

# Pandemic Emergency Management – Challenge & Tested Solution

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## Challenge:

Maintain current staffing levels (especially over holidays and current Public Health isolation guidelines).

## Solution:

Pay incentives (some temporary, some to be permanent)

- Added to temporary wage enhancement
- If employee must stay for any reason, they will receive additional pay
- There is a redeployment process in place
- If employees cancel approved vacation, they receive an extra \$\$ per shift
- On-call stand-by list provided \$\$ to be on, even if not called. If called in, staff from stand-by list receive the \$\$ plus additional pay
- Double time over Christmas season public holidays
- Increased access to clinic counselling and psychotherapy
- Increased employees' access to employee assistant program
- Increased employee referral program from \$125-\$300
  - Made payment of this earlier in process (more enticing)
- Created position "Home and Community Care Assistant"
  - Officer employees redeployed to other supports (Redeploy pay incentive as above)

## Steps to Implement:

1. Labour agreements: some employees are unionized, others are non-unionized
  - Was easily put in place for all non-unionized
  - Some of these incentives are in place for unionized
2. Consulted employee management group
3. Things that cannot be covered by organizational costs and may be put to Covid Relief Fund

## Results

- How effective was this?
  - It has been effective. Current metrics are indicating it is a favourable solution that is helping to mitigate staffing shortage

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- Was this efficient? Was it quick to implement?
  - o Yes, it is efficient. Quick to implement for non-unionized. Unionized has taken a little longer and the solution looks slightly different
- Would you recommend this to other agencies?
  - o Yes. Staff are desperate and exhausted. These incentives help to acknowledge staff and the work they are doing
    - It is an emergency measure

### Additional Considerations:

- Labour agreement with union
- Duration, when do these incentives stop?
- Unclear as to whether Ontario Temporary Wage Enhancement is ongoing. This is concerning

### Lessons learned:

N/A

### Further contact Person:

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