

Outline

- Welcome & Introductions
 - Dr. Kernaghan and Dr. Garcia

HR101 :Secretaries/Residents/Fellows

- Recruitment
- Performance Management
- Supervision
- Turnover/Terminations

Note: (Post Doc/Research to addressed in November)

Scenario One

- You've just sorted out your contract with the hospital and now it is time to think about your office set up. You realize you need to hire a secretary. What do you do?

Scenario One

- A. Consider the employment relationship and pro/cons of them ie) hospital hired vs hired by you
- B. Contact the Administrative Officer for information on hiring a secretary
- C. Consult the Medical Affairs website to review Professional Staff set up processes
- D. All of the above

Employment Relationship

- Secretary = employee, LHSC/SJHC = employer
 - Resident = employee, LHSC = employer
 - Fellow = employee if paid by hospital or UWO – LHSC or SJHC, if self funded must still abide by hospital and UWO policies
 - Clinical Research – LHSC/SJHC or UWO
 - Physician = supervisor
- 3 different organizations which have 3 slightly different processes

Scenario Two

- Your office is set up. You, your secretary and clinical staff are starting to get into the routines when you discover you will be getting 2 new residents and a Clinical Fellow. You wonder what your responsibilities will be and who will do what?

Seeming a bit overwhelmed and not sure of Ontario processes you...

Scenario Two

- A. Consult with the AO and/or HR to discuss responsibilities and expectations re: secretaries
- B. Consult with the Program Director re: expectations and processes re: Residents and Fellows
- C. Consult UWO HR re: Post Docs?
- D. A and B

What Are the Physician's Rights and Responsibilities

- Secretary- probationary review then performance review at least once every two years, orientation, training, approving vacation
- Residents/Fellows: covered by Dr. Spadafora
- Research Staff- All groups must abide by the hospital and UWO policies and approved practices

What Are the Physician's Rights and Responsibilities

- Working in partnership with the department or Schulich, Medical Affairs and Human Resources (LHSC/SJHC or UWO) in matters of:
 - Hiring and/or Interviewing (Residents)
 - Terminations
 - Changes in status
 - Performance development

Physician's Responsibilities for Shared Secretaries/Residents

- Shared secretaries are the responsibility of *all* physicians involved.

Responsibilities: Resident Supervision

- All resident and fellow activities are supervised
- MRP
- CPSO policies - hand out
- Certificate of Registration for Postgraduate Education.

Responsibilities: Resident Evaluation

- Performance review
 - FITERS
 - Daily evals.
 - Mid rotation
 - End of rotation.
 - Role Modeling
 - Rotation specific, Learner specific objectives

Resources for New Faculty

- Program Director
- Program Administrator (admin. Assist)
- PG Dean's office 82019
- Faculty Development Calendar

PGME at SSMD

- 49 programs
- 805 new and returning residents and fellows July 1, 2009.
- CFPC and RCPSC

Hiring Process- Residents/Fellows

- Residents: interviews, ranking, Canadian Association of Resident Matching Service (CARMS)
- Fellow: letters of offer go through Post Graduate Education (PGE) office
- Research vs Clinical Fellows
- Program Director must approve the offer in collaboration with the department

Hiring a Privately Hired Secretary

- You can choose to be the employer and be responsible for all aspects of the employment relationship.
- As an employer, you must ensure compliance with the Employment Standards Legislation. With this option, all responsibility, accountability and liability rests with you.
- Signing a “Employer Declaration & Release”
 - A copy should be sent to Medical Affairs

Hiring Process for Medical Secretaries

- Hiring processes may differ , union/non-union, hours of work etc.
- Medical Secretaries may belong to any one of the following groups, depending on their work location and hours of work:
 - St. Joseph's: Non-Union
 - LHSC, Victoria Hospital (including South Street): Union
 - University Hospital: Non Union
 - Part-time LHSC, University *and* Victoria Hospital: Non-Union

Recruiting a Secretary

- Contact Tammie Yardy ext. 32278(LHSC) or Derek McDonald at ext. 65599 (St. Joseph's) who will seek approval to proceed from the Medical Affairs department.
- Use the job Fact Sheet to assist with posting requirements and interview questions. Your HR representative can assist you
- Obtain references, negotiate job offers (when privately hired) and start date
- Salary scale is predetermined by hospital policy.

Scenario Three

- You know you will be involved interviews for both a new secretary and residents for your program. You want to pick the right people for the positions by balancing the technical/clinical knowledge with the “right fit”.
- Unsure about how to approach this you...

Scenario Three

- A. Consult your HR Rep and/or Medical Affairs to help develop behavioural based interviewing tools to assess hard and soft skills
- B. Decide to wing it and see what happens in the interview
- C. Decide you will ask for references and ask them for comments on their work and the “right fit” criteria
- D. A and C

Selecting the Best Candidate-Secretary, Resident or Fellow

- Identify the requirements, interview and select based on those requirements
- Consider '**hard skills**' (typing, scheduling, billing, etc.) and the '**soft**' **skills** (ability to communicate effectively and appropriately with patients and others, organizational skills and adaptability, etc.)
- Alignment with organizational values

Scenario Four

- The resident on your service notifies you that he/she can not come to rounds because they are post call and need the sleep.
- You recall your days as a Resident and shake your head as you would never tell an Attending that you would be missing rounds.
- Wondering if the Resident is lazy or if perhaps this is accepted practice you....

