

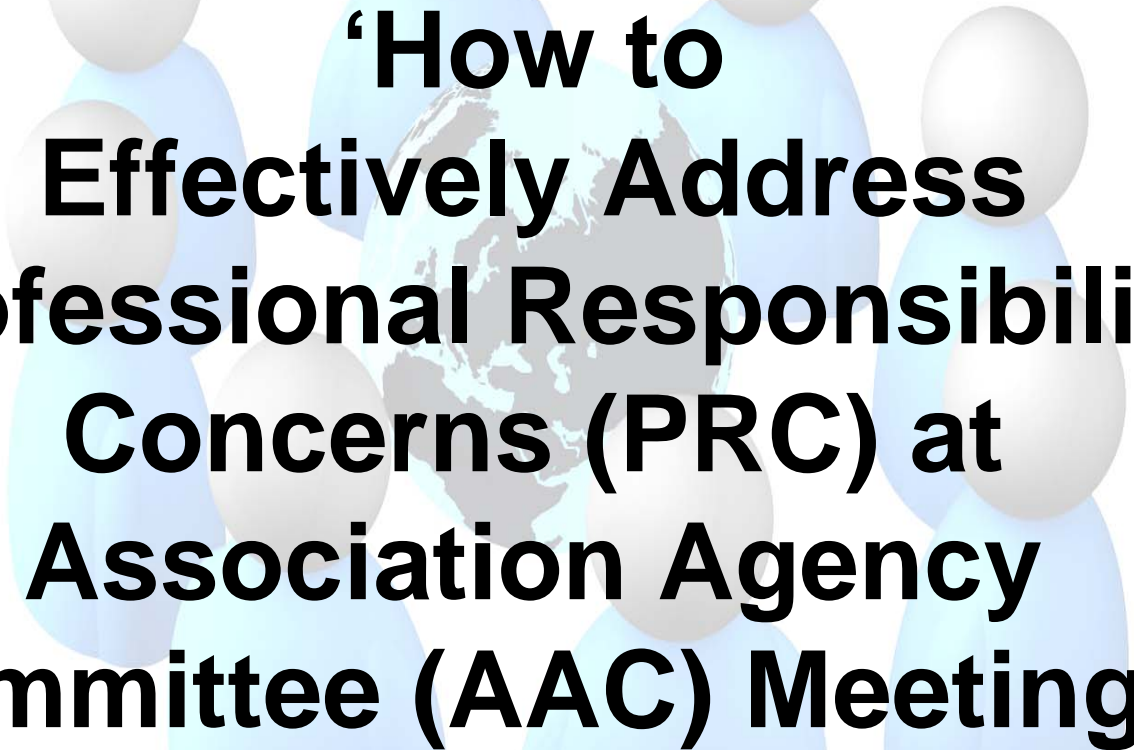
**Professional Practice Teleconnect
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**‘How to
Effectively Address
Professional Responsibility
Concerns (PRC) at
Association Agency
Committee (AAC) Meetings’**

Teleconnect Overall Objective

Provide direction to bargaining unit leaders on addressing workload concerns at Agency Association Committee (AAC)/Hospital Association Committee (HAC) meetings as it relates to the *Professional Responsibility* clause in the Collective Agreement.



Teleconnect Objective

Introduce an 'Action Plan' process that will secure a binding agreement in the form of a Letter of Understanding (LOU), a Memorandum of Settlement (MOS) or Minutes of Settlement (MOS) to capture the Employer actions for implementation of recommendations provided and supported by the Association to resolve workload concerns under Professional Responsibility clause.

