

## Middlesex-London Health Unit - 2013 Operating Budget

### HUMAN RESOURCES & LABOUR RELATIONS SERVICES

	Middlesex-London Health Unit	\$ 32,233,620	(Net Agency Operating Budget 2013)
<b>SERVICE AREA</b>	Human Resources & Labour Relations & Library Services	\$ 798,145	(Net Service Area Budget 2013)
<b>PROGRAM</b>	Human Resources & Labour Relations & Library Services	\$ 798,145	(Net Program Budget 2013)
<b>DESCRIPTION</b>			
Provides quality Human Resources services, Library Services, and Reception Services, and well as administering the Volunteer and Student Placement Programs, to support the strategic initiatives and mission of the Health Unit, and to create a supportive work environment which will attract, develop, motivate and retain a diverse workforce. The HRLRS team achieves its goals through excellent customer service, effective communication, continuous process improvement, collaborative partnerships with managers and their teams, and leadership during change.			
<b>STRATEGIC LEADERSHIP</b>			
<ul style="list-style-type: none"> <li>• Applies HR strategies to identify and respond to the changing needs of the organization, and to enhance communication between employees and management</li> <li>• Promotes a safe and efficient work environment through maintenance of good physical working conditions, proper work practices and safeguards, and the fostering of harmonious work relationships among all employees.</li> </ul>			
<b>UNION-MANAGEMENT RELATIONS, NEGOTIATIONS (COLLECTIVE BARGAINING) AND ADMINISTRATION OF THE COLLECTIVE AGREEMENT</b>			
<ul style="list-style-type: none"> <li>• Addresses issues related to collective agreement administration on a daily basis through contact with staff, management and union representatives, and through regular Union-Management meetings with both CUPE and ONA representatives; negotiates interim Letters of Understanding to address emerging issues; guides the grievance process and represents management at step hearings. Liaises with legal counsel when required.</li> <li>• Collective bargaining - prepares Management proposals, conducts surveys internally and externally, participates in all bargaining sessions, advises the Board of Health and the Management Negotiating Committee regarding implications of union and management bargaining positions.</li> <li>• Implements the provisions of the collective agreements and policies, and provides training and consultation to management.</li> </ul>			
<b>ORGANIZATIONAL CHANGE AND JOB DESIGN, COMPENSATION, JOB EVALUATION AND PAY EQUITY MAINTENANCE</b>			
<ul style="list-style-type: none"> <li>• Provides consultation when new job classifications are considered. Ensures that position descriptions are created for all new jobs and that jobs are evaluated and classified in accordance with the relevant collective agreement or policies, to ensure internal equity and compliance with legislation.</li> <li>• Oversees salary and benefits administration. Regularly reviews market information regarding compensation and benefits, and promotes practices and systems to address market competitiveness. Regular communications with the benefits carrier to resolve staff concerns and clarify policy provisions; maintains the on-line administration system: consults with insurance broker quarterly and annually to monitor expense trends, negotiate annual renewals.</li> </ul>			
<b>CONSULTATION RE PERFORMANCE MANAGEMENT AND DISCIPLINE</b>			
<ul style="list-style-type: none"> <li>• Applies creative problem-solving techniques to support management to address performance issues, ensures appropriate action is taken and proper documentation, oversees the disciplinary process, and prepares settlement documentation.</li> </ul>			

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### LEGISLATIVE COMPLIANCE AND POLICY DEVELOPMENT, REVIEW AND ADMINISTRATION

- Through continuous policy review and revision, and the development of new policies, and consultation with staff at all levels of the organization, ensures that management and staff comply with all relevant employment legislation and the intent and purpose of the policies.

### HR RECORDS MANAGEMENT, HR REPORTING, METRICS AND HRIS DEVELOPMENT, BENEFITS AND PENSION ADMINISTRATION (NEW HIRES, CHANGES AND RETIREMENTS)

- Maintain all personnel records, including the data in the Human Resources Information System (HRIS), from initial documentation on hire through to retirement, to comply with legislative requirements as well as meet accreditation standards. This includes documentation regarding staff qualifications, performance, changes in status, leaves, training, etc.
- Ensures all eligible staff are enrolled in group insurance benefits and the OMERS pension, upon hire or transfer, etc. Processes changes in coverage, including changes as the result of leaves of absence, change in dependents, retirement, etc.
- Prepare HR Metrics reports to support strategic and operational initiatives (e.g. staff demographics, forecasting, succession planning, benefits costings, compliance reports, casual staff work hours, evaluation of policies and programs); modifications to the HRIS to add data fields or improve data extraction.

