

Best Practice in PRC

Creating a Better Future



Shared Commitment

- ▶ *“We believe that our patients, employees, and members will all benefit from moving to a more consistent, proactive, and collaborative approach to our joint PRC process.”*
- ▶ *“We all have a responsibility to contribute to these improvements and we will all share the benefits.”*

- Joint Commitment Letter, June 15, 2017

Letter of Understanding #19

Collective Agreement: April 1, 2017 - March 31, 2020.

- ▶ *The parties will continue participation in a forum for good faith discussions during the term of the Collective Agreement about how to improve the effectiveness of the Professional Responsibility Committee and addressing concerns about safe staffing.*

Forum 19 - Alberta Health Services & United Nurses of Alberta

United Nurses of Alberta	Alberta Health Services
Heather Smith, President	Dianne MacGregor, Associate Chief Nursing Officer, Health Professions, Strategy & Practice
Sharon Gurr, South District Representative	Janice Stewart, Senior Operating Officer, Peter Lougheed Hospital
Chris Axtell, Professional Responsibility Advisor	Selikke Janes-Kelley, Site Executive Director, Royal Alexandra Hospital
Joshua Bergman, Professional Responsibility Advisor	Allison Taylor, Senior Provincial Director, Health Professions , Strategy & Practice
	Cory Galway, Lead Negotiator
	Crystal Roberts, Senior Advisor, People, Legal & Privacy
	Rick Mann, Senior Advisor, Labour Relations & Negotiations

Objectives

- ▶ **At the conclusion of this education session, participants will be able to:**
 - ▶ Know where to locate the new Professional Responsibility Process Best Practice document.
 - ▶ Recall the primary components of the Best Practice document.
 - ▶ Understand the vision and principles of the joint UNA/AHS Professional Responsibility Process, as outlined in the Best Practice document.
 - ▶ Be aware of the main steps in the joint UNA/AHS Professional Responsibility Process, as outlined in the Best Practice document.
 - ▶ Know where to locate the Professional Responsibility Concern Form (PRCF) and Manager Response Form.



Professional Responsibility
PROCESS
(Best Practice)



October 18, 2018



▶ **Vision:**

- ▶ The AHS/UNA Professional Responsibility Concern (PRC) process promotes safe, high-quality patient care.

