



Manitoba Regional Health Authorities on track to achieving standardized workforce reporting, policies, and processes across the Province

INDUSTRY:
Healthcare

LOCATION:
Manitoba, Canada

**MANITOBA HEALTH
WEB SITE:**
gov.mb.ca/health

**REGION NAME &
EMPLOYEE COUNT**

Assiniboine - 3,000+

Brandon - 2,300+

Burntwood - 575+

Churchill - 110+

Interlake - 1,500+

Nor-Man - 835+

North Eastman - 1,100+

Parkland - 2,200+

Central Manitoba - 3,000+

South Eastman - 1,100+

Winnipeg - 27,000+

"We believe that the partnership with Manitoba Health, the regional health authorities and QHR Software will have enormous benefits to all of us. Standardized, regular reports using QHR software should lighten the requirements of overloaded HR staff. Developing common reporting standards around key HR data is an important step in planning for the health workforce of tomorrow."

*Terry Goertzen, Executive Director
Workforce Policy and Planning, Manitoba Health*

Past

Manitoba's health care system has experienced a significant evolution over the past 10 years. In 1997, the *Regional Health Authorities Act* legislation came into effect which defined the duties and responsibilities of eleven regional health authorities and the Minister of Health.

This new structure was a major change in how health care was planned and delivered to the citizens of Manitoba. In this model, the regional health authorities are responsible within the context of broad provincial policy direction, for assessing and prioritizing needs and health goals, and developing and managing an integrated approach to their own health care system. Manitoba Health oversees the system.

As each health facility started to work together within a unified region, they identified a variety of systems and processes that would need to evolve to facilitate consistency and standardization. As they directed their focus on how to best administer their human capital information, the regions identified this is where an integrated software solution could help.

As part of a due diligence process, the regions also recognized that partnering with a solution provider with expertise in

the health care sector was a key priority. After careful consideration, the regions determined the expertise, software and services provided by QHR Software could help them achieve consistent, standardized practices and policies across their regions.

Present

The relationship between QHR, Manitoba Health and the regions continue to strengthen and evolve as QHR has become a vendor of choice within the Province. QHR is either working with or in contract negotiations with every Manitoba region. The majority of the regions are 'live' with Payroll and Staff Scheduling.

As the number of QHR Manitoba clients continue to grow, so is the value these organizations are realizing. Use of Quadrant HR has proven to deliver measurable savings and process improvements.

As an example, before implementing Quadrant HR Payroll, the RHA Central Manitoba used a service bureau provider that gave them little control over the payroll process or their reporting options. Since implementing they have experienced a 95% reduction in pay errors and gained full control over their payroll process.



BRANDON REGIONAL HEALTH AUTHORITY



Churchill RHA Inc.



South Eastman Health/Santé Sud-Est Inc.



Regional Health Authority
Central Manitoba Inc.
Office régional de la santé
du Centre du Manitoba inc.



Winnipeg Regional
Health Authority
Office régional de la
santé de Winnipeg



Sheldon Hildebrand, Regional Payroll Coordinator with RHA Central Manitoba says, "We realized a **four-year payback** with the investment in Quadrant HR. This, in addition to all the other benefits we enjoy, really got senior management's attention. We no longer have to pay those expensive processing fees, which never end!"

In addition, the RHA Central Manitoba was able to reallocate funds from administrative savings to hospital care.

Sheldon says, "In services support, we are charged with the responsibility of providing value for healthcare management so that **more dollars are available on the clinical side**. This has a direct impact on improving the quality of patient care. Quadrant HR has greatly contributed to this accomplishment."

To learn more about RHA Central Manitoba's success, please read their [case study](#).

Process standardization is a key priority at a Provincial level right through to the regional level. For example, South Eastman Health Authority has successfully standardized their staff scheduling processes and achieved consistency in the application of collective agreements using Quadrant HR's Staff Scheduling module.

Teri Kindrat, Labour Relations Officer with South Eastman Health says, "Quadrant HR helped us identify a number of idiosyncrasies in our scheduling process. Now, we have a **standardized process** that is consistently applied throughout the organization that minimizes workload on the managers."

Teri continues, "We now feel confident that we are **applying the collective agreements fairly and consistently** which has helped educate employees... and we now feel confident that the scheduler is paying employees properly."

To learn more about South Eastman's success, please read their [case study](#).

System integration was a key priority for each region. Prior to Quadrant HR, organizations had multiple systems that included a combination of manual processes, spreadsheets, and disconnected third-party tools requiring

imports/exports for data exchange. All of this increased the opportunity for error and data duplication. The overhead and expense associated with this kind of information management is inconsistent with best practices and good fiscal responsibility in healthcare.

