



OANHSS

**ONTARIO ASSOCIATION OF
NON-PROFIT HOMES AND SERVICES
FOR SENIORS**

Shared Resources

**Two Jobs in One
Resource Guide**

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Acknowledgements

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The project was spearheaded by the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS), St. Joseph's Health Centre Guelph (SJHC), and seven additional long term care homes located across southern Ontario, all of which were represented on the project steering committee.

Project Partners / Steering Committee Members

Glencia Brookes-Dos Santos, Director of Nursing, Maple Health Centre, York Region

John Buma, CEO, Albright Manor, Beamsville

Maria Elias, CEO, Belmont House, Toronto

Shelagh Nowlan, Administrator, Providence Manor, Kingston

Jennifer O'Brien, Vice President, Human Resources and Support Services, St. Joseph's Health Centre, Guelph

Susan Rae, Administrator, Knollcrest Lodge, Milverton

Margaret Ringland, Director, Member Relations and Professional Services, OANHSS

Rhonda Roberts, Director of Senior Services, Terrace Lodge, Aylmer

Victoria Stewart, Director of Resident Care, Nithview Home, New Hamburg

Project Manager

Susan Q Wilson, Starmaker Project Management Group

Consultants

Angelo Pesce, Principal Consultant, Pesce & Associates

Elizabeth Hill, Senior Consultant, Pesce & Associates

Contributors

The project partners and consultants gratefully acknowledge the contributions made to the Two Jobs in One test by the following people:

Marjorie Ford, Scheduler, Terrace Lodge, Aylmer

Michele Harris, Manager of Resident Care, Terrace Lodge, Aylmer

Becky Higgs, Scheduler, Elgin Manor, St. Thomas

Diane Kuranyi, PSW, SEIU Committee Representative, Bobier Villa, Dutton

Jewel McKenzie, PSW, SEIU Committee Representative, Elgin Manor, St. Thomas

Marion McRaid, Manager of Resident Care, Elgin Manor, St. Thomas

April Orr, RPN, Elgin Manor, St. Thomas, and Terrace Lodge, Aylmer

Pat Pol, DOC, Bobier Villa, Dutton

Charlie Renaud, Union Representative, SEIU

Rhonda Roberts, Director of Senior Services, Terrace Lodge, Aylmer

Tanya Tilton-Reid, Human Resources Coordinator, Elgin County

Harley Underhill, Director of Human Resources, Elgin County

Loree Van De Maele, PSW, SEIU Committee Representative, Terrace Lodge, Aylmer

Pat Vandevenne, Director of Senior Services, Bobier Villa, Dutton, and Elgin Manor, St. Thomas

Project Overview

The objective of the SJHC Demonstration Site Project was to test and disseminate practical ways to address barriers to the recruitment and retention of nurses in long term care in the following three areas:

1. Healthy Work Place
2. Shared Resources
3. Leadership Development.

The project was divided into five phases:

1. Research and Literature ReviewMarch to June 2008
2. Design of Deliverables.....June to September 2008
3. Delivery/Testing of DeliverablesOctober and November 2008
4. Evaluation/Modification of Deliverables.....December 2008 to February 2009
5. Dissemination of DeliverablesMarch and April 2009

The information collected during the research phase indicated that the following programs were most likely to meet the professed needs of registered staff and their managers in each of the three project areas:

1. Healthy Work PlaceFacility-wide Mentor Team
2. Shared ResourcesTwo part-time jobs at two sites → one full-time job
3. Leadership Development.....“Excelling as Nurse Leader in LTC” training program.

Information about all three programs is available on the OANHSS web site: www.oanhss.org.

Disclaimer

The ideas and information presented in this resource guide are designed to be flexible, based on the particular circumstances of the LTC home introducing the “Two Jobs in One” program. While every effort has been made to ensure the accuracy of the contents at the time of publication, the project partners do not give any guarantee as to the accuracy of the information contained herein, nor do they accept any liability with respect to loss, damage, injury, or expense arising from such errors or omissions in the contents of this resource guide. The views expressed in the materials are the views of the project partners and do not necessarily reflect those of the Province of Ontario.

