="list-style-type: none"> ● TLR, NVCI, Emergency Plan ● Annual calendar prepared in advance of upcoming training sessions
Leadership Development Program	<ul style="list-style-type: none"> ● New Manager Orientation Program ● Development of core competencies for Managers ● Annual Leadership Training program with training offered in October, January and May. ● Manager training on collective agreements.
On-Line Education	<ul style="list-style-type: none"> ● E-Learning ● Webinars ● Distance Education

	<ul style="list-style-type: none"> • Promote U of M Library Services
Learn as You Earn Programs	<ul style="list-style-type: none"> • Explore HCA Training options with Robertson College. • Explore other distance training opportunities
Computer Training Labs	<ul style="list-style-type: none"> • Establish computer stations/labs • Provide computer education to staff (i.e. GroupWise, Word, Excel).

**NRHA Strategic Priority:
Building a healthy, safe, respectful and supportive work environment.**

The NRHA values and supports employee health and well-being.

Priority	Work Plan
Employee Assistance Program (EAP)	<ul style="list-style-type: none"> • Continued promotion of program • Telehealth educational sessions
Respectful Workplace Program (RWP)	<ul style="list-style-type: none"> • Continue with quarterly sessions for RWP • Consider incorporating into General Orientation • Proceed with RWP Framework – next component Cultural Awareness • Research training on generational differences
Ability Management Program (AMP)	<ul style="list-style-type: none"> • Implemented program November 2010 with the goal of returning employees back to work as quickly as possible and reduce associated costs with employee absences and WCB premiums. • Continued education required for Managers and employees • Create trending report for statistics • Update Job Safety Analysis (JSA) • Create list of departmental minimal physical duties to assist with medical accommodation cases
Attendance Support & Assistance Program (ASAP)	<ul style="list-style-type: none"> • New program implemented November 2009 with goal of associating employees to attend work regularly and reduce sick time costs.
FISH Philosophy in Health Care	<ul style="list-style-type: none"> • Review program for implementation at NRHA
Smoke Free Workplace	<ul style="list-style-type: none"> • Smoke Free Workplace Implementation target date of May 31, 2012 established. • Working Group to role out implementation/communication plan
Workplace Safety & Health (WSH)	<ul style="list-style-type: none"> • 5 WSH Committees in place, promote membership • WSH Committee Training • Continue to work on Safe Work Procedures (SWP) • Continue working on violence prevention strategies

	at the regional and provincial level. <ul style="list-style-type: none"> • Review of Working Alone Plans
Employee Immunizations	<ul style="list-style-type: none"> • Continue to promote employee immunizations • Staff Health access to MIMS

MONITORING AND REPORTING

The Human Resources Continuous Quality Improvement Team will monitor the workplace throughout the year by preparing status reports each year with the first status report being required in January 2012.

This plan is a “living” document and will evolve over time and will be adaptable with shifts in both internal and external resources, changes in the labour market and the needs of the organization.

Human Resources planning is everyone’s responsibility and everyone must participate for the organization to be successful and become an Employer of Choice.