



RESPONSIVE SHIFT SCHEDULING FOR CONTRACTED PRIVATE & NOT-FOR-PROFIT RESIDENTIAL CARE FACILITIES IN BC

Qs & As for Units Interested in Participating in a Responsive Shift Scheduling Project

(Sept 7, 2011)

1. What is responsive shift scheduling (RSS)?

Simply put, responsive shift scheduling (RSS) is matching resident needs with staff scheduling preferences.

RSS is about managers and staff working together to develop a creative schedule that meets resident needs and balances the multiple interests of staff.

2. What are the benefits of participating in the RSS project?

The implementation of responsive shift schedules has benefits for LPNs, Health Care Aides (HCAs) and residents.

The 2008 BC pilot project reported the following results:

- 80% of LPNs and care aides were satisfied with their new schedule. More than 80% felt that their new schedule was better than their old one.
- 80% felt that the relationships amongst nurses had improved since implementing their new schedule; 71% felt that relationships with other disciplines had improved.
- LPNs and care aides reported feeling happier, more rested, less rushed, better able to cope with residents; managers reported improved continuity of care and fewer resident complaints.

The pilot project involved 6 sites: Columbia View Lodge (Trail), Poplar Ridge (Trail), Queen's Park (New Westminster), Olive Devaud (Powell River), Youville Residence and Trillium Lodge (Parksville).

See Appendix 1 for results of the 2008 BC pilot project.

3. Why now?



A report titled *Planning, Attracting, Engaging, and Sharing Knowledge: A Human Resource Strategy for the Community Health Workers (CHWs), Residential Care Aides (RCAs) and Licensed Practical Nurses (LPNs) in BC's Private and Not-for-Profit Seniors Care Sector* was released by the BC Care Providers Association (BCCPA) in January 2011.

The report was prepared by the **howegroup** and the development was led by a sub-group of the Seniors Care Human Resource Planning Committee (SCHRPC) and included a broad representation of seniors care stakeholders in BC. The committee is supported with funding from the Province of BC under the Labour Market Partnership.

The report provides an overview of the recruitment and retention situation for HCWs, RCAs and LPNs in BC. It includes recommendations on how to address future human resource challenges in the sector in response to an aging society. One of the recommendations is to "bring resources for responsive shift scheduling to residential care employers". This idea builds on the 2008 RSS pilot project (see www.npsec.ca for the final report and resource binder).

The purpose of this next phase is to spread the successes of



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responsive shift scheduling to contracted private and not-for-profit facilities.

4. What are the expectations of participating in the RSS project?

Successful implementation of responsive shift schedules requires the collective cooperation of managers, staff, human resources and union representatives. It also requires an investment of time from representatives of each of those groups at a local level.

At a provincial level, the project is supported by the BC Care Providers' Association, private and not-for-profit residential care employers, the Health Employers Association of BC, the Hospital Employees' Union and the BC Government Employees' Union.

In recognition of the additional upfront time and effort required to implement RSS, participating sites may be eligible for an honorarium.

5. What units are eligible to participate in the RSS project?

Private and not-for-profit facilities that have contracts with BC's Health Authorities for residential care beds are eligible to participate in the RSS project.

6. What shall I do if my site/unit is interested in implementing responsive shift scheduling?

A **teleconference** will be held for sites/units interested in learning more about this project and about responsive shift scheduling. Please e-mail David Hurford at info@bccare.ca by **Sept 16, 2011** to request the date, time and dial-in details of the teleconference.

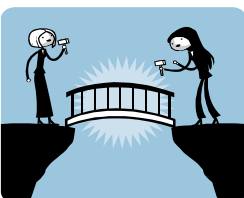
Prior to moving forward with RSS, the manager and staff will need to confirm the following:

- ✓ Agreement by the unit staff to participate in a RSS initiative (determined through formal or informal canvassing of staff).
- ✓ Agreement by the manager to lead the initiative.
- ✓ Agreement by a local HEU/BCGEU steward to participate in the initiative as part of the project team (if unionized).
- ✓ Agreement by one or two staff members to act as a staff liaison(s) for the implementation of RSS (may be the same person as the local HEU/BCGEU steward).
- ✓ Identification of a person(s) to develop shift schedules pertinent to the "pilot" unit (expert scheduler).