### RECRUITMENT AND ORIENTATION OF NEW STAFF

- Promotes MLHU as a preferred employer in the community and in the healthcare field.
- Leads the Recruitment process to hire the most qualified and best suited employees, by identifying the most appropriate and most cost effective recruitment sources, employing good screening, skill assessment and interviewing techniques and tools; recruitment includes overseeing the assignment of casual staff to meet short-term or urgent needs, and hiring temporary workers through personnel agencies
- Advises management on the interpretation of collective agreement provisions regarding postings and on recruitment processes that promote good employee relations.
- Coordinates the New Employee Orientation and Agency Orientation programs, to ensure that all newly hired staff have a positive introduction to employment at the Health Unit and understand how their position fits within the organization and its corporate goals.

### ABSENCE REPORTING, LEAVES OF ABSENCE, ATTENDANCE MANAGEMENT, WSIB CLAIMS MANAGEMENT, LONG TERM DISABILITY, SAFE RETURN TO WORK, ACCOMMODATIONS, ERGONOMICS CONSULTATIONS

- Administers and refines the processes for Absence Reporting across the Health Unit; processes all Absence Reports for paid time off (vacation, sick, bereavement, family health, etc.); prepares regular confidential reports to staff and to management to assist in vacation planning, and management of absences.
- Receives all requests for leaves of absence, and advises staff and management on the implications for pay and benefits, and ensures appropriate approvals are obtained (e.g. vacation carryover); initiates changes for payroll and benefits; tracks return dates.
- Advises staff and management regarding documentation and processes related to longer absences, to ensure a safe and timely return to work, including paid and unpaid medical leaves, compassionate care leaves, Long Term Disability, etc.
- Ensures that Employee Incident Forms are completed for all incidents, as required by policy or by WSIB, and prepares WSIB "Employer forms" to meet all legislated timelines
- Works with employees and managers as well as LTD carrier or WSIB representatives to develop a written return to work plan, based on documentation outlining the employee's restrictions or limitations. Monitors return to work plans until the employee has resumed full duties, or has reached maximum recovery.
- Facilitates accommodation for employees with injuries or disabilities, not only for return to work situations, but also in other situations where the employee or manager identifies that accommodation is required. Accommodations generally are arranged based on documentation outlining

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the employee's limitations or abilities.

### STUDENT PLACEMENTS & EXPERIENCES

- Receives all requests for student experiences at MLHU, ranging in nature and content from individual college or university students wanting to job shadow or volunteer, to requests from an academic institution to initiate a new student placement program which is part of a curriculum change in an undergraduate credit course. The most common student placements include: nursing preceptorships, nurse practitioners, dietetic interns, medical students, and graduate students in Masters programs for Health Promotion, Public Administration, Epidemiology, etc.
- Ensures that required documentation to protect the Health Unit is in place (affiliation agreements, work placement agreements regarding accident and liability insurance, student reporting)
- Liaises with the sponsoring academic institution, the student and the staff member regarding details of the placement
- Provides an orientation to the student and training/support to the staff member, and ensures evaluations are completed at the end of the placement
- Updates and develops policies to address the changing needs for student placements
- Tracks and reports on all student-related experiences at MLHU

### LIBRARY SERVICES AND SHARED LIBRARY SERVICES PARTNERSHIP (PHO)

- Literature searches, quick references, interlibrary loans, research questions, questions regarding copyright, questions regarding use of the Virtual Library, distributing notices re current contents of journals, etc., ordering/renewing subscriptions (bibliographic databases or journal subscriptions), maintaining the collection (book returns, new books delivered), maintaining the Library intranet and web pages (resources and staff education)

### RECEPTION SERVICES

- Greeting the public in person or by phone; informing the public of the types of services and how to access them; receives shipments and deliveries; processes outgoing mail for Canada Post pickup (proper postage & return address); sorts incoming mail; oversees meeting room bookings, backs up vaccine clerk for vaccine preparation and pick-up (London); assists in the booking of clients for clinics (Strathroy); provides administrative support for program staff, e.g. document production, data entry, etc. (Strathroy)

### VOLUNTEER PROGRAM

- Promote volunteer opportunities with the Health Unit to assist the staff in the delivery of services and programs (e.g. Well Baby Clinics, flu clinics, special mail-outs, Hutton House work group)
- Document all volunteer assignments – job outlines, performance expectations, feedback, hours volunteered
- Maintain volunteer records - applications, references, police checks, MLHU training requirements, e.g. Baby Friendly Initiative
- Recognition program for volunteers, such as the annual Volunteer Appreciation Dinner

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#### CUSTOMER/CLIENT

Internally, HRLRS serves all employees of the Health Unit, through the administration of policies and the collective agreements, and the provision of library and reception services. HR acts as consultants to management at all levels. The academic community and general public are also served through the placement of the students who are assigned to work with Health Unit staff and the work of the volunteers. The receptionists deal directly with the general public.

#### RELEVANT LEGISLATIVE / REGULATION PROVISIONS

The various pieces of legislation related to employment are listed below. As well, HRLRS is guided by the Foundational Standard regarding Library Services, and by the Accountability Agreement regarding HR Management, HR Strategy, and student placements.  
Relevant legislation: Labour Relations Act, Ontario Human Rights Code, Employment Standards Act, Occupational Health & Safety Act, Pay Equity Act, Accessibility for Ontarians with Disabilities Act, Ontario Pensions Act, Income Tax regulations, Health Protection & Promotion Act, Workplace Safety and Insurance Board Act, etc.

