

Representative Workforce Strategic Action Plan 2015-2018

Overall goal: to be a diverse, culturally competent organization with a workforce that is representative of the community we serve to provide quality, client centred experiences to patients, clients, residents and families within the Saskatoon Health Region

PROVINCIAL STRATEGY	HOSHIN	IMPROVEMENT TARGETS	OBJECTIVES	ACTIONS	DELIVERABLES	TIMEFRAME		
						Phase 1 April 15- March 16	Phase 2 April 16- March 18	
Better Teams	Safety Culture	1. Domain: Leadership: recognizes healthcare providers, clinical and organizational leaders, the governance board, and the community share responsibility for and play an essential role in the development and implementation of cultural competency activities, in setting policy and strategy, and in monitoring organizational performance. Leadership must aspire to reflect the diversity of the community served.						
		Organizational Culture Create and sustain an environment of cultural competency in Saskatoon Health Region through systems that support representative leadership through establishing leadership development policies, procedures and recruitment and training initiatives.	Objective 1: Ensure SHR management policies, procedures, programs and development include cultural competency foundations in orientation, training and standard work components.	<ul style="list-style-type: none"> Promote Representative Workforce and Cultural Competency Policy and cultural competency training at new manager orientation and one-on-one sessions with managers. Provide Cultural Competency training to leaders Identify opportunities to integrate cultural competency practices and activities. Support First Nations and Métis employees to enter into leadership positions through liaising, networking and skills development opportunities 	<ul style="list-style-type: none"> Track the number of manager orientations and one-one-one sessions offered through RW consultants Conduct four Cultural Self Awareness workshop trainings sessions annually Provide career path opportunities for First Nations and Métis employees Network and liaise with current First Nations and Métis employees 	*	*	
	Objective 2: Provide strategic planning support to recruit, train and retain diverse leadership by leveraging existing leadership initiatives					*	*	
Better Care Better Care	Safety Culture	2. Domain: Integration into Management Systems and Operations – Integrating cultural competency throughout all management and operations activities of the organization is an essential component of supporting the delivery of culturally competent care.						
		Reward Systems Incorporate cultural competency oversight mechanisms as standard work for management and operations activities.	Objective 1: Implement a reward and recognition process to recognize individuals, initiatives and programs that promote and demonstrate cultural competency.	<ul style="list-style-type: none"> Develop process for a Cultural Competency award to be given out annually <ul style="list-style-type: none"> E.g. Bravo Awards Develop communication campaign to increase knowledge and awareness of cultural competency Develop promotional materials for First Nations and Métis Health Service and Representative Workforce Promote FNMH and SHR programs, services, and initiatives to external community 	<ul style="list-style-type: none"> Identify key evidenced-based practices Develop recognition standard for cultural competency Implement awards process Track programs, activities, initiatives targeting culturally diverse groups Collaborate with stakeholders to create an inventory of SHR programs and services that endorse culturally competent practices. 	*	*	
	Communications, Marketing and Public Relations Market culturally competent services provided by SHR to the public ensuring that diverse communities have access to information.	Objective 2: Market culturally competent services provided by SHR to the public ensuring that diverse communities have access to information.					*	*

		3. Domain: <u>Patient-Provider Communication</u>: Clear communication at all levels and at all times among patients, clinicians, and support staff is essential for effective and culturally competent care.					
Better Teams	Patient Flow Safety Culture	Cultural Awareness Support quality patient and family centred care by ensuring culturally competent policies, procedures and training are in place for effective patient-provider communication.	Objective 1: Annually assess attitudes, practices, policies, and structures of staff and the organization for planning and developing cultural competency initiatives	<ul style="list-style-type: none"> Utilise assessment tools to track progress of cultural competency integration <ul style="list-style-type: none"> Intercultural Development Inventory Aboriginal Human Resource Council (AHRC) Indigenous Workplace Inclusion Diagnostic Survey 	<ul style="list-style-type: none"> Track number of employees who take Change (Aboriginal Awareness Training), Cultural Self-Awareness and other training Complete and report AHRC Workplace Inclusion Diagnostic Survey results Track movement along Intercultural Development Continuum through: <ul style="list-style-type: none"> Baseline assessments Monitoring progress annually 	*	*
Better Care		Objective 2: Develop resources to assist in effective and cross-cultural patient-provider communication accessible by staff, patients and families	<ul style="list-style-type: none"> Encourage use and support development of communication materials such as brochures, policies, guidelines, education resources for health care workers and professionals (i.e. booklet in Fasting during Ramadan) Develop targeted guidelines and checklists addressing cultural protocol Collaborate with stakeholders to enhance culturally competency services and practices 	<ul style="list-style-type: none"> Identify improvement metrics that will enhance patient-provider communication Identify culture-general frameworks for intercultural development Identify culture-specific patterns 	*	*	
		4. Domain: <u>Care Delivery and Support Mechanisms</u>: From the first encounter to the last, care delivery structures and supporting mechanisms – the delivery of care, the physical environment where it is delivered and links to supportive services and providers – should support the provision of culturally competent care.					
Better Teams	Patient Flow/ Safety Culture	Clinic Encounter Ensure strategic planning, and operational systems and processes investigating the flow of patients incorporate cultural competency	Objective 1: Develop protocol, tools and checklists for managers that addresses cultural concerns at the point of contact Enhance cultural competency awareness with caregivers by promoting cultural competency and patient and family centred care	<ul style="list-style-type: none"> Collaborate with key partners to develop and provide supports addressing how to identify and handle cultural conflict. Provide advisory services to enhance awareness of culturally competent consideration within patient-provider interactions. Provide advisory services to ensure cultural competency is incorporated within planning and other components of care delivery and supporting mechanisms. 	<ul style="list-style-type: none"> Identify key cultural considerations for cross-cultural conflict and concerns Complete monitoring and analysis of types of conflict with the aim to develop solutions or processes to address cross-cultural conflict. 	*	*