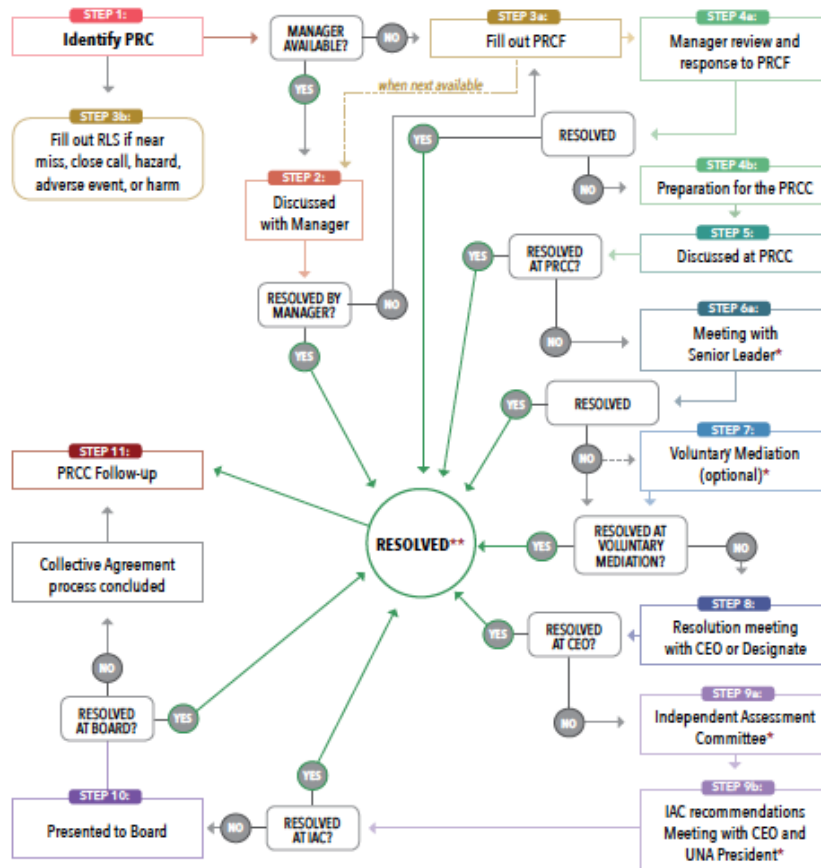
▶ **Principles:**

- ▶ **Joint problem solving through collaboration** in an environment of **mutual respect** and resolving issues as close to point of care as possible.
- ▶ Joint obligation to **establish, organize, and participate** in PRCCs.
- ▶ Full, consistent disclosure of **available and relevant** information.
- ▶ Every step of the process should occur within a **just culture**.
- ▶ The process is supported by and should adhere to **Professional Standards**.
- ▶ The process is regulated by Article 36: Professional Responsibility of the **UNA/AHS Collective Agreement**.
- ▶ **Organizational Engagement** should be considered at every step of the process.



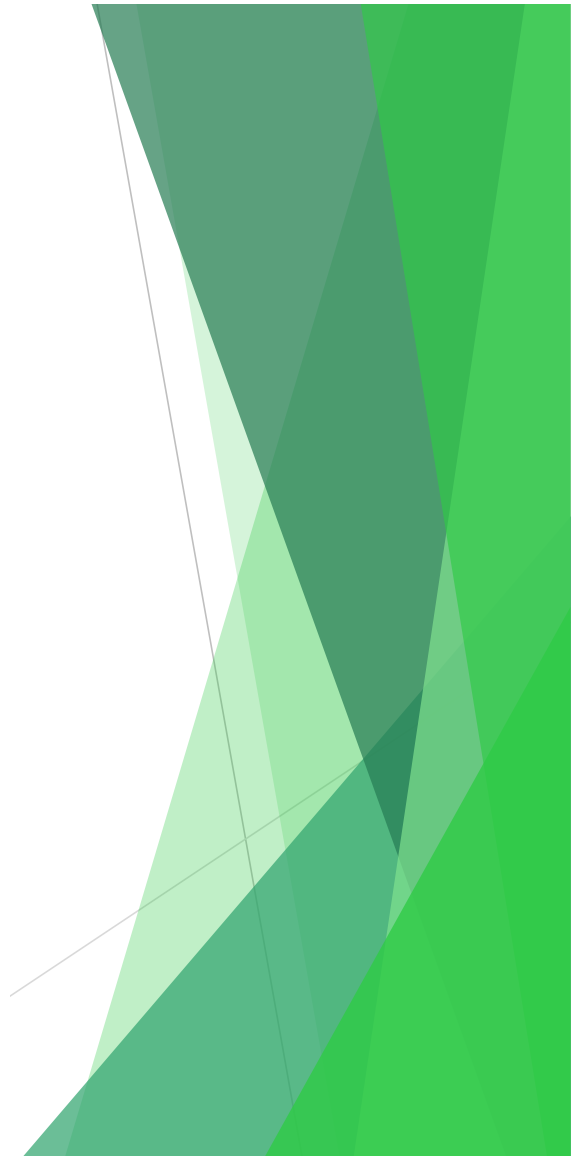
Professional Responsibility PROCESS

PRC – Professional Responsibility Concern
PRCF – Professional Responsibility Concern Form
PRCC – Professional Responsibility Concern Committee



*New steps added in 2018 (Collective Agreement between Alberta Health Services, Covenant Health, Lacombe Healthcare Centre, The Seberry Group (Carriosa) and United Nurses of Alberta, April 1, 2017 - March 31, 2020.)

**36.01 (t) When the parties succeed in reaching a resolution of the issue(s), the agreement shall be confirmed in writing by the parties. If either party fails to implement or adhere to said resolution, the failure to adhere or implement shall be subject to the provisions of Article 32: Dispute Resolution Process.



Best Practice Steps

Step 1: Identify Professional Responsibility Concern (PRC)

- ▶ As professionals, everyone (Managers and Employees) is responsible for identifying issues that impact the ability to deliver safe, competent, and ethical nursing care and for taking steps to address identified issues in a timely manner and to work collaboratively to improve patient care.

