



Agenda Item	Health Human Resources Metrics
Submitted By	Cameron Brine, Vice President, Employee Experience
Guests Participating	None
Time Required	15 min
Expected Outcome	<input type="checkbox"/> Decision <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information

Question We Are Asking

Background

The 2023 Board Governance and Human Resources work plan requires a bi-annual review of Fraser Health's Employee Experience metrics.

The Employee Experience metrics dashboard (Item A) provides an overview of metrics in 5 categories derived from the Ministry of Health (Safe & Healthy, Accessible, Engaged & Motivated, Supported & Well-Led, and Diverse & Welcoming). Highlights from each category are noted below.

Specific Measurable

SAFE & HEALTHY

Long Term Disability (LTD) Rate

Trend is positive.

- Despite organizational growth over 5 per cent, the number of new Long Term Disability claims is trending at under 2 per cent.
- Open Long Term Disability claims currently 14,998, which is approximately the same number of open claims as a year ago which means we are Return to work or closing as many Long Term Disability claims as are being opened.
- Ratio of new claims to closed claims is currently at 0.64, we are exceeding the goal for this Key Performance Indicator (which is 1.0), which means we are closing more claims than are opening.

What is happening to mitigate risks:

- Strategy includes expanding our referral network of services available including virtual health and in-person services. Focus on substance use disorders and mental health services a priority coming out of pandemic. We have also added the workflows of electronic consents and forms via the MyHealth application available to all staff.
- Building dashboards for long term disability team to track performance and outcome metrics. Including vendor data feeds from virtual health programs.

WorkSafe BC (WSBC) Rate

Trend is positive.

- Active/open Work Safe BC claims rate is declining from 13.1 per 100 FTE in 2022 Q3 to 8.7 in 2022 Q4. There are currently 671 active/open WorksafeBC claims.
- The top 15 cost centres for Work Safe BC claims rate at Fraser Health are in Home Support.
- The Community classification group has the highest duration claims across BC healthcare.
- On average 30-35 per cent of mental health claims are accepted and are taking several months to adjudicate for decision. Fraser Health supports these staff through our referral networks and internal funding for services.

What is happening to mitigate risks:

- Our triage team is achieving its target for timelines in contacting staff.
- Initiating new projects and pilot projects with Unions, WorksafeBC and other stakeholders to address Musculoskeletal Injuries (MSI) as well as mental health injuries.

Violence Related Incidents

Trend is relatively flat through last 4 months but trended upward throughout the last 365 days.

- We are experiencing an average of 87 incidents reported per month.
- Lost time claims rate has remained stable with between 15 to 20 lost time claims due to violence per month.
- The number of days lost due to violence is trending downward as we experienced a reduction each month during 2022.

What is happening to mitigate risks:

- The Relational Security model is being implemented in Fraser Health – strong partnership between Integrated Protection Services (IPS) with Health and Safety supports for training.
- All 90 recommendations from the Emergency Department work are on track for implementation or have already been completed.
- Fraser Health is participating in provincial efforts to update violence prevention curriculum.
- British Columbia Nurses Union (BCNU) “6 Sites” project is now complete at Royal Columbian Hospital (RCH) with evaluation phase starting.

ACCESSIBLE

External Posting Rate

Trend has been stable but remains above target.

- This posting rate has consistently hovered between 7.6 per cent and 7.8 per cent over the past year with a 5.5 per cent target that has been very difficult to meet, given the national/global Health Human Resources crisis. Contributing to the difficulty in meeting the target is the significant growth and constant posting of net new positions.

What is being done to mitigate risks:

- We now have the ability to host our own Fraser Health Virtual Career Fairs through the use of technology. We have scheduled a number of these across Canada to engage talent outside of BC.
- We have partnered with HealthMatch and other health authorities to engage in building a pipeline of talent for Internationally Educated Nurses, and just completed a UK roadshow to engage potential candidates in that region (data yet to be shared). With nearly half of all postings being in nursing, this is an important focus area.

ENGAGED AND MOTIVATED

Change Initiatives

Trend is positive.

- The number of change initiatives has decreased over the course of the year. This is due to projects completing as well as leadership decisions not to proceed with select initiatives in order to decrease overall change burden in the organization and increase success rate of high priority initiatives.
- As of March 2023, there are currently 61 active change initiatives captured in the registry. This has decreased from 90 in Q3, largely due to projects completing between December and February.

What is being done to mitigate risks:

- The change registry process is now well established and provides a structured process that provides visibility on planned and in-progress changes across the organization. Information from the registry will be used in the coming year to improve alignment and coordination of initiatives. It is also used to identify hot-spots where more change supports may be required to assist staff and leaders in successfully adopting changes.

SUPPORTED AND WELL-LED

Leaders Readiness for Managers, Directors, and Executive Directors.

Trend is positive.

- This rate has nearly doubled since 2020, indicating that twice as many leaders have been identified as 'Ready' to be promoted into a new role.

What is being done to mitigate risks:

- We have recently made it a requirement for leaders to have a succession and development planning conversation with their staff at least bi-annually (mid-year and year-end).
- Based on common themes of feedback through successor nominee conversations, customized courses have been created to upskill our leaders in areas such as political acumen.

Respectful Workplace

Trend is positive.

- Respectful Workplace Complaints were addressed quickly last year, with our average time to close a file reducing to 50-days (from a target of 60) due to increased focus on complaint resolution and education of leaders in navigating cases.

What is being done to mitigate risks:

- This coming fiscal year, we will be focusing on further reductions in complaint resolution and targeting education on difficult conversations, and defusing techniques for leaders to help them foster a positive workplace culture.
- We will be advancing work on supporting psychological healthy and safe workplaces.

Vacation Use

Achieved annual target.

- Less than 4 per cent of our excluded staff had any vacation carryover exceeding the allowable amount of 10 days
- Managers and management support staff were successful in taking their holidays last year, which was a focus for Fraser Health to support retention and recovery after intensive pandemic response.

DIVERSE AND WELCOMING

Diverse & Welcoming

Trend is stable and tracking below target.

- This metric has been relatively steady since Spring of 2022. 1.5 per cent (582) of our staff have self identified as Indigenous. Our target is to reach a representation rate of 3.3 per cent (3.3 per cent of our employees identify as Indigenous) by 2027 and it is highly unlikely we will reach this target.
- In order to attain the 3.3 per cent target we have set a hiring target of 5 per cent of all new hires into Fraser Health will be Indigenous. We are currently at 2.4 per cent.

What is being done to mitigate risks:

- We launched the Indigenous Recruitment & Retention team in May 2022, and the team is now fully staffed as of March 2023.
- A robust action plan is in place which is monitored and reported on to the Indigenous Recruitment and Retention subcommittee of the Aboriginal Health Steering Committee every 2 months.
- Plans are in place to partner with each of the regional teams in talent acquisition, and have partnered directly with leaders across FH to highlight Indigenous talent to fill vacancies.
- Another major focus for the upcoming year is solidifying partnerships with training institutions and schools to commit to pipelines of Indigenous talent that can be hired into FH (ie. Seabird College).

Options

Not applicable

Recommendation

The Board Governance and Human Resources Committee to accept the Health Human Resources metrics update for information.

Timelines

The next Health Human Resources Metrics update is scheduled to come forward in September 2023.

Motion

Not applicable.

Item A.