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For Further Information, Contact:

Ontario Association of Non-Profit Homes
and Services for Seniors (OANHSS)
Suite 700, 7050 Weston Road
Woodbridge, Ontario L4L 8G7

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Tel: 905-851-8821

Fax: 905-851-0744

www.oanhss.org

Two Jobs in One Resource Guide

A. Introduction

“This is a great concept . . . It speaks to recruitment and retention.”

Purpose of Resource Guide

This resource guide is designed to provide you, as a manager at an LTC home, with all the information and tools you need to develop and implement the Two Jobs in One program at your facility.

Contents of Resource Guide

It contains a description of the process used and incorporates the lessons learned at the LTC home that tested the Two Jobs in One program.

Samples of the Memorandum of Understanding (MOU) are provided in the appendix as Word documents so that you can modify them to suit your own needs.

B. The Two Jobs in One Program

Objectives of the Program

The Two Jobs in One program is designed:

- To fill vacant part-time nursing positions
- To create more options for nurses looking for full-time work (including current part-time staff)
- To provide more nursing staff with guaranteed hours and benefits, which strengthens the likelihood of retention.

“Increasing the number of nurses holding this kind of combined position will increase the scheduling problems. Nonetheless, it will be phenomenal for the people taking the positions. And it will be great for recruitment and retention.”

Is the Two Jobs in One Program Right for This Home/Employer?

Negotiating the MOU is most likely to be successful where there is one employer with two or more homes: for example, a municipality.

In assessing whether this program might be right for you, here are some other factors to consider:

1. Do you have a cordial working relationship of long standing with the union in question?
2. Is this concept supported by the union at both corporate and local levels?
3. Is there one bargaining unit for the homes under consideration for this program? If not, are the collective agreements for the homes substantially the same?
4. As management, are you willing to give up some flexibility to make this work?

5. Is the union committee likely to accept that overall part-time hours will be reduced (generally one or two shifts a schedule) in order to create this full-time position from two part-time jobs?
6. Do you feel that all parties are willing to think outside the box and compromise without giving in on any core issues?
7. Are the homes under consideration close enough geographically that the nurse in the position won't have difficulty getting to both of them from her/his home, especially in winter?

“For this process to succeed, there must be an open, trusting relationship between union and management. Both parties must be open and willing to think outside the box and compromise without giving in on any core issues.”

If you can answer “yes” to most of these questions, or can work towards creating these enabling conditions, then you are ready to proceed.

C. Introducing the Two Jobs in One Program

Engage All Parties

Inform all parties – managers, union, schedulers, staff – that you want to explore the possibility of instituting this program and the process you plan to follow. It is important to include the DOCs at every step so that they can provide knowledgeable support to the schedulers.

Draft the Schedule

Sit down with the schedulers at both homes to explain what is envisioned and ask them to work together to draft a workable schedule for the combined position. Make sure that the schedulers meet face to face (at least initially), rather than trying to work by phone and e-mail. Support them by giving them the time necessary to work through several revisions of the schedule as they incorporate feedback from management (including DOCs) and union representatives.

“Each home has to think carefully about co-ordination of scheduling.”

Note: Shifts should not be split between the two homes; the nurse should work each full shift in one home only.

While it may seem counter-intuitive, it actually saves time in the long run to develop the combined schedule before negotiating the MOU. The schedule will also be very helpful in answering many of the concerns that arise while negotiating the MOU. Once agreed to by management and the union, the schedule becomes an integral part of the MOU.

Plan to implement the schedule at the start of the next cycle following the signing of the MOU.

Develop Policies

Policies are needed in the following areas:

“I get more day shifts, which is when everything happens on the floor. So I learn more, meet the doctors, and so on.”

1. Outbreaks

What happens in the event of an outbreak at one of the homes where this nurse works? If this nurse is assigned to work on a unit where there is an outbreak and does so, she/he will not be able to go to work at the other home until the outbreak is over. The DOCs at the participating homes need to ensure, *before her/his next shift starts*, that the nurse is assigned to another unit and that her/his shifts on the outbreak unit are covered by another nurse.