Step 2: Discuss with Manager/Discuss with Employee/Local

- ▶ Discussion with the Manager should ideally be done by the Employee identifying the issue but depending on the nature of the concern, availability or comfort of the Employee, the meeting may be just between the Employee and Manager or UNA Local and Manager, or a meeting of the UNA Local, the Employee and Manager.
- ▶ Employee may fill out PRCF in advance of discussion to assist in discussion with Manager.
- ▶ Manager or designate should be made aware in a timely manner and, if need be, addressed sooner by notifying the Manager on call.

Step 3a: Fill out Professional Responsibility Concern Form (PRCF)

- ▶ If discussions don't resolve the issue, Employee should fill out a PRCF for discussion at the Committee.
- ▶ PRCF should be sent both to the UNA Local and the Manager to ensure issues are addressed in a timely manner.

Best Practice Steps

Step 3B: Fill out RLS (Highly Recommended)

- ▶ An incident identified by a UNA member may be reported through both the PRC and RLS system if it is related to patient safety. Both patient specific and system level (non-patient specific) hazards can be reported through the RLS system.
- ▶ For Employee safety concerns report through the UNA/AHS Collective Agreement (Article 34) OHS process and the AHS WHS (MySafetyNet) process.

Step 4A: Manager review and response to PRCF

- ▶ A Local (UNA) PRCC representative will review the form and follow up with the Employee who filled out the PRCF to obtain more information.
- ▶ The Manager will provide a written response, using the PRC Response Form.

Step 4B: Preparation for the PRCC and Organizational Engagement

- ▶ Employee, UNA reps, and Manager may have further discussions to try and resolve the issue.
- ▶ Set agenda and determine PRCC guests (if any).
- ▶ It is recommended that the PRCC representatives of both AHS and UNA engage individuals from their respective organizations in problem-solving discussions as appropriate, prior to the issue being identified as unresolved and being forwarded to the next step.

Best Practice Steps

Step 5: Discussions at Professional Responsibility Concern Committee (PRCC)

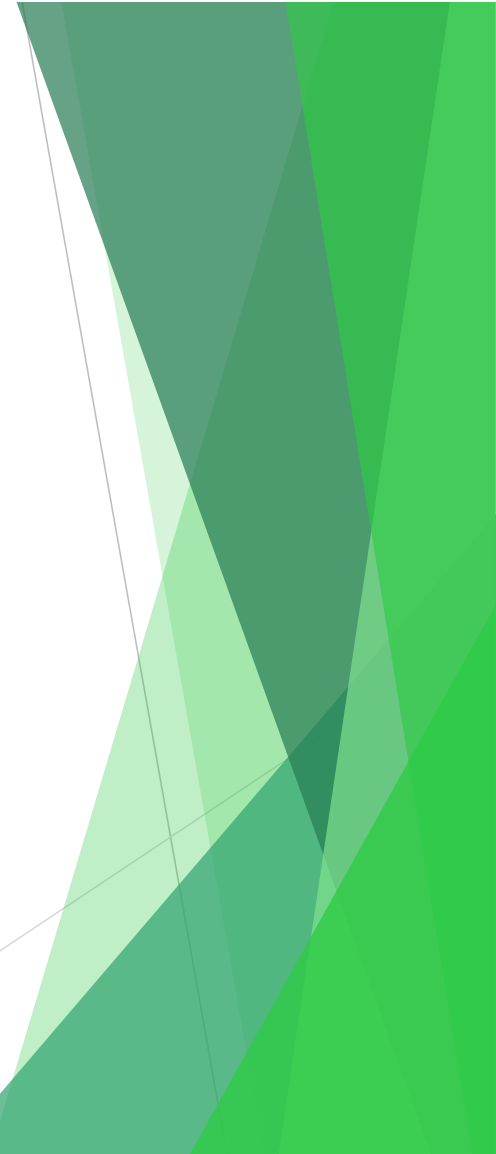
- ▶ Discussions at PRCC are intended to identify actions that can be taken by either the Employee(s), Manager(s), or both to resolve the identified issue(s).
- ▶ It is important that these discussions are open, transparent, and meaningful with a focus on resolving issues and improving patient/resident care.