Collective Agreement Language

Hospital Article 8.01(a) iii) & iv)

- iii) Failing resolution of the workload issue at the time of occurrence, the nurse(s) will discuss the issue with her or his Manager or designate on the next day that the Manager (or designate) and the nurse are both working or within five (5) calendar days, whichever is sooner. The manager will provide a written response to the complainant(s), with a copy to the Bargaining Unit President.
- iv) Complain in writing to the Hospital-Association Committee within twenty (20) calendar days of the alleged improper assignment. The Chair of the Hospital-Association Committee shall convene a meeting of the Hospital-Association Committee within fifteen (15) calendar days of the filing of the complaint. The Committee shall hear and attempt to resolve the complaint to the satisfaction of both parties and report the outcome to the parties.



Steps to Meet the Objectives

Step 1 and BU Working Action Plan
Preparation before the meeting

Step 2 and PRC Issues Work Sheet
Presentation at the meeting

Step 3 and Memorandum of Settlement
Debriefing after the meeting



Step 1 - Before the Meeting

1. Meet with the nurse(s) on the unit that have completed the '*Professional Responsibility Workload Report Form*' (PRWRF).
 - Discuss the issues surrounding the workload to identify an area of concern
 - Make use of the BU Working Action Plan – Focus of Concern



BU Working Action Plan – Focus of Concern

FOCUS OF CONCERN	SPECIFIC CONCERNS VOICED	POTENTIAL SOLUTION/ ACTION(S)	ACTION/ RESPONSE	COMPLETION DATE
Professional Practice				
Patient Acuity				
Fluctuating Workloads				
Fluctuating Staffing				



Step 1 - Before the Meeting

2. Ensure an understanding of what the concerns are specifically related to.
 - Identify with nurse(s) the precise details relating workload concerns to professional practice accountabilities and responsibilities
 - Identify change in practice
 - Make use of the BU Working Action Plan – Specific Concern Voiced



Specific Concerns

FOCUS OF CONCERN	SPECIFIC CONCERNS VOICED	POTENTIAL SOLUTION/ ACTION(S)	ACTION/ RESPONSE	COMPLETION DATE
Professional Practice	<ul style="list-style-type: none"> 1.Nurses feel their issues are not heard 2.Policies and directives out of date with practice 3.Nurses feel there is lack of respect from management 4.Scope of practice* 			
Patient Acuity	<ul style="list-style-type: none"> 1.High patient acuity 2.High patient to nurse ratios 3.Nurses feel the time for providing care is not adequate 4.Scope of practice* 			
Fluctuating Workloads	<ul style="list-style-type: none"> 1.Not able to take appropriate breaks 2.Difficult and heavy assignment/workloads on E due to late admissions 3. Skill Mix* 			
Fluctuating Staffing	<ul style="list-style-type: none"> 1.Denied vacation requests 2.No sick call replacement 			



Step 1 - Before the Meeting

3. Engage the nurse(s) to identify resolution(s) and develop recommendations.
 - Consider impetus for change in practice
 - Review effects of organizational direction
- Make use of the BU Working Action Plan – Potential Solution/Action



Potential Solutions/Actions

FOCUS OF CONCERN	SPECIFIC CONCERNS VOICED	POTENTIAL SOLUTION/ ACTION(S)	ACTION/ RESPONSE	COMPLETION DATE
Professional Practice	2. Policies and directives out of date with practice	2. Employer to review current process and with nurse(s) input establish a new process that will maintain policies and directives current and accessible to staff		
Patient Acuity	4. Scope of practice*	4. Employer and Association to establish a unit task force group with nurse(s) representation to review criteria for patient admissions, guidelines for nurse assignment, and appropriate nursing skill mix ratio in the unit		
Fluctuating Workloads	2. Difficult and heavy assignment/workloads on E due to late admissions	2. Manager to review admissions process for opportunity to stagger patient arrival to the unit		
Fluctuating Staffing	2. No sick call replacement	2. Management to review staffing numbers, availability of part time staff and float pool availability		

Step 1 - Before the Meeting

4. Discuss with nurse(s) Employer response to workload concerns and prepare additional evidence to support recommendations being sought.
 - ask nurse(s) to supplement or provide any references they may be aware as resources for recommendation
 - Make use of the BU Working Action Plan – Action/Response