With Quadrant HR, these organizations benefit from seamless integration of Human Resources, Staff Scheduling and Payroll information. Interfaces with third-party systems are minimal and more importantly, data integrity has improved.

Ray Koop, CEO of Luther Home, a long term care and assisted living organization in the Winnipeg Regional Health Authority, says, "We chose Quadrant HR because it offered us a comprehensive solution that went well beyond what we envisioned to solve our problems. The **benefits of data integration** became immediately evident with Quadrant HR. When we compared the stand-alone model of separate systems with the integrated Quadrant HR model for scheduling, payroll and HR, it became immediately clear the integrated model was the best and most cost effective. In addition, **QHR is a proven entity in Manitoba.**"

To learn more about Luther Home's success, please read their [case study](#).

As the number of Quadrant HR users in Manitoba continues to grow, a user community has taken shape. The Provincial HR Council meets weekly. This Council is a complement of senior leaders from each region with a mandate to discuss strategy and standardization. Part of this ongoing conversation includes how to best to use Quadrant HR to administer and deliver the outcomes and measures they identify. As a result of these meetings, the regions have agreed to share reports, information and resources and mutually agree on priorities for future development of Quadrant HR.

The regionalization of Manitoba health organizations has been a monumental effort and proves to be an ongoing journey. Continued and impressive results are apparent as the benefits of Quadrant HR are realized by all levels including provincial representatives, senior management and front-end users.



Quadrant HR™ is a user-defined, configurable software and services solution integrating best practices for Human Resources, Staff Scheduling and Payroll into a single system.

Quadrant HR™ is designed to improve employee processes from 'hire to retire' for simple to complex multi-site, multi-position, multi-contract workplaces.

To learn more, visit
www.QHRsoftware.com
or call Toll Free
1-866-863-4431

QHR Software Inc.
210, 1632 Dickson Avenue
Kelowna, BC V1Y 7T2 Canada
Tel: 1-866-863-4431 Fax: 250-717-5266
Web: www.QHRsoftware.com

A by-product of implementing a consistent system across the province of Manitoba has been the recognition by other Canadian health organizations that the Manitoba model is emerging as a proven and successful one that others can emulate.

Future

The beginning of a public-private partnership has developed between Manitoba Health and QHR Software for an **HRIS Standardization** initiative. The objective of this project is to facilitate consistent practices and reporting metrics and measurements. To achieve this goal, the stakeholders will work together with an assigned QHR Software resource to leverage Quadrant HR and identify business processes, reports and workflows which can be standardized. The representatives involved are from Manitoba Health, the Labour Relations Secretariat, QHR Software and the Regional Health Authorities.

This initiative consists of three phases:

Phase 1 - Project Planning

The goal of this phase is to confirm the strategic objectives and project scope and to assess and document expectations.

Phase 2 - Analysis and Design

In this phase, the focus will be to outline the activities needed to identify the required adaptations, develop a comprehensive implementation task list, and create a working prototyped system design for the beginning phases of the project.

Phase 3 - Deployment: Implementation and Training

Phase 3 concentrates on the development of detailed specifications for adaptations documented in Phase 2. These specifications will enable regional technical resources to work in conjunction with QHR staff on system design.

Review and Evaluation

At the end of each phase, a project review and audit of Quadrant HR will be performed to identify and address any areas that can be improved. This process

will ensure the system is perpetually changing to meet new and emerging user and management requirements to extend user satisfaction and long-term system usefulness of Provincial requirements.

Objectives identified in the scope of this initiative include identifying and prioritizing reports and processes that will benefit all regions. Some examples include:

1. Development of an annual nursing vacancy report.
2. Develop a QHR Reports Standard for all regions to fulfill Manitoba Health requests.
3. Develop a process to consistently identify employee contacts for emergency planning purposes (e.g. in the event of a Pandemic such as the Avian flu virus).
4. Address the capacity of disability management reporting.

This initiative will enable the Regional Health Authorities to stay on track to achieving standardized workforce policies and processes across the Province.

Regional standardization will benefit all those involved to better manage business process and prepare for the future.



Manitoba Flag

Jason Marchand, Vice President of Support Services and Human Resources at Brandon Regional Health Authority says, "We are looking forward to this partnership. Full integration of all of our Human Resources IT systems will be instrumental in achieving our objectives. Quadrant HR will allow us to better manage our business process and meet new challenges. QHR's previous experience in the complex health care environment makes us confident that we are getting value for our investment."

The partnership between QHR and Manitoba health organizations will continue to grow as more organizations expand the implementation and use Quadrant HR. Working together to deliver quantifiable results is a priority for all to ensure maximum impact of investment, better Provincial visibility and a common framework for all to leverage.