Step 6: Meeting with Senior Leader

- ▶ The committee shall discuss issues with the applicable senior leader before the matter is referred to the Chief Executive Officer.

Step 7: Voluntary Mediation (Optional)

- ▶ The committee has the option of participating in voluntary mediation of the dispute with the assistance of representatives from within the Union and the Employer. Discussions at this stage are conducted on a without prejudice basis.



Best Practice Steps

Step 8: Resolution Meeting with CEO/Designate

- ▶ When possible, both parties will prepare the necessary written background information to send to the CEO and each other at least one week in advance of the meeting.

Step 9a: Independent Assessment Committee (IAC)

- ▶ Should an issue remain unresolved following the CEO's written response, either parties' representative(s) on the Committee may refer the issue to an Independent Assessment Committee (IAC).

Step 9b: IAC Recommendations Meeting with CEO and President

- ▶ A meeting of the parties, including the CEO and the President of the Union, shall be held within 14 days of receipt of the recommendations to discuss the recommendations and develop an implementation plan for mutually agreed changes.

Best Practice Steps

Step 10: UNA Presentation to the Board

- ▶ When possible, both parties will prepare the necessary written background information to send to the Governing Board and each other at least 10 days in advance of the meeting. These may be jointly or individually submitted.

Step 11: PRCC Follow Up

- ▶ The PRCC should review responses/communication received at any step in the process and should jointly develop and/or document:
 - ▶ If the concern(s) are resolved.
 - ▶ Any applicable implementation actions.
 - ▶ A plan to monitor changes (including identification of individuals accountable, timelines, expected outcomes and planned communications) if applicable.



Professional Responsibility Concern Form (PRCF)



Electronic submission of this form is available on the UNA app (available for iOS and Android) and online at dms.una.ab.ca/forms/prc

Purpose

Nurses are required by the standards of their professional licensing bodies to advocate for practice environments that have the organizational and human support systems, and the resources necessary for safe, competent, and ethical nursing care.

Instructions

- 1. Complete this form as soon as possible after observing conditions in which you believe the safety of patients/clients/residents may be at risk, or in situations where you believe administrative action needs to be taken to prevent risks to patients/residents/clients.
- 2. You do not have to obtain permission from a manager to complete this Professional Responsibility Concern Form. However, you should inform a management representative of the conditions you are documenting in this form.
- 3. This form and the information contained in it is the property of the United Nurses of Alberta. The concerns documented in this form will be presented to the Professional Responsibility Committee or alternate in your worksite for resolution as provided in the Collective Agreement between UNA and the Employer.
- 4. Deliver or send the white copy of the PRC Report Form to the Local/Local office of the United Nurses of Alberta in your worksite.
Keep the pink copy for your personal records.
Deliver or send the yellow copy to the Unit/Program Manager.
- 5. Stay in contact with your local executive as to the status of your PRC.

United Nurse of Alberta
 Provincial Office
 700-11150 Jasper Avenue NW
 Edmonton AB T5K 0C7
 (780) 425-1025/1-800-252-9394
 (780) 426-2093 (fax)
 www.una.ab.ca
 nurses@una.ab.ca

Professional Responsibility Concern Form (UNA)

TO BE COMPLETED BY LOCAL:

Local File #:

Date Received:

Employer: AHS Covenant Other (Specify) _____ Local #: _____ # known

Worksite: _____ Unit/Office: _____

Manager: _____

Manager/Manager on call contacted? No Yes Date Time

Name of Manager on call contacted: _____

When did the incident or issue occur? Date Time Shift

Is staffing a factor for this issue? No Yes If yes complete the following, as applicable:

	RN	RPN	LPN	HCA	Number of patients on unit:	<input type="text"/>
Baseline staffing	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Number of over-capacity patients on unit:	<input type="text"/>
Number of staff working	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Number of patients/residents/clients assigned to you	<input type="text"/>

Detailed Description of Incident/Issue (Do not use names of patients, residents, clients, staff, doctors, or others):

If more space is needed, please attach a sheet of paper.