Employer Response

FOCUS OF CONCERN	SPECIFIC CONCERNS VOICED	POTENTIAL SOLUTION/ ACTION(S)	ACTION/ RESPONSE	COMPLETION DATE
Professional Practice				
Patient Acuity	4. Scope of practice*	4. Employer and Association to establish a unit task force group with nurse(s) representation to review criteria for patient admissions, guidelines for nurse assignment, and appropriate nursing skill mix ratio in the unit	4. The manager, BUP and the unit representative to meet and establish a list of names to invite to be participants in the unit task force	
Fluctuating Workloads				
Fluctuating Staffing	2. No sick call replacement	2. Management to review staffing numbers, availability of part time staff and float pool availability	2. Manager and BUP to review vacancies in the unit, and availability of staff in the float pool for coverage in the unit	



Step 1 - Before the Meeting

5. Identify time lines that are acceptable for implementation.

- discuss any planned or anticipated change(s) to take place in practice environment or unit structure
- discuss if vacation and holidays will be a factor

□ Make use of the BU Working Action Plan – Completion Date



Completion Date

FOCUS OF CONCERN	SPECIFIC CONCERNS VOICED	POTENTIAL SOLUTION/ ACTION(S)	ACTION/ RESPONSE	COMPLETION DATE
Professional Practice				
Patient Acuity	4. Scope of practice*	4. Employer and Association to establish a unit task force group with nurse(s) representation to review criteria for patient admissions, guidelines for nurse assignment, and appropriate nursing skill mix ratio in the unit	4. The manager, BUP and the unit representative to meet and establish a list of names to invite to be participants in the unit task force	4. Manager will canvas a meeting date for week of July 12 for confirmation with unit representative and BUP
Fluctuating Workloads				
Fluctuating Staffing	2. No sick call replacement	2. Management to review staffing numbers, availability of part time staff and float pool availability	2. Manager and BUP to review vacancies in the unit, and availability of staff in the float pool for coverage in the unit	2. Manager and BUP will meet and review the vacancies on July 6



Step 1 - Before the Meeting

6. Discuss with the group who should attend the meeting with the Employer.

- It is recommended that at least 1 member from the unit where the professional practice issue originated attend the meeting. This individual could be responsible for communicating back to their unit on status of their concerns and recommendations.

Those who attend will need to additionally prepare to speak to the professional responsibility concerns.

- Make use of the PRC Issues Work Sheet ...



Presentation of PRC Issues Work Sheet

- **Professional Practice Concern or Workload Issue:**

- **Key Message you want to deliver about the issue:**

- **Point 1** _____

- **Sub-points 1.**_____ **2.**_____ **3.**_____

- **Point 2** _____

- **Point 3** _____

- **Recap (the issue key message and 3 Points)**

- _____



The PRC Issues Work Sheet

- In preparation to speak on the professional responsibility concern at the AAC/HAC meeting a presentation worksheet can help to capture and document your presentation to the employer one issue at a time.
- The 'PRC Issues Work Sheet' tool provides the detail for a memorable presentation through repetition and structure.
- The detail is very important as AAC/HAC (Employer) members may not be familiar with the front line nursing work, practice scope and accountabilities.

Last Step 1- Before the Meeting

7. Forward an agenda to the AAC/HAC Meeting for Professional Responsibility Workload Concerns identifying the nursing unit and include:
 - Copies of PRWRFs to be addressed
 - Names of nurse(s) that will attend
- It is additionally important to contact the Employer Chair prior to the AAC/HAC meeting to inform the Manager and/or Director of the unit, for which the Professional Responsibility Workload Concern is to be discussed, to be in attendance at the meeting in order to ensure thorough, timely dialogue occurs.



Step 2 – Presentation at the Meeting

Consider: What is the vital message you want to deliver related to the issue?