5. Domain: Workforce Diversity and Training: Ensuring workforce diversity and training is a way to provide more effective services for culturally diverse populations through proactive recruitment, retention, and promotion strategies. Diversity at all levels of the organization is important. Training and development activities should include state-of-the-art content in cultural competency and should reflect organizational commitment to cultural competency.						
Better Teams	Recruitment	Objective 1: Implement new recruitment best practice models that build on previous work to promote diversity at all levels of the organization in partnership with external stakeholders.	<ul style="list-style-type: none"> Identify best practice models around recruiting under-represented groups in rural and urban areas. Track progress by monitoring recruitment & employment success, with focus on continual improvement Work with external partners to promote health careers and implement new recruiting strategies to include physician recruitment Collaborate with IHS departments in planning, development strategies to reach a 10 percent self-declared staff-component goal Establish standard work on recruitment positioning to increase focus on hiring a representative workforce including leaders Collaborate with Human Resources in support of IHS Department Plans 	<ul style="list-style-type: none"> Track self-declared workforce data Collect and analyze unit profile baselines Assist managers in First Nations and Métis recruitment and retention plans Incorporate Cultural Competency Interview Standard Questions Support application process for Human Rights Exempt positions (as needed) Enhance scope of diversity initiatives within recruitment activities (bursaries, new grads, student placements, etc.) Increase diversity images in career promotion communications Incorporate cultural competency requirements in Out of Scope job postings, requirements and descriptions. 	* * * * * * *	*
	Retention	Objective 2: Promote the retention of a culturally diverse workforce through enhancement of organizational policies and programs that address areas of retention difficulties to increase retention to SHR overall rates at all levels, including management.	<ul style="list-style-type: none"> Develop First Nations and Métis employee retention plan that will enhance current and introduce new retention initiatives for existing employees <ul style="list-style-type: none"> Including management retention strategies and leadership opportunities Connect with region wide retention initiatives and opportunities 	<ul style="list-style-type: none"> Track progress by monitoring retention stats with focus on continual improvement Track education and leadership changes of First Nation and Métis staff involved in RW programs Exit survey reports Track Aboriginal and diversity engagement with employee engagement survey 	* * * *	* * * *
	Patient Flow/ Safety System	Training Commitment and Content	Objective 3: Promote cultural competency with clinicians, management and patient representatives by offering training	<ul style="list-style-type: none"> Provide Cultivating Change or other Aboriginal Awareness Training Workshop at WOW; Provide Cultural Self-Awareness Workshops to all staff Develop Cultural Competency resources for 	<ul style="list-style-type: none"> Train 1200 Employees at WOW annually, include employees not previously trained Develop variety of training modules, 	*

