



Administrative Report

Office of the Administrator, Sun Parlor Home

To: Robert Maisonville, Chief Administrative Officer

From: Jayne Brooks-Keller
Administrator, Sun Parlor Home

Date: Thursday, December 05, 2019

Subject: Sun Parlor Home, Staff Scheduling Supervisor

Report #: N/A

Purpose

To recommend the creation of a Staff Scheduling Supervisor position at the Sun Parlor Home, presented as part of the 2020 Budget.

Background

The Sun Parlor Home is comprised of 4 distinct departments that have 9 separate staff schedules spanning 2 unique and complex collective agreements. The self-administered STD provisions of the collective agreement create significant financial risk to the Home if not managed effectively.

The scheduling function is currently completed by a combination of charge hands, ward clerks and managers.

Department manager roles have evolved to include an increasing number of responsibilities and duties while ensuring that the staffing plan is implemented with accuracy and efficiency. The Ministry of Long-Term Care has specific requirements related to implementation of a staffing plan including ensuring appropriate level of staffing, orientation requirements, staff qualifications and scheduling requirements.

Discussion

The face of Long-Term Care is ever changing. The Long-Term Care sector has experienced significant challenges over the past 5 years. Resident care needs have changed drastically – increasing in complexity and acuity, the advancement of technology, human resource challenges, changes in funding and legislation have made scheduling and staffing of the home difficult.

A thorough assessment of scheduling practices resulted in a number of recommendations from the operational review that was conducted in the Home in 2018. It is evident that there are scheduling/staffing improvements that could increase efficiency and consistency with some adjustments and/or updates to the processes. However, finding the time to ensure that these improvements are rolled out effectively can be very challenging with all of the daily competing demands of the current managers. A Staff Scheduling Supervisor would allow a dedication of time and effort to modernize scheduling processes, ensure technology is optimized and scheduling staff are trained accordingly, and in turn, optimize staffing levels and quality care. In turn, senior leadership will be allowed the necessary time to invest in employee engagement initiatives, servant leadership opportunities and long range staff development / retention.

The legislative bodies that govern Long Term Care also mandate an immense amount of training and education to ensure that our team members are ready to provide the best quality care that our residents deserve. Facilitating and organizing the multiple education sessions is currently fragmented amongst 4 managers, schedulers, human resources staff and the educator(s). The Staff Scheduling Supervisor would take over the coordination of all education programs.

A substantial portion of the Staff Scheduling Supervisor role would involve providing support and ensuring consistency of scheduling rules related to the collective agreements. In the short term, this role would also be the knowledge leader and “champion” during the conversion of the payroll and scheduling software project, anticipated in 2020. Undoubtedly efficiencies in all departments would be achieved by having a dedicated position to assist in tasks such as:

- Tracking of absence time and consistency of coding in payroll
- Streamline vacation request processes
- Overseeing overtime allocation and utilization trends, ensuring that there is no favouritism, and that costs are minimized, and that

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grievances are avoided through accurate application of collective agreements

- Improve reporting through thoughtful planning and deployment of relevant attendance codes
- Attendance tracking and identification of trends across departments
- Researching, developing and implementing department schedules that promote innovation and person focused care

Financial Implications

This is a new role to the organization, and as such would require an evaluation to determine placement on the salary grid. For budgeting purposes, the Staff Scheduling Supervisor position was allowed approximately \$78,400 for mid-year implementation. A more thorough evaluation will be prepared, including educational requirements and market survey data. It is proposed that the Staff Scheduling Supervisor position could reasonably be filled by March 2020.

It is anticipated that the cost of the Supervisor will be partially offset with savings resulting from operational efficiencies.

Recommendation

It is recommended that the CAO present the request for the addition of a Staff Scheduling Supervisor, SPH to County Council for approval.

Respectfully Submitted

Jayne Brooks Keller

Originally Signed by

Jayne Brooks-Keller, Administrator, Sun Parlor Home

Appendix No.	Title of Appendix
Appendix III-A	Job Description – Scheduling Supervisor