Scenario Four

- A. Tell the Resident that they are expected to be there and it will be looked poorly upon if you do not see them
- B. Check the Professional Association of Interns and Residents of Ontario (PAIRO) agreement on expectations around call
- C. Contact the Program Director to discuss the expectations and practice
- D. Let it go and wait to see if the Resident shows up.
- E. B and C

Performance Evaluation

- Residents and Fellows
 - See hand out
 - Evaluations
 - Remediation/ Probation/ Dismissal.

 - IMG Residents and Fellows (non LCME)
 - PEAP/ AVP Pre. CPSO lisc.
 - These are supervised to the level of Sr. Medical Students.

Terms of Employment

General policy information

- non-union secretaries – see policy on intranet
- Union Secretaries – various collective agreements
- Residents – Professional Association of Interns and Residents of Ontario (PAIRO) agreement
- Fellows – variable by dept., covered by labour law, contact the Program Director or Administrative Officer

Coverage

- Replacement secretaries to cover leaves can be done by a posting (if required) or contracted through a temporary agency (Manpower at (519) 680-0100)
- Replacement secretaries are not paid through the Hospital payroll
- Replacement call for Residents is usually covered within the program and governed by the PAIRO agreement

Vacation

- Secretaries-
- non-union employees, information can be found on the Hospital Intranet:
- union members is spelled out in the Collective Agreement
- Residents – 4 weeks, each week must have 5 weekdays and 2 weekend days, 5 continuous days over Christmas or New Years
- Fellows – employment standards of 2 weeks is the minimum, could be the same as residents

Vacation Tracking

- vacation reports
- Secretaries – run by HR and sent to physicians by request or individual timekeepers
- Residents – tracked by the home program administrator
- Fellows – tracked by the home program administrator

Employee Benefit Plans and Policies

Secretaries – benefit policies found on the website

Residents – found in the PAIRO contract

Fellows – variable by department, generally no benefits, UHIP can be purchased for medical coverage

Sick Time

- Entitlement to sick time varies depending on employment status
- During an absence due to disability, the secretary retains their status as an employee with the right to return to their position when they are medically cleared by the Hospital's Occupation Health and Safety Services department
- Union members would refer to the policy for sick time, in the collective agreement
- PAIRO – short and long term, greater than 3 days must be registered with PGE
- Fellows – varies by dept.

Performance Development (PD)- Secretaries

- Is a process of discussing performance based on expectations of the organization and the role. Is an ongoing, cooperative process, the success of which depends largely on communication
- Secretaries: PD form found on intranet

Scenario Five

- A few months into your career here you begin to have some professional issues with your secretary and your resident. Your secretary is constantly late leaving patients waiting to see you in your office and your Resident has been talking about patients in the elevators with colleagues and demeaning attendings on Facebook.
- With the two issues facing you, you are feeling overwhelmed and not sure how to address them you...

Scenario Five

- A. Consult HR or Medical Affairs to discuss the process of addressing the concerns with the secretary.
- B. Fire the secretary. It is unacceptable to keep the patients waiting.
- C. Do nothing with the Resident they will be off your service in another week or two.
- D. Consult the CanMeds role of professionalism and discuss the concerns with the Resident and the Program Director if necessary
- E. A and D

Codes of Conduct/Values in Action

- Hospitals
- University
- SSMD
- OMA - CMA
- CPSO - Disruptive Physician Focus

Evaluation

- CanMeds Based
 - Medical Expert
 - Communicator
 - Collaborator
 - Manager
 - Health Care Advocate
 - Scholar
 - Professional

Evaluation of Non Medical Expert Roles

- Specific
- Site Examples

Standard Probationary Period

- Secretaries: New employees are required to complete a standard probationary period 3 month

Scenario Six

- You have a new Clinical Fellow who has come from another continent. This Fellow moved his family, purchased a home, car and is beginning to get settled here in Canada but....after the first two months is having trouble in training...what do you do?

Scenario Six

- A..
- B.
- C.
- D.
- E.

Discipline of Secretaries

- Secretaries: LHSC has a Progressive Discipline Policy (Non Union) with respect to the alleged misconduct of non-union employees.
- SJHC deal with the issues on a case by case basis.

WORKPLACE ACCOMMODATION POLICY & EFFECT OF ABSENCE

- LHSC and St. Joseph's maintain a duty to provide appropriate accommodation to an employee with a disability in order to facilitate continued participation in the activity of work under the Ontario Human Rights Code, and in accordance with the Occupational Health and Safety Act.
- Residents: UWO policy on accommodation

Termination: Physician(s) is/are Leaving the Hospital

- Your retirement or resignation and thus the termination of your secretary: Ensure that Medical Affairs *and* Human Resources are made aware of the final date that you will require your secretarial services
- Severance may be due
- Termination of a Resident or Fellow: collaborative effort with PGE resulting after failed remediation and failed probationary period



Thank you!



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