

Capital Health – Staff Scheduling Guidelines
(Phase I – QEII Campus – NSGEU Bargaining Units)

THE PURPOSE:

These guidelines are to support consistent scheduling practices. Regardless of staffing model, the goal is to ensure that unit operational requirements* (i.e. the required staff to provide patient care on the unit) are met. All schedule models must be in accordance with the NSGEU Collective Agreement, the operational requirements of the unit, the unit's budget, and these guidelines. Self scheduling allows staff the opportunity to take responsibility for and have input into their schedules while still following these parameters. These guidelines will be used in both rotational and self scheduling models. New schedules must be developed in accordance with these guidelines.

It is the intent, moving forward, that the underlying principles of these guidelines will inform and guide the design and development of a broader staff scheduling framework that will be implemented district wide across all areas providing clinical care to patients and clients.

****Operational Requirements Defined***

For purposes of this framework, operational requirements are defined as: staff requirements based on indicators that include skill mix, expertise mix, complexity / acuity of patient population on unit, availability of back up resource staffing, service slowdowns etc. Projected operational requirements will be determined prior to vacation approvals and may vary from unit to unit or service. Scheduling changes may be necessary to accommodate staffing changes that occur after vacation scheduling approvals.

RESPONSIBILITIES OF EACH STAFF MEMBER

Schedules shifts according to CDHA Scheduling Guidelines and ensures it meets unit's operational requirements. Submits schedule according to posted deadline. The employee will not be reminded of the posting deadline.

- Indicates scheduling preferences. Note: These are preferences and not approved time.
- Submits all time off requests (i.e. vacation, stats, lieu time, etc.) to the Health Services Manager for approval.
- Assists committee in problem solving.
- Participates in making changes to the schedule to meet the staffing needs of the unit.
- Makes the number of changes necessary to meet staffing needs on all shifts within the posted period of time.
- Records and keeps track of banks including vacation, stats, smoothing and sick time.
- Ensures the number of hours submitted are correct and double checks the number of hours after the schedule is posted to ensure all hours are accounted for.

RESPONSIBILITIES OF THE SCHEDULING COMMITTEE – (As Required)

- Each member commits to participate on the committee for a minimum of 8-12 months.
- Ensures staffing numbers meet unit operational requirements.
- Provides each staff member with a copy of the guidelines.
- Reviews guidelines and process with new staff.
- Acts as a resource to staff and assist those who are having difficulty understanding the guidelines and submission process.
- Deadlines for submitting self schedules will be maintained in the Employee Self Service (ESS) system and/or on a bulletin board on the unit.
- Meets the deadline criteria for schedule creation.
- Submits schedules for those staff that have not provided their own schedule by the deadline date as posted on the unit and ESS.
- Makes reasonable effort to support the preference requests of staff.
- After the voluntary staff change period has closed, the committee reviews the schedule and makes any necessary changes to ensure unit's operational requirements are met.
- Monitors and maintains records of how many holidays staff have worked.
- Discusses with peers, concerns/problems as identified by them and problem solves to resolve issues.
- Keeps the Health Services Manager informed of any issues that arise during the scheduling process.

RESPONSIBILITIES OF HEALTH SERVICES MANAGER

- Ensures schedule meets unit operational requirements (this may mean staff preferences cannot be approved).
- Works with the committee to determine the shifts and hours criteria.
- Assists self-scheduling committee when required.
- Liaises with staffing committee to clarify any concerns with schedule.
- Approves the completed schedule prior to posting.
- Records and monitors staff vacation, stats, smoothing and sick time.
- Sends schedule to Staffing Resource Centre (as applicable).

RESPONSIBILITIES OF THE STAFFING RESOURCE CENTER/UNIT BASED RESOURCE (AS APPLICABLE)

- Input unit schedules into Kronos (where applicable) as approved by the Health Services Manager.
- Make changes to the unit schedules based on information received via Kronos flow sheets/calls from Health Services Manager or Charge Nurse.
- Liaise with Health Services Managers and Charge Nurses surrounding concerns with schedule.
- Liaise with Health Services Managers and Charge Nurses surrounding shifts that need to be replaced.
- Contact all available resources (NRT, current staff, Agencies) in an effort to fill needs for replacement staff as soon as possible and in accordance with the Collective Agreement.
Note: NRT staff are permanent employees and must be utilized prior to scheduling unit based casual employees and Agency personnel)
- Record and communicate the results of the search for replacement staff.
Record time for call back, mileage, payout all within Kronos (WTK – as applicable)

SCHEDULING GUIDELINES

- Required number of days, nights, and weekends for each schedule will be determined by each unit's staffing requirements.
- After schedules have been posted, shift exchanges or swaps must be approved by a manager and are subject to the parameters of these guidelines.

WEEKEND HOURS

- All hours worked between the hours of 0001 Saturday and 0700 Monday are considered weekend hours.
- The employee shall not work more than two weekends in a row (Article 14.15 NSGEU).
Note: Does not pertain to Weekend Nurse Position as per Collective Agreement.