RLS (or other incident report) completed? No Yes RLS/Incident Report #: _____ # known

(This form does not replace the Employer's incident reporting form/system. RLS is a voluntary reporting system. You are under no obligation to indicate whether you filled out a RLS report on this form.)

Recommendations (What is needed to prevent this incident or issue from occurring again?):

Name (Printed) _____

Designation: RN RPN LPN Other (Specify) _____

Signature _____ Date Report Filled

Personal E-Mail _____ Phone _____





PRC Response Form

This form is to be completed by the most immediate supervisor in an excluded management position in response to a Professional Responsibility Concern (PRC).

Note: In this response, please do not use any patient identifiers.

Supervisor Name:		UNA PRC #:	Date:
		AHS # (if applicable):	
Work site (Unit/Department):		Date of PRC Event:	
What is the issue:			
Was the event/issue discussed with the supervisor prior to the receipt of the PRC? Yes <input type="checkbox"/> No <input type="checkbox"/>			
Summary of Pre-PRC Discussion(s):			
Is this an isolated or recurring/ongoing issue? <i>(Note approximate date issue brought to your attention, frequency, and brief overview of measures taken to address to date)</i>			



PRC Response Form

Was there an established procedure/process for dealing with this issue? Yes <input type="checkbox"/> No <input type="checkbox"/>
Summarize or attach applicable procedure/process.
What variables may have affected this situation?
<input type="checkbox"/> Staffing <input type="checkbox"/> Sick Calls <input type="checkbox"/> Skill Mix <input type="checkbox"/> LOA <input type="checkbox"/> Workload
<input type="checkbox"/> Other (Please specify): _____
Comments/Description:
Specific response or action plan that was taken to address the event/issue:
Distribution of Response:
Please send this written response to your PRC Committee Co-chairs as soon as possible:
_____ @ahs.ca
_____ @una.ab.ca



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Professional Responsibility Concern Committee (PRCC)

DATE:

SITE/ LOCATION:

ATTENDEES:

Meeting Agenda/Minutes

- 1.0 Call to Order
- 2.0 Approval of Minutes
- 3.0 Additions to Agenda
- 4.0 Update
 - 4.1 Management - Current Initiatives (Site or Organizational) (e.g. changes to care, quality reports, etc.)
 - 4.2 Update from UNA
 - 4.3 Rumours
- 5.0 Standing Items
 - 5.1 New PRCs
 - 5.2 Action/Monitoring/Evaluation updates from previous PRCs
 - 5.3 Trends
 - 5.4 PRC Process Check-In
- 6.0 Meeting Recap and clarify key messages, next steps and leads

ISSUE(S)	PRC(s) <i>(attached)</i>	RESPONSE FORM/LETTER <i>(attached)</i>	STATUS:		ACTION:						DISCUSSION:	FOLLOW-UP & NEXT STEPS	LEAD(S)
			Resolved	Unresolved	Awaiting Response	Awaiting Information	Further Discussion Required	Evaluation & Monitoring	Advanced	COMMENTS: e.g. escalated to whom/date		NAME:	
Issue X	- File # (Unit) - Date										- Response received - Members not satisfied with response - Sue and Joe to review and provide update at next meeting		
Issue Y	- File # (Unit) - Date										- Awaiting a response		
Issue Z	- File # (Unit) - Date										- Awaiting a meeting – schedule for Date		

Next Meeting:

Key Messages

- ▶ The Professional Responsibility process promotes safe, high quality patient care.
- ▶ For the PRC Process to be successful, it needs to be founded on the principles of joint problem solving, collaboration, mutual respect, and occur within a just culture.
- ▶ The newly created PRC Best Practice document outlines the jointly agreed upon expectations and tools that should be utilized in each step in the process, with the goal of developing a more consistent and effective approach to identifying and resolving concerns.

Key Messages

- ▶ *“AHS and UNA acknowledge that, in many places across the province, shifting the current PRCC operations to a more proactive and collaborative culture will be a significant change. In support of this change, a number of new resources have been developed to assist local PRCCs.”*

- Joint Commitment Letter, June 15, 2017