7. What is the "staff liaison" role?

The staff liaison works with staff to identify their scheduling preferences. The staff liaison works with a "rotation expert" to have shift schedules developed.



The staff liaison is selected by the staff on the unit and, if desired, the role may be shared amongst two people. The staff liaison works closely with the manager and the HEU/BCGEU representative throughout the process of schedule development and approval.

8. What if some staff on a unit are interested in a new shift schedule and some are not?

It may be possible to introduce a new shift schedule for some staff on a unit to better meet their needs, while others continue to work their existing schedule (or their existing schedule with minor modifications).

The essence of responsive shift scheduling is for the manager and staff to work together to identify staff preferences and to match these with patient/resident need and operational requirements. If the preference of



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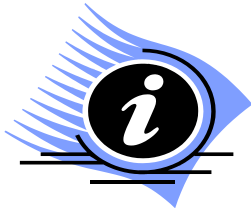


some staff is to keep their existing schedule, this will be factored into schedule development.

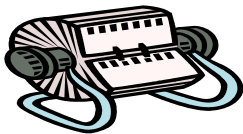
9. What support is available to units that participate in the initiative?

Resources to support the manager and employees on participating units include:

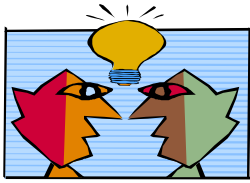
- ✓ Written materials that describe responsive shift scheduling.
- ✓ Survey tool to provide to individual staff members to identify scheduling preferences.
- ✓ Written materials on the “nuts and bolts” of rotation development.
- ✓ Regular teleconferences of participating sites to share experiences and jointly problems solve.
- ✓ Structured evaluation tools.



10. Who can I contact for further information?



- Geoff Stevens, Chair, Seniors Care Human Resource Planning Committee, ph: (778) 823 1102, geoff.stevens@shaw.ca
- David Hurford, BC Care Providers Association, dhurford@bccare.ca
- Kevin Commerford, HEABC, ph: (604) 714-2396; kevinc@heabc.bc.ca
- Chris Kincaid, HEU, ph: (604) 438-5000, ckinkaid@heu.org
- Anita Zaenker, BCGEU, ph: (604) 291-9611, anita.zaenker@bcgeu.org



Appendix 1: Summary of the Responsive Shift Scheduling Project for LPNs and Care Aides in BC (2008)

Specific goals of the *Moving Ahead with Responsive Shift Scheduling in BC* project were to (1) increase awareness, openness, and understanding of RSS with respect to LPNs and Care Aides across BC; (2) implement RSS ““pilot” projects” on selected units (one per HA); and (3) evaluate the impact of RSS “pilot” projects.”

The activities and evaluation results suggest all three goals were met. Awareness, openness, and understanding of RSS increased as a result of the “pilot” project (and in fact interest in RSS has been generated amongst sites not involved in the “pilot” project). RSS schedules were successfully implemented at six out of six participating sites. Care Aides/LPNs and Managers et al¹ report that the implementation of RSS on “pilot” units was positive (for the most part) and have offered suggestions for future initiatives.

Participants appreciated the opportunity to be part of a “pilot” project and saw the collaboration of staff, HEU representatives, and managers working as a team at a local level as a tremendous asset. The provincial development of tools and coordination was seen as supportive for the project, as were the regular teleconferences.

80% of Care Aide/LPN and 100% of Manager et al respondents reported being satisfied with their new schedules. Only 6% of Care Aide/LPN and no Manager et al respondents reported being less satisfied with their new schedule than the old.

Comments from Care Aides and LPNs on participating units:

Happier staff; staff more rested and able to cope better with residents.

Improved staff morale, improved productivity, improved continuity of care, reduced sick time.

More rest time/family time; happier staff/less complaints; more energetic staff; staff's family members are happier that they are home more and can spend more time together.

More time with residents; staff less rushed; more consistency of care.

You get to do more one to one with the residents with the extended hours.

More continuity for residents and staff; happier co workers and family.

Relationship has improved; morale of the staff improved; more 1:1 with residents; well rested by staff and residents.

Less 6 shifts in a row; gets more days off (3 - 4 at times)

¹ Managers et al includes Clinical Nurse Leaders/Educators, Expert Scheduler, Local HEU and HR Representatives and HEU Servicing Representatives.