- Choose a headline related to the specific issue and the accompanying recommendation
- Write down three points related to your headline
 - Remember here to use the focus of concern and the specific concerns that relate to it.



Step 2 – Presentation at the Meeting

1. Address each focus of concern one at a time
 - State your headline and (3) points
 - Speak to each point
 - Recap headline and all the points
2. Ask for management response.



Step 2 – Presentation at the Meeting

3. Provide a prepared recommendation that would relieve the concern in moving forward.
4. Ask the Employer for agreement and steps that would ensure that recommendations are implemented.

Step 2 – Presentation at the Meeting

5. Engage in discussion as to how the results of the implemented recommendations should be evaluated if they are to resolve the professional responsibility workload concerns.
6. Identify who will be the most responsible person to implement the recommendations.

Step 2 – Presentation at the Meeting

7. Determine the time lines required for the start up, completion and evaluation of the implementations.

- In following these steps you have a **“Professional Responsibility Workload Reporting Process Action Plan”** that has been created with the Employer input and may be used in the follow up activities.



Step 2 – Presentation at the Meeting

8. The eighth column in the action plan captures the status of each recommendation upon review.

- Discuss with the Employer next meeting date(s) to review progress of activities identified for implementation
- Identify the steps and method for communication of the process to nurse(s) in the unit
- Discuss how the future/new PRWRF(s) will be addressed

Step 3 - Debriefing after the Meeting

- Review with nurse(s) the Action Plan generated with the Employer against the Action Plan generated prior to the AAC/HAC meeting.
- Identify any outstanding questions or concerns for moving forward for future discussion.
- Identify one or two individuals who will take the responsibility to monitor and prepare a report on activities during implementation and evaluation in the unit.

Step 3 - Debriefing after the Meeting

Remind nurse(s) that during the implementation of recommendations they must continue to be diligent in submitting PRWRFs until the professional responsibility concerns have been completely resolved.



Memorandum of Settlement

- Contact the LRO prior to agreeing to any settlement at the AAC/HAC Meeting, this will ensure that the settlement does not conflict with the collective agreement.
- Remember any settlement reached at the AAC/HAC Meeting or thereafter must be drafted by the LRO and signed by all three parties, the Bargaining Unit President, the LRO and the Employer.



Memorandum of Settlement

- The Hospital Collective Agreement requires that any settlement reached at the HAC meeting or thereafter must be signed by the parties:

Article 8.01(a)

vi) Any settlement arrived at under 8.01 (a) iv) or v) shall be signed by the parties.

In Review

- Make use of a 'BU Working *Action Plan*' tool when meeting with nurse(s) to capture the focus of concerns and to relate specific concerns for an effective presentation of professional responsibility concerns to management.
- Make use of the '*PRC Issues Work Sheet*' tool to provide the employer with a memorable and structured presentation of concerns.
- Follow the 8 steps outlined in the – '*Professional Responsibility Workload Reporting Process Action Plan*' template to arrive at the joint recommendations with the Employer to resolve professional responsibility concerns and capture the activities to be implemented within a timeline.
- Encourage staff to be vigilant throughout the process.

Reporting Process Action Plan Summary

1. Identifies Focus of Concerns of Workload Issues
2. Relates Specific Concerns to the Workload Issues in the unit, patient population, nurse(s), organization, policy, etc.,
3. Prepares recommendations for Potential Solution/Actions
4. Engages Employer Action/Response
5. Seeks Joint Recommendations going forward
6. Designates most responsible person for implementation
7. Sets target completion dates, progress, and dates for future meetings
8. Seeks ongoing process status



References

- ONA Website – www.ona.org
- Education – eLearning.ona.org
 - Workshop(s)
http://www.ona.org/workshop_catalogue.php?cID=19
 - Action Plan(s)
http://www.ona.org/education/meeting_toolkit.html
- Professional Practice
- http://www.ona.org/professional_practice/resources.html

