

2051

Staff employed
at BCHS

7.5

Average Years
of Service

325

Staff & Physicians
reached a Service
Milestone

63

Average
Retirement Age

40

Average Age of
Staff

RECRUITMENT & RETENTION

- 302 new external employees hired, including 90 new RNs
- 403 positions filled internally
- Enhanced focus on wellness and engagement has led to a decreased turnover of 14.47% to 8.89% organization wide
- Hired 42 staff as a result of onsite job fairs
- Maximizing Ministry Funding programs to attract and retain staff (e.g., New Graduate Initiative, Clinical Extern program, CCPN)

COMPENSATION & BENEFITS

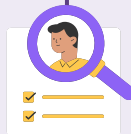
- Implementation of all Bill 124 re-opener awards for unionized employees introducing retroactive compensation increases to 2020
- Implementation of non-union compensation adjustments including retroactive compensation increases to 2020
- Achievement of various SEIU Pay Equity Maintenance project milestones
- Various benefit enhancements implemented across all employee groups

RECOGNITION & WELLNESS

- Introduced a monthly showcase in The Pulse of staff and professional staff that were nominated for a Thumbs Up Award
- 1035 staff/professional staff received Thumbs Up Awards
- Relaunched Wellness Fair
- Installed 2 massage chairs for staff use
- Launched our Peer Support program and onboarded a Peer Support/Wellness Coordinator, as well as trained 10 peer volunteers from various clinical and support areas
- Peer Support Program was awarded 2 of the Healthcare Excellence Canada Innovation Challenge awards
- Held Annual Recognition Awards night, which introduced awards that align with BCHS values

DIVERSITY, EQUITY, INCLUSION & BELONGING

- Hired new role of Director DEI-B
- Launched first ever DEI-B survey, engaging over 600 staff and professional staff
- Created a communication plan centered on "Celebrate, Educate & Engage" (e.g., Black History Month)
- Introduced Halal menu options for our patients
- Inaugural Iftar Dinner was held in collaboration with community partners
- Wellness Wagon introduced diverse cultural snacks
- Launched new interpretation service "Voyce", providing access to 240+ languages



ORGANIZATIONAL DEVELOPMENT

- Organizational engagement scores improved by over 5%. This is the highest incremental improvement the BCHS has seen in many years for an annual survey
- 304 staff access the Centralized Education Fund, for a total of \$105,000 invested in professional development
- 460 students started a placement
- Revised Leader Onboarding to include two-week shadow periods
- Supported various teams at BCHS with communication, goal setting and planning

VOLUNTEER ENGAGEMENT

- Recruited 100 new volunteers
- 33,394 volunteer hours worked
- Introduced wayfinding support for D-Wing entry
- Launched new roles in Dialysis, CCU and TWH
- Saw an increase of 70% in volunteer applications

HEALTH & SAFETY

- Violence prevention remains a focus with continued reporting, training, summoning of assistance, security supports and risk assessments being completed
- Long-Term Disability improvements, with 12 successful return to work transitions
- Successfully completed Health & Safety Excellence program requirements and received rebate towards health and safety initiatives
- Better at Work program launched to assist injured workers obtain timely assessments/treatments

LABOUR RELATIONS

- Successfully negotiated ONA Local and SEIU Central collective agreements, and implemented all changes on time
- Successfully negotiated and ratified a local Collective Agreement with the new bargaining unit for ONA Respiratory Therapists
- Ongoing negotiations with the Ontario Physician Assistants (OPAA) bargaining unit
- Negotiated and implemented self scheduling and creative scheduling on multiple units to enhance greater work life balance
- Advocated for and obtained increased vacation quotas on multiple units where possible
- Ongoing support for Respectful Workplace and Parklane investigations and mediations
- Improved the number of grievances being settled without escalation to arbitration

ON THE HORIZON..

- Development of Emerging Leaders program underway, with plans to launch in Fall 2024
- Launching a Diversity, Equity, Inclusion & Belonging committee in Fall 2024
- Development of a formal succession plan
- Partnership with ARJO to enhance musculoskeletal prevention program to assist employees in safe work practices
- Peer Support Program to trial pet therapy
- Cultural Humility Training to be launched across the organization, starting in Summer 2024
- Fireside Chats Part 2 to begin in Fall 2024, focused on how to continue our journey on cultural transformation
- Revitalized Leader Standard work to enhance and support leader visibility and access