2. Shortages

It may be that, at certain times, one home has enough staff and the other home has a shortage of nurses. If the initial schedule provides for a 50/50 split of hours between the two homes, there also needs to be an understanding that having the latitude and flexibility to accommodate these operational needs will serve everyone best, especially the residents.

D. Negotiate the Memorandum of Understanding

The Negotiating Team

Bring the following parties to the table:

“We need to create flexibility by moving shifts from one home when/where there is extra staff to the other when/where there is a shortage.”

- Representative of human resources department
- Administrators of participating homes
- Union’s local labour relations officer
- Union committee members from all participating homes
- Neutral third party (if desired – see below).

Wherever possible, the DOCs should be part of the negotiating team.

A Neutral Third Party

At the municipal employer where this program was implemented, management and the unions had been talking about this idea for several years. What enabled them to undertake it at this time was the presence at the table of a neutral third party skilled in labour relations when the MOU was being negotiated. This was an important factor in generating the momentum necessary to continue moving forward and is an approach you may wish to consider.

“This is a very positive development in my life, and it influences me to stay with this employer.”

Policies and Schedule

Include the draft policies and the draft schedule in the MOU negotiations and attach the final versions of these as appendices to the final MOU.

“Host Home”

If the nurse who takes the position already has a part-time job at one of the participating homes, it is recommended that the home where she/he already works be the one that “hosts” the position.

If the nurse who takes the position is not already an employee, then designate one of the participating homes as the “host home.”

Trial Period

If you decide to implement the program as a trial, the recommended period is one year from the date of the nurse’s first shift in the combined position.

Note: If you decide to have a trial period, provide the nurse who takes the position with a letter stating that, if the combined position is not made permanent at the end of the trial, she/he will get her/his former part-time job back.

E. After the Memorandum of Understanding is Signed

Posting the Position

Post the position in accordance with the applicable collective agreements and/or your policies as an employer.

Filling the Position

Again, your normal hiring practices regarding qualifications, interviews, and seniority should be used to determine which of the applicants will be given the position.

“Overall, the concept is great. It helps the nurse and it helps the homes.”

Future Scheduling Cycles

During the test, the schedulers found it easier to develop the second 13-week schedule than it had been to create the first one. They also found that, during the Christmas period, having this shared-resource person offered advantages in flexibility for all parties.

Schedulers may also find that it’s easier to develop this nurse’s schedule first when working on a new cycle and then create the rest of the nursing schedule.

Future Bargaining

If the position proves successful over a period of time and becomes part of your structure, include the MOU in the collective agreement the next time it is negotiated.

F. Continuous Improvement

“I hope this will work out. It’s a bonus for nurses to have the opportunity to have full-time work this way.”

Once the position is filled and the nurse has begun to work at both participating homes, it is inevitable that there will be some “bugs” to work out. Keep communication channels open. Conduct interviews with the administrators, the DOCs, the schedulers, the union representatives, and the nurse holding the position.

Here are some of the questions you might ask:

1. What has been the impact on flexibility?
2. Have there been any costs involved in creating this full-time position (other than providing benefits to this nurse)?
3. Has there been any impact, positive or negative, on the quality of resident care?
4. Have the schedulers found it easier to develop the schedule for subsequent cycles?
5. How does the nurse holding the position feel about the schedule?
6. What benefits has she/he noticed? What detriments?
7. Does holding this position have any impact on whether she/he feels she/he will stay with this employer?
8. Does the union continue to support the program?
9. How do other nurses and PSWs feel about the program?
10. What improvements does anyone have to recommend?

“We’ve been talking about sharing resources for 18 years, and it is wonderful that this project allowed this to finally happen. It has opened a door.”

G. A Worthwhile Investment

There is no doubt that creating full-time jobs improves retention. Although this is only a “sample of one,” and although the process is complex, it does offer an opportunity to create full-time jobs. If the conditions for success (as outlined above) exist, the effort needed to create “two jobs in one” will be rewarded many times over with improved retention.