

### **ACTION PLAN – Employee Survey**

<b>Date</b>	<b>Priority 1</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Outcome</b>
May 1	<b>Teamwork/Communication</b> <i>“How well staff working in different departments/areas communicate and cooperate with each other”</i>	Change in policy so that RPNs can administer PRN (as needed) medications without RN approval (RNs must be notified afterward). <b>Co-operation between RPNs and Senior Management</b>	Senior Management	March 31, 2019	Done
	<i>“How well leadership communicates to staff”</i>  <i>“How do you feel the way changes to procedures/policies are communicated to staff”</i>	Development of online surveys, by Director of Care (DOC), to poll staff responses to ideas regarding various issues affecting Nursing and Personal Care. <b>Direct and democratic communication of issues and solicitation of staff opinions</b>	DOC	March 31, 2019	Done
<b>Date</b>	<b>Priority 2</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Outcome</b>
May 1	<b>Collaboration</b> <i>“Openness: Your Manager/Supervisor being open and available to you”</i>	Nursing Administration staff offices moved to within Resident Home Areas (RHAs) <b>-More available to Direct Care Staff</b> <b>-Support for staff is provided when needed, not “after the fact”</b>	DOC, Resident Care Managers (RCMs) and Nursing Care Supervisors (NCS)	July 31, 2019	Done
	<b>Inspiration</b> <i>“Extent to which your Manager/Supervisor motivates you to do a good job”</i>	To promote the submission of suggestions into our “Bright Ideas” box, free breakfast, lunch or dinner provided for proposals that add to Resident and/or employee quality of life and are implemented <b>Expression of Openness to new ideas to motivate employees to think about improvements to jobs</b>	Senior Management	May 31, 2019	Done

	<b>Support</b> <i>“How well your Manager/Supervisor supports you when needed”</i>	Increase of education bursary (of employees who seek to increase their education to move from PSW to RPN, or some other position to PSW), to \$1,000 <b>Support for employees looking to add to their education to expand their qualifications</b>	Senior Management	March 31, 2019	Done
<b>Date</b>	<b>Priority 3</b>	<b>Action Plan</b>	<b>Responsibility</b>	<b>Target Date</b>	<b>Outcome</b>
May 1	<b>Quality of Work Life</b> <i>“The level of job satisfaction experienced working at Fairhaven”</i>	<p>Planning for a Fairhaven Marketing campaign that will position our Home as an employer of choice in the greater Peterborough area to ease the sector wide staffing shortages that we are experiencing as well. <b>Increase of job satisfaction through working short less often</b></p> <p>Diagnostic equipment has been added to decrease hospitalizations and improve the ability of direct care staff to utilize their skills <b>Staff have expressed the desire to have more opportunity to utilize their skills sets.</b></p> <p>Change in policy so that RPNs can administer PRN (as needed) medications without RN approval (RNs must be notified afterward). <b>Staff able to utilize a greater breadth of their skill sets</b></p> <p>New fall’s assessment tools and policy allow greater autonomy for the RPN staff to assess for condition post fall <b>Increased professional autonomy to match education and skills</b></p>	<p>Human Resources</p> <p>DOC</p> <p>DOC</p> <p>DOC, NCS</p>	<p>October 31, 2019</p> <p>Ongoing</p> <p>March 31, 2019</p> <p>March 31, 2019</p>	<p>Developing strategies for internal staff re: appreciation for working during traditionally short-staffing periods; external marketing strategy to be developed</p> <p>Bladder scanner, venous Doppler purchased to date, RN assessment kits established</p> <p>Done</p> <p>Done</p>

<p>May 1</p>	<p><b>Culture</b>  <i>“Do you feel you are aligned with Fairhaven’s Mission, Vision and Core Values”</i></p>	<p>New Strategic Planning (SP) Process (2019-2021):</p> <p>Review of feedback from Staff regarding the Operational Objective of providing “incredible Resident focused care that is solutions oriented.”</p> <p>Participants in strategic planning process expanded greatly including the opportunity for all staff, in all departments, on all shifts, to provide input in the activity</p> <p>Discussions, during the SP process, about shared belief that the primary goal of Fairhaven is Resident focus and that this goal is what keeps us at Fairhaven</p> <p>Dialogue during SP meetings with staff, regarding the challenging long term care environment (constant change, more complex diagnoses, younger Residents, mental health issues, increasing expectations of Ministry, shortage of staff hours available) and how it relates to/affects the quality of Resident Care.</p> <p>Emphasis, during engagement meetings and during strategic plan rollout sessions, of the need to “work together, not top down or bottom up, but as a team, with a clearly defined path of strategic goals and objectives”</p> <p>Ten strategic plan “rollout” sessions held on April 22<sup>nd</sup> for employees to present the new document and answer any questions about content and how the plan related to individual roles at Fairhaven.</p>	<p>All Employees</p>	<p>Ongoing</p>	<p>Staff consultations during strategic planning process completed</p> <p>Town Hall SP rollout sessions held with staff and with Residents</p> <p>Follow up meetings held with Administration staff to ensure process is “on track” and that momentum for change is maintained</p> <p>Ongoing messaging, regarding long term care challenges, to media/external stakeholders, regarding how challenges affect Resident care.</p>
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