

Home Support Redesign: Group Scheduling and Fixed Hour Positions Impact on Safety

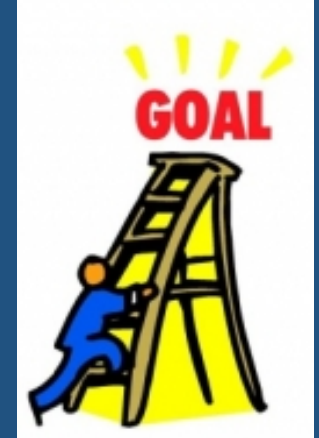


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Home Support – Our Invisible Workers

Topics For Today:

- Sunshine Coast – rural environment
- Why we did the redesign project?
- What changes were made?
- Workflow lead position – safety implications
- CHW team meetings – safety implications
- Other activities to promote safety in the work place
- Outcomes and next steps
- Questions?



Sunshine Coast – Characteristics

- 40 minute ferry ride from West Vancouver
- 29, 000 population
- 23% are seniors
- Over 580 case managed cases, ~ 200 receive home support
- 42 FTE with 63 CHW's – 50 regular and 13 casual
- Long geographical service area from Port Mellon to Pender Harbour

Continued...

Sunshine Coast – Characteristics

- One highway
- No street lights
- Long narrow steep driveways
- Virtually no pay phones
- Limited bus service

Why Redesign?

- ***Inability to recruit and retain to these positions – primary driver***
- 10 hr windows - very stressful – especially for casuals
- Appointment by appointment client scheduling no longer meet our needs
- Increasing complexity of home support
- Frequent client changes made it difficult to schedule ahead

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Why Redesign?

- Limited room for growth
- Frequent closure of the service due to lack of staff
- Collective agreement issues with salary
- The reality of the work environment

What Was Changed?

- Regular scheduled and paid work day
- No more windows of availability
- Implemented two separate geographical teams – Gibsons and Sechelt
- Implemented workflow lead positions
- Implemented team meetings – am & pm – safety huddles
- Mechanism for communication – cell phones
- Group scheduling in Procura
- Cluster care for clients

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Workflow Lead Positions – The Key!

- Guide the work
- Orchestrate the day – and makes adjustments throughout the day
- CHW's access help, advice
- Teachable moments – coaching – “practice” wisdom
- Timely communication of client changes to CHW's

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Workflow Lead Positions – The Key!

- Pre-planning and pre-problem solving with scheduler
- Support for new staff, especially new grads
- Goes out with other CHW's to demonstrate procedures

CHW Team Meetings

- They plan the day as a team, offering help and support to each other
- Staff have a buddy they can call
- Problem solve difficult scenarios together
- Mentor each other – more of a learning environment
- Highlight safety issues and focus on prevention
- Consistency of care

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CHW Team Meetings

- Whiteboard in the room – with reminders, alerts, safety tips to prevent injuries and/or problems -
- Communication much improved (300%)
- No longer feel they are working alone
- Timely care plans
- A space of their own, with supplies, personal touches – feel valued and helps reduce workplace stress (Christmas tree theme)

Other Activities to Promote Safety

- Joint OH&S committee – workflow leads/CHW membership
- Enhanced OH&S education for all committee members
- Case managers added to JOH&S committee
- Proactive approach to identify root causes before there is an injury

Outcomes

- Reduced WCB claims from 11 to 4 for 12 month period - pre post design - reduction in claim hours from 1427.5 to 284.5 hrs – cost savings \$28,029.73
- Increase in sick time from 837 to 1558 hr for YTD pd 4 – 86% increase
- Reduced OT from 487 to 101 hr for YTD pd 4 – 79% decrease
- Reduction in client hours (7%) due to cluster model

Next Steps

- Implement a safety improvement team for home support – to engage other workers in safety, start with MSIP

Key Messages

- Not a one size fits all model
- Involve your staff – a bottom up approach
- Let the staff develop the ideas that will work
- Ask the hard questions – keep probing for potential barriers
- Be prepared to make adjustments early & quickly – esp. during the first few weeks
- Make it happen – a leap of faith

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THE END

ANY QUESTIONS