#### PERFORMANCE/SERVICE LEVEL MEASURES:

Indicator	2011	2012	2013 (est.)
Number of employees on payroll (average number paid each pay period)	310	344	325
Number of managers supervising four or more staff (out of 40 Non-union staff)	24	24	24
Number of full-time or part-time job postings	40	30	30
Number of casual or temporary job postings	47	56	50
Number of positions advertised externally	61	37	12
Number of applications received	3,832	2,076	2,000
Number of interviews conducted	436	248	250
Average time to fill a Full-time (FT) or Part-time (PT) vacancy	78 days	59 days	65 days
Number of temporary, casual or contract employees hired	47	56	50
Number of temporary agency employees hired per year	5	4	4
Number of orientations	55	37	35
Number of FT or PT employees leaving (resignations, retirements, etc.)	14 (including 4 retired)	17 (including 5 retired)	15
Number of absence record transactions entered for vacation, sick time, etc.	13,963	16,079	17,000
Number of jobs evaluated	9	5	15
Number of Leaves of Absence (Pregnancy/Parental, Medical, Personal, 4 over 5)	29	32	32
Number of Return to Work plans or accommodation plans completed	11	16	20
<i>Note: Some statistics are not tracked to ensure services remain confidential; other historical data has been collected to be available for future analysis.</i>			

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STAFFING LEVEL:			2013 BUDGET		
The 2013 proposed staff total of FTEs includes:			\$812,080		
1.0 Director 2.0 HR Officers (Non-union) 1.0 HR Coordinator (Non-union) 0.5 Administrative Assistant to the Director (CUPE Local 101) 2.0 Librarian (CUPE Local 101); (1.0 FTE is 100% funded by Public Health Ontario) 2.4 Receptionists (CUPE Local 101) 0.5 Student Coordinator (ONA)					
EXPENDITURES:					
Object of Expenditure	2012 Budget	2013 Budget	\$ increase/decrease	% increase	% before revenue
Personnel Costs	\$ 776,975	\$ 812,080	\$ 35,105	4.5%	89.4%
Administrative Expenses	8,420	8,420	0		0.9%
Purchased Services	22,276	22,276	0		2.5%
Materials & Supplies	57,544	57,544	0		6.3%
Furniture & Equipment	1,000	1,000	0		0.1%
Other Expenses			0		
Total Expenditure	\$ 873,040	\$ 908,145	\$ 35,105		

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#### FUNDING:

100% Provincial Grants	\$ 110,000
Other 100% Grants	0
User Fees	0
Other Offset Revenue	0
<b>Total Funding</b>	<b>\$ 110,000</b>
<b>Total Shareable Net Expenditures</b>	<b>\$ 798,145</b>

#### EXTERNAL PRESSURES

- Future fiscal pressures. Lack of funding increases will hinder the development of new or changed positions in response to changing needs. There may be more positions funded on a temporary basis through grants, as the Health Unit tries to maintain programs and services that are not fully supported by increases in cost-shared or 100% funded programs.
- Workforce changes, including: need for increased productivity and greater collaboration; an aging workforce (more staff working past age 65); talent management challenges related to hiring different generations (technological and social media skills, work motivation)
- There are increased requirements for HR resources to meet legislated requirements without any increase in human or financial resources, e.g. Accessibility for Ontarians with Disabilities Act (AODA) implementation plan

#### EFFICIENCIES (COST REDUCTIONS/PROCESS IMPROVEMENTS)

- Team Restructuring in 2010 and 2011 – improved delegation and division of responsibilities, improved customer service, improved accuracy in records management
- Development of forms and processes - improved communication with other service areas
- Return to Work program – improved documentation resulting in better-informed decisions; improved communications with employees during absences; employee are returned to work safely as soon as practicable
- Orientation Program review – evaluation and feedback to presenters to enhance the program and ensure timely delivery
- Recruitment process review – reduced paperwork, reduced preparatory time for interviews, fewer staff involved in formal interviews
- Continuous improvement in the availability of data from the HRIS – annual review of year end processes, modified databases incorporating new fields
- Student Placement Policy and Procedures review – collecting data regarding nature and number of requests, assessment of capacity to meet the demands, standardizing procedures and processes to achieve efficiencies and enhance student experiences
- Library – implementation of Shared Library Services Partnership, involving standardization of statistics, improved service to all clients (health unit staff), increased skill development through training for staff regarding use of Virtual Library and copyright

#### IMPACT OF BOARD OF HEALTH TARGET:

Not applicable for 2013 budget.

#### POTENTIAL RISKS AND ASSOCIATED IMPACTS

Change in leadership  
Loss of skills and knowledge resulting from retirements, etc.