		provide appropriate and effective services as required by federal, provincial, and local laws, regulations, and organizational policies.	opportunities to all employees on cultural competency	managers to strengthen knowledge and understanding on: <ul style="list-style-type: none"> Importance of diversity Cultural Self-Awareness Cultural conflict resolution Cross-cultural adaptation strategies 	offer on TRS and provide 2 annually <ul style="list-style-type: none"> Provide 4 Cultural Self-Awareness Workshops Review/assess/adjust progress (PDSA) 	*	*
Better Care	Patient Flow	6. Domain: Community Engagement. Active outreach and the exchange of information, as well as community inclusion and partnership in organizational decision making, help ensure the provision of culturally competent care. Community engagement is a collaborative approach for Saskatoon Health Region to provide an equitable space for stakeholders to be involved in planning to research and improving health status.					
		Community Outreach Finalize Memorandum of Understanding agreements with stakeholders, develop joint work plans and support internal/external stakeholder committees in support of better health outcomes.	Objective 1: Continue to build onto MOU agreements with STC/GDI/SIIT/Unions and strengthen partnerships through joint work plans and identification of priorities to address issues and support culturally competent care for patients and families.	<ul style="list-style-type: none"> Support and network with community outreach organizations Support the development of Region-wide equity based network Continue to support and connect with First Nations and Métis Patient and Family Advisory Committee and the First Nations and Métis Health Council Evaluate the need to reinstate groups such as the Cultural Competency Committee and RW Activities Advisory committee. 	<ul style="list-style-type: none"> Develop joint work plans between SHR, unions and community agencies <ul style="list-style-type: none"> STC joint work plan SIIT joint work plan 	*	*
		Community Investments Healthcare professionals and organizations will work to engage communities in building their assets as vehicles for improving health outcomes.	Objective 2: Engage diverse community agencies, patient populations and service providers to collaborate, and share resources and information on designing implementing and evaluating activities in a culturally competent manner.	<ul style="list-style-type: none"> Enhance community engagement activities and partnerships through active participation on external and internal committees. Monitor activities for value-add and quality improvement Support facilitation of collaborative relationships between rural facilities and communities and First Nation communities. 	<ul style="list-style-type: none"> Support collection of data related to patient-flow activities in order to remove barriers for First Nations and Métis patients Support Regional Intersectorial Aboriginal sub-committee 	*	*
		Community based participatory research Use community-based participatory research methodologies that foster the unique strengths of community stakeholders when conducting research in the community.	Objective 3: Collaborate with community stakeholders and researchers in research initiatives that are culturally competent, relevant and build community to foster strength and resilience of communities by working with, identifying issues and developing in-community strategies.	<ul style="list-style-type: none"> Develop an academic advisory committee to assist in ensuring quality, patient and family centred research initiatives and to guide and mentor stakeholders. Enhance community capacity to link and address health disparities related to employment and training. 	<ul style="list-style-type: none"> Support and continue to build on joint work plans that involve participatory research efforts with various IHS departments Support and represent SHR on community-based committees 	*	*

<p>7. Domain: Data Collection, Public Accountability, and Quality Improvement. Organizations use these methodologies to collect the data needed to assess their cultural competency, to assess whether they perform routine self-assessments in this regard, and to assess whether they integrate cultural competency into their public accountability and quality Improvement activities.</p>						
Better Care	<p>Collection of patient and employee cultural competency related information</p> <p>Collect race/ethnicity, primary written and spoken language and other identified information patient and employee identification data in a systematic manner at all contact points to ensure accountability.</p>	<p>Objective 1:</p> <p>Collect data to analyze, determine and monitor organizational cultural competency on a comprehensive and region-wide basis in collaboration with other units to monitor progress towards representative workforce targets.</p>	<ul style="list-style-type: none"> Collect, analyze, utilize and report on data collected in relation to recruitment, retention, languages spoken, training received, through Gateway Online Support self-identification data collection of client/patient racial, ethnic and other cultural identifiers by aligning voluntary employee data to include cultural identifiers 	<ul style="list-style-type: none"> Report quarterly recruitment and retention statistics Annual Report Exit Survey Report Enhanced statistical reporting that supports cultural competency and diversity goals as standard practice 	*	*
	<p>Accountability</p>	<p>Objective 2:</p> <p>Ensure accountability to stakeholders through transparency and annual reporting to key stakeholder groups on diversity, statistics, policies, recruitment and retention results</p>	<ul style="list-style-type: none"> Collect and report information that supports progress and successful innovation in culturally competent programs Publicize information about progress & successful innovations in implementing culturally competent programs 	<ul style="list-style-type: none"> Research and identify metrics that measure cultural competency in organizations Publicly report data stratified by ethnicity and primary written and spoken language. 	*	*
	<p>Cross-cultural complaints and resolutions</p> <p>Ensure that conflict and grievance resolution processes are culturally sensitive and will equip employees with tools necessary to identify, prevent and equitably resolving cross cultural conflicts or complaints made by patients and employees</p>	<p>Objective 3:</p> <p>Collaborate with internal partners and unions to develop a process to identify and/or prevent and resolve conflicts utilizing documented culturally competent approach that is available to management and unions as an optional tool.</p>	<ul style="list-style-type: none"> Collaborate with Labour Relations, Organizational Learning and Leadership and unions to address complaint and conflict resolution processes by ensuring they are culturally sensitive Support and enable managers to identify, prevent and equitably resolve cross cultural conflicts and complaints by patients and employees. Collaboratively undertake researching, reviewing and developing a culturally competent complaints process that meets the needs of the stakeholders. 	<ul style="list-style-type: none"> Research and identify culturally competent standards regarding cross-cultural conflict resolution. Document successful resolution of situations using cultural competency standards Report on culturally competent conflict resolution processes in collaboration with internal and union partners through an agreed process. 	*	*
Better Teams Better Care	<p>Strategy Evaluation</p> <p>Ensure accountability to SHR stakeholders and to the public</p>	<p>Objective 4:</p> <p>Collaborate with Public Health Observatory in the development of a strategic evaluation.</p>	<ul style="list-style-type: none"> Finalize Representative Workforce strategic evaluation framework Support and collaborate with Public Health Observatory on patient data collection related to self-identification and other projects. 	<ul style="list-style-type: none"> Final Evaluation Report Includes research and findings Report to SLT and SHR Board 	*	*