NIGHT /EVENING SHIFTS

- All staff are expected to schedule their night/evening shifts as per the CDHA Scheduling Guidelines. This does not preclude staff from working a higher number of night/evening shifts as long as it adequately takes into consideration the requests of other staff.
- Staff who work mainly night/evening shifts will be scheduled occasionally on day shift during the week in order to take advantage of educational opportunities or the support of the clinical educators. If staff do not schedule themselves for an occasional day shift the manager reserves the right to do so.

STAT HOLIDAYS

- As per Article 18.05 (a) (ii) NSGEU, time off with pay in lieu of the holiday on an hour for hour basis at a mutually acceptable time prior to the end of the second calendar month immediately following the month in which the holiday fell. (Note: Implement and embed in Kronos – as applicable. Exceptions to rule will be managed on the unit.)
- Where time off with pay in lieu of the holiday has not been granted in accordance with Article 18.05 (a)(ii), compensation shall be granted at the employee's regular rate of pay for the hours worked on the holiday.
- Stat holidays will not be built into a schedule on a repetitive basis.

REQUESTS FOR ADDITIONAL TIME OFF

- Requests for additional time off outside the annual vacation requests will be submitted via ESS (Employee Self Service – for units using Kronos to the HSM/delegate and will be approved on a first come first served basis.
- Requests that are less than five days away from the date requested must be submitted directly to the manager/delegate via email.

HOURS OF WORK

- The schedule will be for a minimum of six week blocks. The maximum number of scheduled hours worked cannot exceed 52.5 hours (seven 7.5 hour shifts or four 11.25 hour shifts + one 7.5 hour shift) consecutively, and should be a combination of days and nights followed by a minimum of three days off. (See note*)

***NOTE*:** Overtime shifts are not subject to the Hours of Work guidelines as stated above and are governed by operational requirements and patient care.*

SMOOTHING HOURS

- Each staff member's hours must equal zero (smooth) at the end of each posted schedule as per the date of the unit's schedule.
- If a staff member's smoothing hours are either positive or negative at the end of a posted schedule, arrangements are to be made in collaboration with the Health Services Manager to correct the smoothing hours to zero (i.e. additional hours are scheduled or time off is scheduled, as appropriate, and as per operational requirements).
- If a staff member's smoothing hours are either positive or negative at the end of a schedule block, the manager and staff must make arrangements to reach zero smoothing (i.e. additional hours are scheduled or time off is scheduled, as appropriate, and as per operational requirements).

ANNUAL VACATION APPROVAL PROCESS GUIDELINES

Relevant Articles in Collective Agreement

17.03 An employee shall be granted vacation leave at such time during the year as the immediate management supervisor determines.

- 17.04(a) except as otherwise provided in the Agreement, vacation leave entitlement shall be used within the year in which it is earned. The employee shall advise the immediate management supervisor in writing of her vacation preference as soon as possible for the following vacation year but before March 1st in each year. The immediate management supervisor will respond in writing by April 1st indicating whether or not the employee's vacation request is authorized.
- 17.04 (b) Preference in vacation schedules shall be given to those employees with greater length of seniority.
- 17.04 (c) After the vacation schedule is posted, if operational requirements permit additional employee(s) to be on vacation leave, such leave shall be offered to employees on a work unit by seniority to those employees who may have requested the leave but were denied the leave for their request submitted before March 1st. Any additional vacation shall be granted on a first come, first serve basis.
- 17.06 (a) During the peak vacation period, commencing the second full week of June and ending after the second full week of September of each year, preference for a period of up to four (4) complete weeks of unbroken vacation shall be given to employees with the greatest length of seniority. To exercise this preference, an employee need not pick consecutive weeks.
- 17.06 (b) After each employee has been granted vacation in accordance with Article 17.06 (a), all remaining vacation entitlement shall be granted in accordance with seniority. Once seniority has been exercised for the period of up to four (4) complete weeks, remaining requests will be granted by seniority, i.e. all second requests and then all third requests.
- 17.06 (c) After the vacation schedule is posted, if operational requirements permit additional employees to be on vacation leave, such leave shall be offered by seniority to employees provided the employees requested that time in accordance with Article 17.04 (a).

Guiding Principles

- Staff are expected to request their full vacation entitlement for the year - staff may need to review the list several times as staff fill in their requests.
- Staff are to only request their full entitlement amount, further vacation requests will not be granted.
- Staff may wish to submit more than one choice for vacation time in case the first choice cannot be approved due to seniority.
- Staff should indicate, using dates, the total number of days they wish to have as vacation. If a specific day is being requested, staff should submit their request by calendar date.
- To **guarantee** 7 days of vacation (a full calendar week), staff need to use 37.5 hours of vacation time. (pro-rated for part-time status).
- Managers can round vacation hours up or down by as much as 3.75 hours to support smoothing and operational requirements.